

**THE EFFECTS OF OCCUPATIONAL STRESS ON SERVICE DELIVERY  
IN ZAMBIA POLICE SERVICE: A CASE OF CRIMINAL  
INVESTIGATION DEPARTMENT (CID) IN LUSAKA URBAN DISTRICT.**

**By**

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**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF ZAMBIA  
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE  
AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION IN MANAGEMENT STRATEGY.**

**THE UNIVERSITY OF ZAMBIA**

**LUSAKA**

**2022**

## DECLARATION

I, **Nalishuwa Sapanoi**, do here by declare that this dissertation is a preparation of my original research work and that it has never been previously produced or presented at this University or any other institution for a similar purpose. Further, the works of other people have been dully acknowledged.

Signed.....

Date.....

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## APPROVAL

This document by Nalishuwa Sapanoi is approved as fulfilling the requirements for the award of the MBA in Management Strategy of the Graduate School of Business of the University of Zambia.

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## ABSTRACT

This study investigated the effects of occupational stress on service delivery in the Zambia Police Service CID in Lusaka Urban district. The study employed a mixed methods approach and Yamane sample size formula was used to calculate a sample size of 211 respondents from a population of 450 officers. A survey questionnaire and in-depth interviews were used to collect primary data.

The results showed that there was a moderate prevalence of occupational stress among the CID officers in Zambia Police Service. Additionally, it was revealed that the main causes of occupational stress in CID include among others: Organisational culture; Lack of transport; Political interference; Bad management practices; Job content and demands; Physical work environment; Relationships at work; Change management; Lack of support; Role conflict; and Traumatic experiences such as accidents and injury. An inferential analysis involving Linear Regression analyses proved that a negative significant relationship exists between occupation stress and service delivery ( $\beta = -0.6$ ) and further concluded that occupation stress leads to poor service delivery. Therefore, the study established that police officers under CID encounter unpredictable and potentially volatile situations caused by occupation stress factors which make them fail to execute self-initiated investigations, leads to absenteeism, workplace conflict due to poor relationships and diminished employee productivity which in turn distorts their service delivery.

The study further recommended the need for the Police Service should have clear organizational structure that provides employees with information about the structure, purpose and practices of the organization. Each employee's skills, knowledge and abilities should be matched as much as possible to the development needs of each position. In-service training should be provided, counseling services as well as development of a stress management policy. Furthermore effective supervision and guidance should be provided to employees as it is important and can help staff cope with occupational stress.

**Keywords:** *Effects, Occupational Stress, Service Delivery and Criminal Investigation Department*

## **ACKNOWLEDGEMENTS**

I would like to thank the Almighty God for having accorded me the wisdom and knowledge throughout my tenure of study. Further, I would also like to thank my supervisor Dr Martin Chasha for his expertise, advice, guidance, patience and support throughout the process of writing this thesis. Without his support, this thesis would not have been possible. Furthermore, I would like to thank my colleagues Gladys, Charlene, Kelvin, Edson and Yvonne for their overwhelming support and encouragement throughout the process of this research.

I would further want to extend my gratitude to my lecturers and the staff at the Graduate School of Business and those in charge of the thesis process at the University of Zambia for guiding me throughout and helping me complete this program.

Lastly, I would like to thank all my family members for their unwavering support throughout this program. Your encouragement helped me stand firm and push through difficult times. All in all, I give glory to the Almighty for the grace and strength that I had throughout the programme.

## **DEDICATION**

This thesis is dedicated to my mother Mangolwa Matanyambe and my late father Nalishuwa Sapanoi who believed in me and encouraged me never to give up throughout the entire process of my study. Their unwavering support and encouragement pushed me to work hard and enabled me to complete my studies. My mother has been my source of inspiration and motivation through provision of spiritual, moral and financial support.

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## LIST OF ACRONYMS

CBT	Cognitive Behavioural Therapies
CID	Criminal Investigation Department
DC	Demand Control
DCP	Deputy Commissioner of Police
E	Margin of Error
HRM	Human Resource Management
INGEPOL	Inspector General of Police
JDC	Job Demand Control
LMIC	Low-and Middle-Income Countries
M	Mean
MVS	Maximum Variation Sampling
N	Sample Size
N	Total Population
PHC	Primary Health Care
PSQ	Police Stress Questionnaire
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNZA	University of Zambia
ZPS	Zambia Police Service

# CHAPTER 1

## INTRODUCTION

### 1.1 Overview

In this introductory chapter, there is a brief background study where the scene is set for the entire research. The problem statement is presented as well as a clear rationale for this study. Also, in this chapter, the sole aim and objectives are clearly stated. It further highlights the scope of study and the set of questions to be answered in this research. Finally, the structure of the study, and then a summary is presented at the end of the chapter.

### 1.2 Background of the Study

Occupational stress is one of the most serious issues that people and organizations face today, and it affects employees and organizations throughout the world. It has been commonly said that the impacts of occupational stress have an effect on workers' ability to do their jobs, including absconding from work, reporting late, and providing bad customer service. As a result, human resource and management professionals have identified occupational stress as a cause of worry for enterprises, workers, and other stakeholders. Many firms are experiencing a significant amount of stress, according to occupational stress experts (Cooper and Cartwright, 2014; Varca, 2019; Ornelas and Kleiner 2013).

Compared to other occupations, police officers are more prone to experience stress (Maran, 2015). It is more likely that police officers may experience distress, which can result in a decline in their mental well-being as well as their physical health (Maran, 2015; Aytac, 2015; Moreto, 2016). Law enforcement officers are exposed to a variety of occupational/task-related, external, internal, and occupation-related personal strains that can be detrimental to their wellbeing if not managed properly (Moreto, 2016).

Numerous employees in organizations are said to be stressed out at their jobs as a result of a variety of factors such as an unbalanced workload, isolation, long working hours, toxic work environments, a lack of autonomy, difficult relationships between coworkers and managers, bullying and harassment by upper-level management, and a lack of opportunities or motivation

to advance in one's skill set. Maslach (2013), on the other hand, asserts that workers' persistent exposure to occupational stress, if not well managed, may have a negative impact on the quality of their work, their physical and mental health, and the performance of the organizations in which they work. As a result, poor service delivery has been identified in a variety of institutions, with the police department being no exception. It was observed by Harpold and Feemaster (2012), that a number of studies have shown that policing is one of the most stressful careers, with police officers constantly subjected to occupational stressors as well as organizational and personal stresses. Furthermore, according to Anshel (2010), the police force is one of the most stressful occupations in the world, and the occurrences that officers encounter are alarming and have a negative impact on their physical and psychological well-being.

In Zambia, the Police Service is tasked with the job of providing and maintaining internal security in the nation in accordance with the Zambia Police Act Chapter 1 (Amendment Act) No.2 of 2016 and Chapter 107 of the Zambian Laws. The Act spells out the duties of the police service namely: Protection of life and property; preservation of law and order; detection and prevention of crime; cooperation with civilian and other security organs established under the constitution; apprehending offenders against the peace; and preserving the peace.

The Inspector General of Police (IG) is in charge of the Zambia Police Service (ZPS), and his or her responsibility is to command, direct, supervise, and regulate all of the institution's operations and affairs. The Criminal Investigations Department is one of the directorates under ZPS and is headed by a Divisional Criminal Investigations Officer (DCIO) in Lusaka province. He is in charge of all things connected to criminal investigations and CID officers assigned to the division in the province (ZPS standing orders, 2010).

However, there are reports that the crime rate in Lusaka has been increasing exponentially over the past two decades, from its peak in the late 1990s. As such, this has raised organizational workloads despite the increasing recruitments of officers (ZP Bulletin, 2017). It is against this background that police officers in Criminal Investigation Departments (CIDs) encounter occupational stress. Nowadays, job stress becomes more observable within the workplace than in previous times. Therefore, organizations should develop effective measures to reduce their employees' job stress (Dobrodolac, Markovic, Cubranic Dobrodolac & Denda, 2014). In light of



the above, this study investigated the effects of occupational stress on service delivery in the ZPS CID in Lusaka urban district.

### **1.3 Statement of the Problem**

According to research, police is one of the most stressful jobs, and officers are at a significant risk of developing a variety of stress-related physical health issues (Chikwem, 2017). According to Keith (2012), when stress levels reach an unhealthy level, performance starts to deteriorate because stress interferes with an employee's capacity to cope, causes them to become unable to make choices, and causes them to become unpredictable in their behaviour. When stress levels rise, the capacity to cope decreases to zero. Further, according to Queensland Government (2012), indicators of occupational stress in the workplace include increased absenteeism, diminished performance and changes in attitude, mood or behaviour such as becoming irritable, volatile or aggressive, conflict with others, diminished work relationships, and a lack of interest.

It has been argued in departmental monthly performance meetings in CID work that service delivery is affected by occupational related stressors. The Zambia Police Service has over the years been criticized by both members of the public and civil society organisations over the way in which they have offered their services. There have been records of suicide, corruption, misuse of firearms, unlawful arrests and a lot of complaints of victimised members of the public. Efforts to redeem the image of the institution in terms of service delivery seem not to yield much. Furthermore the police service has been facing the highest number of litigations in the past years and this has led to the government losing huge sums of money (Zambia Human Rights Report, 2019). In view of the above, the diminished service delivery could be as a result of the effects of stress. It is in this regard that the Zambia Police Service 2019-2021 Strategic Plan desired to develop and implement a Psycho-social and Stress Management Policy as a strategy that would reduce occupational stress and in turn improve service delivery. Therefore, this study sought to investigate the effects of occupational stress on service delivery in the Zambia Police Service: A case of Criminal Investigation Department.

## **1.4 Aim of the Study**

The aim of this study is to investigate the effects of occupational stress on service delivery in Zambia Police Service Criminal Investigation Department.

### **1.4.1 Main Objective**

To investigate the effects of Occupational Stress on Service delivery in the Zambia Police Criminal Investigation Department

### **1.4.2 Specific Objectives**

1. To explore the prevalence of Occupational stress among police officers.
2. To investigate the causes of Occupational stress among police officers.
3. To examine the effects of occupational stress on service delivery.
4. To recommend best practices that the police command can put in place to mitigate occupational stress in order to enhance service delivery in the ZPS.

## **1.5 Research Questions**

1. What is the prevalence of Occupational stress among police officers?
2. What are the causes of Occupational stress among police officers in CID?
3. What are the effects of occupational stress on service delivery?
4. What strategies can be implemented to mitigate occupational stress in order to enhance Service Delivery in ZPS?

## **1.6 Scope of Study**

The study was restricted to Zambia Police Service criminal investigation departments in the Lusaka urban district.

## **1.7 Justification of the Study**

This study is of significance because it offers insight regarding the aspects considered stressful by the police officers. It is important to clearly identify stressors in police officers' daily lives with a view to developing specialized programs that would enable these officers to effectively deal with the stress. The study results hopes to inform the Zambia Police Service how they can positively affect law enforcement training by incorporating stress coping mechanisms in the

police training curriculum. Addressing the stressors of police officers in police departments could enable officers to also perform their roles optimally thereby offering quality services to the members of the public.

### **1.8 Definition of Terms**

The following terms are defined within the context of this study:

**Effects:** In this study, effects mean the negative impact of occupational stress on the police officers service delivery (American Psychology Association [APA], 2020)

**Occupational Stress:** In this study, occupational stress means tension and strain experienced by workers on the job when they fail to meet the job demands (APA, 2020).

**Police Officer:** In this study the term “police officer” refers to all members of the police service of whichever rank and formation (Zambia Police Act, 2016).

**Strategies:** A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. In this study, it means steps adopted by police officers to deal with occupational stress (Wells, 2020).

**Service delivery:** This term is used to refer to the act of carrying out duties, functions or roles as stipulated in the terms of the police service (Zambia Police Act, 2016).

### **1.9 Limitation of the Study**

This study encountered some limitations like any other study. One of the limitations is that stratified sampling requires a researcher to identify every member of a population being studied and classify each of them into one, and only one, sub-population. Finding an exhaustive list of an entire population was a challenge to the researcher as it took a lot of time to be given that information. The primary data for the entire research was gathered only from the CID officers, it is worth noting that each department faces different challenges hence what factors lead to occupational stress may not be the same with someone from a different department hence some results on causes may not be generalised.

The study was limited by the fact that there are limited studies investigating police stress and service delivery especially in criminal investigation department, making it challenging to obtain secondary data for the research. As such, the limited research associated with stress in police occupation is an indication that an investigation is necessary to allow police command to formulate strategies regarding how police officers can mitigate occupational stress in order to enhance service delivery. More research is needed to determine whether there are differences in the work-related stressors for police officers working in different departments.

### **1.10 Structure of the Dissertation**

This dissertation is divided into five chapters. Chapter one sets the scene with a background study, outlines the aim and objectives, problem statement, rationale, research questions, scope and of this research. Then chapter two covers the literature review in detail by comprehensively discussing what others have documented in journals, books and research papers on the research topic. Chapter three presents the research design and methodology by discussing in details various research strategy, methodology for data collection and analysis. Chapter four covers data analysis, presentation and discussion of findings in relation to literature review conducted in chapter two. Finally, chapter five provides the conclusion and recommendations of the research based on research findings and how this has led to a successful achievement of the objective of the study.

### **1.11 Chapter Summary**

This chapter presented the introduction and background information, statement of the research problem, research questions and research objectives. The chapter further presented the significance of the study, Scope of the Study, Limitation of the Study and the final part of this chapter looked at the organization of the dissertation.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter discusses a review of theoretical and empirical literature relating to occupational stress and service delivery. The goal of the reviewed literature in this dissertation was to reflect on what others have written pertaining to the research topic. Hence, this chapter presents literature review on the themes derived mainly from the research objectives. The literature is presented using a random approach embedding studies from North and South America, Europe, Middle East, Asia and Africa. Gaps in literature will be identified in relation to the study at hand. The themes discussed under each sub section relates to relevant literature concerning the causes, prevalence as well as effects of occupational stress and stress management strategies.

#### 2.2 The Concept of Occupational Stress

Occupational stress is defined as negative subjective feelings experienced by individuals when confronted with a disparity between their needs and their abilities, as well as other work-related circumstances (Leung, 2008, Bowen, 2014). It has been discovered that anxiety, tension, and a lack of pleasure are all key components of such feelings (Fliege, 2015).

The term stress comes from the Latin word 'strictus,' which literally translates as 'to tighten' (Stacciarini and Troccoli, 2013). The fundamental justification for this notion is based on the reality that the workplace places specific expectations on employees, and as a result, difficulties in meeting those demands might result in psychological anguish or sickness. In order to distinguish it from other types of stress, stress in the workplace is often referred to as "job stress or occupational stress." Occupational stress, according to Campebell (2017), is described as the sensations that an employee feels when the demands of the work surpass one's capacity to cope. Employees' responses to job expectations and pressures that are out of sync with their knowledge, interest, skills, and capacities, as defined by Hicks and Caroline (2017), are referred to as workplace stress. Therefore, occupation stress may occur throughout the spectrum of organizational contexts and can become severe when employees have little or no control over their work activities. A serious health concern that has an impact on productivity, absenteeism, a rise in health-care expenses, and other undesirable outcomes that are related with particular

conditions, features of the workplace, and individual views and responses in the setting of the workplace (Stacciarini and Troccoli, 2013).

Eustress, according to Gershon (2013), is good, positive, and pleasant in nature, and is therapeutic in nature, while distress is dysfunctional in nature, as it entails responses to events or acts that are deemed bad by the one experiencing it. As Omelas and Kleiner (2013) mention in their article, researchers have shown that stress may serve as a valuable source of energy by activating a process in the nervous system known as the alert mechanism. It causes the heart to beat faster, the blood pressure to rise, and the production of chemicals that help you reach your goals. If one leads a stress-free life, it is possible to get suffocated by boredom and death.

In the workplace, stress is defined as the sense of a disparity between environmental expectations (stressors) and an individual's ability to meet those needs (Topper, 2017). According to Baheshtifar and Nazarian (2013), work-related elements that lead to occupational stress include role overload, conflict, and ambiguity, amongst other issues. It was long believed that workers in high positions were the only ones who suffered from work-related stress; however, it is now recognized that individuals at all levels of the organization may suffer from occupational stress (Williams, 2013). Employees' frequent exposure to occupational stress may have a negative impact on the quality of their work, their physical and mental health, and the performance of the organizations in which they work if it is not well managed (Maslach, 2013)

As a result of the existing features of contemporary societies, recent systematic assessments have shown that becoming a police officer may be a very demanding and stressful employment. For a police officer, these characteristics include: the uncertainty and danger associated with the permanent threat of terrorist attacks, the increase in violence with firearms in urban areas, a lack of human and material resources, difficulties managing a team or supervising others, criticism from citizens and society, and a lack of understanding from family and friends (Cumming et al., 1965; Webster, 2013; Magnavita et al., 2018; Purba and Demou, 2019).

When it comes to engaging with residents, police work does not follow a strict schedule, and this often results in emotional, physical, and psychological stress on officers and staff (Sundaram & Kumaran, 2012). As defined by the National Institute of Occupational Safety and Health (2014), work stress refers to physically and psychological reactions that arise when the requirements of a position are insufficiently met by the employees' talents or resources, or when the workers' demands are not met. By using this concept to the evaluation of a police officer's work

requirements, it may be possible to get a more nuanced picture of the relationships between job performance, an officer's skills and available resources, as well as the officer's requirements. Specifically in the context of police, work performance that is based on skills is closely related to how a particular officer perceives his or her own motivation, obligation, and risk. Every one of these variables is influenced by the officer's psychological stability.

The International Labour Organization (2016), also defined occupational stress as a negative physical and emotional reaction that occurs when there is a misalignment between perceived expectations and perceived resources and capacities of employees to meet such demands. A worker's ability to cope with work-related stress is determined by the organization of the job, work design and labour relations, and it occurs when job demands are insufficiently met or exceeded by the worker's capabilities, resources, or needs, or when knowledge and abilities of an individual worker or group are insufficiently met or exceeded by the expectations of the enterprise's organizational culture.

### **2.3 Measurement of Occupational Stress**

In measuring occupational stress, it is important to distinguish between three perspectives in the stress literature. These are: the environmental perspective, which focuses on objective stimuli that are normatively associated with adaptive responses; the psychological perspective, which emphasizes the individual's cognitive appraisal of the potential harm posed by objective stimuli (here, distress is the result of perceived or subjective threat); and the biome perspective, which emphasizes the individual's biological responses to objective stimuli. According to the psychological viewpoint, occupational stress refers to a natural, generalized, psychophysiological reaction that occurs in response to a perceived demand or danger, and the word "stressors" is used to refer to probable causes of stress in a workplace setting, A source of stress that may arise from the workplace is financial, social, or general working conditions. Examples of occupational stressors include interpersonal stressors (e.g., co-workers, clients/customers, supervisors), job or task-related stressors (e.g., boring, repetitive, or routine work, complex or difficult tasks, shift work, workload), and organizational stressors (e.g., management, policies, procedures, and procedures) (e.g., pay or reward systems, resources). The psychological model states that in order to accurately capture the stress experienced in a certain job or work context, both the stressor itself (stressor exposure) and the individual's perception of it (stressor appraisal) must be taken into consideration (Grant and Ferris, 2012).

It is possible to categorize occupational stress research into two primary types: research studies on occupational stressors that workers encounter in their working environment, and research studies on employees' emotional responses (for example, strain) to working situations (for example, stress). Although it is controversial whether stress should be measured in terms of stressors or stress responses, it is widely agreed that both methodologies give valuable and distinct views (Hurrell, 2018; Fliege, 2015).

Increased absenteeism, diminished performance, changes in attitude, mood, or behavior (such as becoming irritable, volatile or aggressive), conflict with others, diminished work relationships, and fatigue, lethargy, or a lack of interest are all indicators of occupational stress, according to the Queensland Government (2012). Additionally, difficulties focusing or making choices, changes in appearance or personal hygiene, being introverted or lonely, and exhibiting unreasonable standards or expectations for oneself or others are also possible symptoms of bipolar disorder.

Accidents on the job, complaints from co-workers, a decrease in work productivity, taking longer to complete deadlines and daily job functions, difficulty recalling instructions and understanding office procedures, on the job, taking long coffee breaks, and spending excessive personal time on the telephone or Internet are all listed as symptoms of stress by Arandelovic and Ilic (2016). Individuals in the ancient past had to deal with stress, which was a major issue. It has now expanded worldwide and is impacting every human being, both outside of and inside of the workplace. It has an impact on the human person on both a psychological and physical level. Anxiety, stress, and depression are all common psychological side effects of alcohol use. Many physical ailments, such as backbone pain, muscle discomfort, and headaches, may develop as a result of rude or unpleasant behavior (Vosough, 2016).

There have been a variety of questionnaires established to evaluate physiologic and emotional exhaustion and/or stress in the job, but not all of them have been universally accepted or validated across a broad range of vocations. Only the Swedish Occupational Exhaustion Inventory (SOFI), which was created and validated to precisely evaluate subjective fatigue in work situations, is an exception. Twenty expressions are used in the instrument, and they are equally spread over five latent factors: a lack of energy, physical effort and pain, a lack of



motivation, and a feeling of tiredness. Physical effort and physical pain are regarded to be physical manifestations of exhaustion, but lack of desire and drowsiness are thought to be predominantly mental manifestations of the same condition. Energy deficiency is a widespread phenomenon that manifests itself in both the physical and mental elements of exhaustion. Greater scores imply higher levels of reported exhaustion, whilst lower values indicate lower levels of perceived fatigue (Krupinski & Reiner, 2019).

Using real-time occupational stress and fatigue measurement in medical imaging practice, Krupinski and Berbaum (2014) assessed the diagnostic accuracy of fracture detection, visual accommodation, and subjective ratings of fatigue and visual strain before and after a day's worth of clinical reading in a medical imaging practice. Forty attending radiologists and radiology residents watched 60 bone tests, half of which included fractures, before and after a day of clinical reading at the University of Michigan. Before and after each reading session, the participants' visual accommodation was tested. It was decided to gather SOFI and oculomotor strain. When reading before to and after a day of work, it was shown that diagnostic accuracy was considerably lowered, with an average receiver operating characteristic (ROC) area under the curve (AUC) of 0.885 for reading prior to work and 0.852 for reading after (p0.05). A day of picture interpretation resulted in a bigger inaccuracy in visual accommodation (p0.01) as well as a greater subjective tiredness rating. The researchers came to the conclusion that radiologists' capacity to concentrate is impaired after a day of clinical reading, as are their sensations of weariness and oculomotor strain, as well as their ability to identify fractures.

#### **2.4 The Concept of Service Delivery**

The Police force, like all other public institutions, must establish a reputation for providing high-quality service, maintain a positive image, and improve a negative image. The carefree attitudes of police officers seem to be having a significant toll on the ability of officers to prevent, fight, and investigate crime in a timely manner. From the point of reception when complaints are submitted, through the waiting period for collecting statements, through criminal investigations, to the point of arresting and prosecuting suspects, the Zambia Police Service seems to have been plagued by persistent accusations of delays (Human Rights Report, 2019). Good service delivery is a need and a remedy for human rights violations, corruption, dishonesty, and the inability to provide timely and high-quality services to the public.

Among the several definitions of service that have been provided, Kotler (2010) defined service as any act, performance, or experience that one party may provide to another party in exchange for a consideration. According to Lovelock and Wirtz (2014, p.45), "services are economic activities that provide time, place, form utility, problem solving, and change in the recipient of the service". The author adds that "Services are economic activities that provide time, place, and form utility, problem solving, and change in the recipient of the service". Services have the traits of perishability, intangibility, inseparability, and heterogeneity, amongst other features. Services provide intangible value to the person that needs them, such as information, usefulness, care, and convenience, to the party who has requested them.

Furthermore, according to Crous (2010), the performance of work or duty by an official, or the act of assisting others, or the power to control or make use of resources, or an organization or system providing the general public with something useful or necessary are all examples of official behavior and duties. This suggests that delivery includes the performance or production of commodities, the handing over of things to the intended receiver, or the production of outcomes that meet or exceed expectations. Moreover, according to Naidoo (2014, p.23), service delivery is defined as "the manner in which public services are delivered, with a particular emphasis on enhancing the efficacy and efficiency of the manner in which services are given." As previously said, service delivery is concerned with the supply of a product or service by a government or government agency to a community that has been pledged to or that is anticipated by that community, according to Riekert (2011). This concept is applicable for the present research since it allows for a comprehensive knowledge of all services provided by CID police personnel in Lusaka, Zambia. Accordingly, the police aim to prevent, fight, and investigate crime, preserve public order, uphold and execute the law, and to ensure that all Zambian individuals and their property are safe and secure. Hanekom (2017) asserts that the fundamental services provided to the public, such as law enforcement and the protection of people's lives and property, are the true heart of government. Cloete (2018) goes on to say that government institutions are always being asked to provide a bigger quantity of public services with even higher intensity, as well as a broader variety of services.

A well-functioning police force is essential for the preservation of peace, the provision of security, and the execution of a country's legal obligations. It is the state's obligation to maintain public order in order for individuals who live under its jurisdiction to be able to exercise their

rights to the fullest extent possible (Amnesty International, 2013). Police are tasked with maintaining peace and order in the vast majority of nations across the world. In accordance with Chapter 1 (Amendment Act) No.2 of 2016 and Chapter 107 of the Zambian Laws, the Zambia Police Service is tasked with the job of providing and maintaining internal security in the nation. The Zambia Police Act is found in Chapter 107 of the Zambian Laws and spells out the following Duties: Protection of life and property; preservation of law and order; detection and prevention of crime; cooperation with civilian and other security organs established under the constitution; apprehending offenders against the peace; and Preserving the peace. These are the mandates of the Force, as outlined in the Constitution.

## **2.5 Measurement of Service Delivery**

Traditionally, police performance has been largely assessed in terms of statistics such as crime rates and more recently community satisfaction (Daads and Schiede, 2010 Cited by Syeda 2022) Western police agencies measure performance against a set of crime-focused indicators, such as crime rates, arrests, response times, and clearance rates (Davis, 2012 cited by Syeda Et al)). However, it is now argued that police performance measures need to incorporate a wider set of concerns tied to the precepts of democratic policing. As a result of its expanded role in shaping law enforcement functions in failed states in the 1990s, the United Nations articulated a set of principles for police agencies that included applying the law equally to all citizens, guidance on the use of deadly force, guarantees of safety and fair treatment of persons detained or arrested, allowing the community to hold law enforcement officials accountable for their actions, and protecting the rights of women, juveniles and refugees (Greene, 2010 Cited by Syeda et al).

Ford (2017) reported that citizens expect organizations to exceed their expectations and demonstrate that organizations care for them. The citizen is usually satisfied when a product or service meets or exceeds the customer's expectations. It is further mentioned that to get customer satisfaction, the service provided should be of good services. Karr and Blowhowiak (2017) describe good service to include the following elements: getting help; having a problem solved competently with no hassle; no running around and providing service without delay; dealing with people who know their job; dealing with people who are empowered to provide information right away or who make things happen for the client without passing the buck or begging for permission; treating customers with respect speedily and appreciating the customer's position;

anticipating a customer's needs and wants; and concluding a transaction or interaction with a customer in such a manner that he or she feels better than before (ibid).

Police agencies provide a variety of services to the public. The nature of those services varies widely, from educating citizens about crime prevention and responding to automobile accidents, to investigating crimes and apprehending offenders. It is this variety inside the day-to-day tasks that police perform that creates measuring their performance so difficult. Measuring performance of policing agencies should therefore be multidimensional to capture the complexity inherent in modern policing. Policing experts have proposed several considerations in developing performance indicators. One of the indications won't to measure performance of police agencies is that the outputs (Moore and Braga, 2014).

Performance of core police functions like the amount of successful investigations, protection of life and property, robbers arrested and successful court prosecution are outputs. However, police agencies should not solely focus on output and ignore other actions that might have a more profound effect on socially desirable policing outcomes. Furthermore, using the output driving while intoxicated (DWI) arrests as a performance measure perhaps successful to extend the amount of driving while intoxicated checkpoints, but it's going to simultaneously reduce the number of speed checks (Andrew, 2010). Performance of a policing agency significantly depends on the performance of its employees. Armstrong and Baron (2015), postulates that if the performance of employees are often raised, better organizational performance will follow as an immediate result. This implies that when the employees of the policing agency, the police officers perform their roles and duties well, the performance of the policing agency will be good. Shane (2018) considers a cop an honest performer if he/she is in a position to perform the subsequent basic police tasks.

A study by Kayode, Onah and Anyio (2013) on corruption and service delivery in the Nigerian public sector was conducted in the Northern Nigeria. The paper relied wholly on secondary data while the population of the study comprised of staff in some selected Federal Ministries in Abuja. The study revealed that corruption is no doubt a global phenomenon that has threatened and still continues to threaten the developmental efforts in many nations. Therefore, the study concluded that corruption in the Public Service is a major impediment to effective service delivery to the Nigerian populace. The paper also recommended that a culture of relative

openness, effective supervision/ monitoring of programmes geared towards provision of essential public goods and services should be implemented.

## **2.6 Empirical Studies on the Prevalence of Occupational Stress**

Stress is a big dilemma for the employee that was considered an organizational issue (Bartels 2020). Employees of police department also face stress and it's intensity at working place and beyond the working place. Research study conducted by Hassan (2020), found that intensity of stress level is high on the job of police officers as compared to beyond the workplace of working entities. Job stress is a phenomenon that is emerged due to various sources. Stress's sources can be role overload, job insecurity, role conflict, poor career development policy and role ambiguity (Teng, Zhang & Lou, 2020; Travis, 2020 and; Abbas & Raja, 2019). Few other stress factors can lack of finances, poor working environment and loss of relatives lives (Jannesari & Sullivan, 2021 & Horan, 2020). These motioned stressors may be the reasons of negatives consequences. Workload, role conflict and role ambiguity may often considered chronic stressors and can produce negative consequences for the organizations (Travis, 2020). Working entities face burden of work, conflicts of roles and ambiguity in roles assigning at their job places. Resultantly, anxiety, depression and dis-mood appear in the forms of negative consequences. According to Mittal and Bhakar (2018), dis-mood, anxiety and tension affect the employee's level of job performance badly.

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 behavioural 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 counselling sessions, time management and behavioural 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 (2013) analysed 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 Africa 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 (2016) 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 (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.

A study by Jungwee (2017) found out that occupation stress was prevalent among police officers in South Africa. The prevalence of occupation stress was attributed to demands associated with police jobs, crime-related stressors and lack of support from colleagues and superiors. Similarly,

a survey conducted by Nyaga (2016) showed that most of Police officers suffer from occupational stress. The study found out that both operational and organizational sources of stress were prevalent. Studies by Oweke, Mwuola and Ngumi (2014) cited by Nyaga et al showed that prevalence of occupation stress among police officers in Kisumu County was high. Ongoro and Oloko (2015) cited by Nyaga et al concluded that police officers from Migori County are affected by stress which leads to most of them suffering from depression, anxiety and anger.

Agolla (2019) conducted a study in Botswana, among the police to find out work stress symptoms and coping strategies among the police service. This study reveals that the police work stressors are; getting injured while on duty and the use of force when the job demands to do so, etc. The coping strategies were identified as exercising, socializing, healthy eating or diets, career planning and employee training.

Martin, McKean, and Veltkamp (2016) revealed that female police officers reported exposure to more traumatic incidents such as natural disasters, suicide, and child and spousal abuse than did their male counterparts. Their suggestion was that perhaps female officers were more exposed to such incidents and not more exposed to stressful events and situations, and that gender differences in psychological reactions are related to the degree of identification with the victim, frequency of exposure to victims, and coping styles. According to Edwards and Holden (2011) other interpretations of suicidal behaviour in women focus on suicide as a coping response. It has also been suggested that traditional gender socialisation may hinder women from choosing healthy, active coping strategies when faced with difficult situations. Wilson (2011) characterises the attempted suicide as a means of coping with stress for those individuals who have few resources. She suggests that women have fewer resources than do men in terms of economic power, autonomy, self-concept, and power over others. Women may attempt suicide as a way of telling those around them that they are having difficulty coping as a result of limited sources of influence.

## **2.7 Empirical Studies on the Causes of Occupational Stress**

During the past five decades, multiple research studies depict the observation of job stress' sources or factors. These factors can lack of finances for publicity, media rules and regulations

for advertisement and inefficiency of leadership expertise (Latif & Baloch, 2015). Such shortage of leadership skills and abilities cannot provide the right directions to the lower level staff that finally leads to the poor performance.

Various sources (Role overload, role conflict, role ambiguity, poor working environment, low salary and commuting stress have been denoted as hindrance stressors. These all stress factors can be the reasons of multiple issues such as job dissatisfaction and turn over intention. Tyagi and Dhar (2014) using qualitative methodology, explained how the human aspect as working condition of the police officer had been neglected by the respective government authorities. Police officers are subjected to physical stress such as dealing with victims, exposure to violence, threats, and uncertainty in shift timing. Physical stress experienced by police officers may reduce once there is positive communication between police reporting officers and subordinates (Chu & Tsao, 2014).

Chu & Tsao (2014) and Franscini (2014) investigated 485 male and female police officers in Northern Italy using a correlational quantitative method on performance on the field. Findings reveal that both men and women police officers are self-critical and operate on pessimism and self-blame on the job. Some of the factors causing stress are shift work, excessive overtime, heavy workload, poor working conditions, and negative public perception of the police force in Nigeria (Maran, 2014). According to Baloch (2019) low level of job dissatisfaction and intention to turn over decreases the level of employees' motivation to complete the organizational goals efficiently and effectively. Same results of the study were further confirmed by Qamar and Baloch (2011).

A review on the causes of occupational stress is essential to be familiar with the areas covered and would be helpful to discover the uncovered areas and thus study them in-depth. A study by Isabella (2019) proposed a model where stress is defined in terms of the imbalance between demands from the work environment and the ability of the individual to meet those demands. Further, it was showed that this imbalance can be caused either by too much work or too many responsibilities to assume or a combination of both. Additionally, Mayer (2012) indicates that role ambiguity and role conflict are two big causes of stress. Role ambiguity occurs when employees are faced with uncertainties, lack of information about the role they are supposed to



play in the workplace and ambiguities about the expectations and responsibilities of them. This creates conflicts which in turn manifest itself in physiological ailments, organizational dysfunction plus lowered levels of productivity.

Desseler (2010) reported that there were two major sources of occupational stress; environmental and personal. It was observed that a range of external environmental factors would lead to occupational stress. These included work schedules, place of work, job security, route to and from work and the number and nature of clients. Further, it was found out that even noise, including employees talking and telephones ringing, contributed to stress. Nevertheless, it revealed that individuals reacted differently even if they were at the same job, because personal factors also influenced stress. Hence, the study concluded that stress cannot necessarily be dysfunctional as some employees work well when under a little stress and find they are more productive when a deadline approaches.

Kop and Euwema (2011) added that organizational factors are the most salient stressors in police organizations. According to Schaufeli and Enzmann (2018) organizational stressors are divided into two groups: job demands and a lack of resources. Job demands refer to the required sustained physical or mental effort aspects of the job and can therefore be associated with certain physiological and psychological costs such as meeting deadlines, working overtime, shift work, excessive paperwork and handling crisis situations. Job resources are aspects of the job that may be functional in achieving work goals, reducing job demands and the expected physiological and psychological costs, and stimulating personal development, such as adequate equipment, good supervision, adequate salary, recognition and sufficient personnel.

Jones (2011) indicates that there are several aspects of job content which are found to be dangerous and contribute to stress. These include low value credited to the work assigned to an employee, reduced utilization of skills, repetitive nature of work, uncertainty, lack of opportunities for growth and development, high attention to details of the job, conflicts in demand and insufficient resources to do the job. Baumohl (2013) identified that work with high demands on the mind combined with an excessive quantity of both work and time pressures leads to work-related stress, depression and anxiety amongst the respondents considered. There is a high association between stress hazards like depression, physical ailments and obesity

amongst workers with high work demands. Faphunda and Tinuke (2012) reported that high psychological demands from the workplace combined with low levels of decision-making ability cause a higher level of stress amongst women as compared to men. Jalagat (2017) confirmed that there exists a significant relationship between job stress and employee performance. The study's independent variables underutilization of skills as well as work overload significantly correlates to employee performance though there was no substantial correlation between role ambiguity and employee performance.

McCafferty (2012) attributes suicide of police members to stressors at work. Factors that may contribute to distress include authoritarian structure, lack of participation in decision-making, poor inter-personal relationships with supervisors, lack of administrative support, unfair discipline, unfair promotion and the nature of police work. The irregularity of working hours, poor working conditions and the experience of constant fear and trauma contribute to making police members more susceptible to suicide (Maynard, Maynard, Mccubin and Shao, 2010; Rothmann and Strijdom, 2012). Working in shifts, low salaries and the dangers involved in police work seem to be related to stress and suicidal tendencies (Kruger, 2016; Lott, 2015). According to Rothmann and van Rensburg (2012) suicidal behaviour may be considered a domain of psychological disturbance and is associated with potentially severe mental and/or physical health outcomes. Suicidal behaviour varies in severity from ideation through intent and attempt to actual completion.

A study by Stecher and Rosse, (2017) revealed that workplace stress can be caused by poor work design, lack of recognition, rigid bureaucratic structure, office ergonomics, poor management style, unfavourable working conditions, pay inequality, role conflict and nature of the job. Amabile (2013) augments that the nature of work can cause stress and anxiety because many people find their work very hard to work with. Similarly, most officers in the police service complain of working at night duty and display fears of being shoot during work shifts. It can be triggered by working too much, not knowing how to manage time efficiently or fatigue and overworking or not taking time off for rest and relaxation. Gillin, (2014) adds that this is one of the hardest kinds of stress to avoid because many people feel they have no control over it.

Conner and Douglas (2015) suggested that job loss, job relocation, increased work family conflict and increased organizational politics are work related stressors which can be linked to organizational structure. It was reported that good organizational structures are those that clearly spelt out task details and that bureaucracy is an ideal organizational form that addresses issues faced by the organization. Therefore, this could be a source of stress for workers because of the rigid control and procedures associated with the structure. The study reports also that organizational structures could be either mechanistic or organic. Mechanistic structures have formal lines of authority and well defined chain of command; are highly departmentalized with specialized functions; have clearly spelled out rules, policies and procedures; and formal and well-defined communication channels (Conner and Douglas, 2015). On the other hand, it was stated that organic structures are characterized by shared control, opportunity for participation based knowledge, informal network of authority and informal network of communication. It can be seen that mechanistic structures could be more stressful for employees compared to organic ones.

Malik (2011) reported that stress is a universal element and individuals from almost every pace of life have to face stress. The study revealed that stress may present negative influences on both the employees as well as the organization. Among different work-related stress variables are role authority, role overload, role conflict and lack of senior-level support contribute more to the occupational stress. It has been observed that the employees may not afford the time opportunity to relax and wind down when they are faced with work variety, favouritism, discrimination, delegation as well as conflicting tasks. For example, Shruti (2019) reported that workers at bank are too much stressed with their job with the heavy workload and as a result employees expect some refreshing events to add up in their workplace like entertainment, trips, tea breaks, intervals once in a while during lumps of work. Accordingly, the staff expect an upward adjustment of salaries from their worth performance.

According to Jayashree (2010) a majority of the employees face severe stress-related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effects. Since stress is mostly due to excess of work pressure and works life imbalance the organization should support and encourage taking up roles that help them to balance work and family. Whittington et al. (2012) point out that

improper behaviour on the part of the management and poor supervisory styles are the main causes of workplace stress. The other factors contributing to job stress include poor communication styles, a lack of leadership as well as of clarity about the objectives, mission and vision of the organization and the very nature of the organization itself.

Conley and Woosley (2010) opined that role ambiguity can result in lower performance in certain jobs because workers do not know how to direct their efforts most effectively. Rizzo et al (2010) described 'role ambiguity' as a mirror of certainty on relationships, time allocation, power, tasks, clear guidance, policies and the aptitude to envisage authorizations as a result of attitude or performance (Tang and Chang, 2010). Role ambiguity ascends when certain parts become unclear, ambiguous and defined poorly and if these are not mentioned or discussed correctly, 'role ambiguity' certainly will arise (Srikanth and Jomon, 2013). American Institute of Stress (2014) projected that the overall organisational cost for American businesses, due to 'job stress would costs more than US\$300 billion annually (Tang and Chang, 2010). Role ambiguity or role conflict occur when some of the processes conflicts or contradicts from the norm and value of the processes applied in the organisation (Coverman, 2019, Ruyter, 2011).

According to Cameron (2012), a lack of clarity on the path ahead in terms of career growth has been considered to be the main source of work-related stress. This lack of clarity is manifested in the form of lack of training and development, poor promotion policies, insecurities in the job and lower levels of pay. Band and Tustin (2011) established that job control is essential to improving the mental health and commitment as well as reducing absenteeism. A lack of control, combined with enhanced job demands results in an increase in the likelihood of early retirements.

Cooper (2012) reported that an imbalance between personal efforts of employees put into a particular job and the rewards obtained in terms of remuneration, promotion and career progression resulted in excessive heart disease. In this respect, it was not so much the strain incurred in the job and the demands of the job but the correlation between high effort and low reward that resulted in work-related stresses manifested in as different effects of occupational stress.. Majority of the citizens of developed countries are satisfied with the work service delivery of police officers. For example, in Australia majority (74.7%) of people were satisfied with the services provided by police in the years 2010-2011 and 2011-2012 (Australian Federal

Police, 2013). However, reports from developing countries indicate that the work performance of the police is poor. Abbas (2012) attributes the high crime rates, ethnic and sectarian conflicts in Pakistan over the last two decades to poor leadership and police performance

## **2.8 Empirical studies on the Effects of Occupational Stress on Service Delivery**

Most studies dealing with police officers have been conducted in the United States of America and Europe and are not necessarily applicable in all aspects to other countries. Such studies focused on the stress phenomenon, while ignoring stress resistance factors (Berg, Hem, Lau, Håseth & Ekeberg, 2015; Hart, Wearing & Heady, 2015). Local studies conducted with police samples have mainly focused on the North, because of a special interest in stress-related outcomes in the particular region (Jorgensen, 2017). Webster (2013) explained that the police officer's job is uniquely stressful. Some of the stress identified is inherent potential for danger, unique authority to use coercive force on citizens, a propensity for social isolation, and responsibility for the safety of others even at their danger (Webster, 2013). Stress among police officers has resulted in ill-health such as elevated mortality rates for illness, post-traumatic stress disorder, burnout, suicide, and mental ill-health symptomatology.

Borhanran (2013) appraised that despite intense interest in predicting the outcomes of police stress, it is difficult to ascertain the subject because research findings are inconsistent. Yun et al. (2013) illustrated that police officers suffer disproportionately from cardiovascular, gastrointestinal, and metabolic diseases as well as a menagerie of psychological disorders. Other somatic manifestations of stress are insomnia, headaches, and back pain experienced by police officers (Unnithan, 2015) extended the effect of police officer stress is not only harmful to the officer's physical health, but it has a spiral effect on spouses and other family members, leading to marital disputes, divorces, and even inter-family violence. Yun (2013) compared the subculture membership and occupational stress among work and family service in the law enforcement personnel in the US survey. The findings revealed a less significant relationship between police officer subculture and occupational stress (Yun, 2013).

Rose (2015) using correlational quantitative methods identified several factors that can cause occupational stress to police officers such as authoritarian personality, distrust and suspicion, cynicism, coercive authority, and burnout. Policing is one of the most visible and public careers an individual can get engaged where the work load is undefined (Rose, 2015). No previous

studies have investigated the lived experience of the impact of occupational stress on policing as evidenced in frequent illnesses in the police officers in Zambia.

It is widely acknowledged that police work involves unique sources of stress and a variety of coping strategies, especially on social support, to deal with their unique stressful circumstances (Patterson, 2013). Mainstream organisational stress models, such as the Job-Demands Resources model and the Comprehensive Burnout and Engagement model (COBE), suggest that a stress outcome, such as burnout, is mainly predicted by job demands and the lack of resources. In the same vein, engagement is exclusively predicted by the availability of resources (Jorgensen, 2007; Shaufeli & Bakker, 2014). There is an apparent absence of literature or models in a work context that provide conceptual links between each stage in the coping process. A further limitation of the aforementioned models is that psychosocial resources are conceptualized as static (Holahan 2015). In models where such resources are included in conceptual frameworks, it is limited to an individual's interaction with support structures within the work context. Conversely, police officers are typical citizens in that they tend to have spouses, partners, children or friends that can be resources for social support, or a buffer against work stress. A conceptual model explaining the coping process in police context could be an important component in the effort to understand an officer's need to reduce the frequency and/or intensity of perceived stress so that he/she can cope more effectively.

Elizabeth (2017) investigated the sources of occupational stress in the South African police. The findings of her study indicated that the South African Police Service has officers that are more stressed during their duties, and one of the reasons for their stress was caused by criminal cases. Shane (2013) also revealed that the main stressors of work were the absence of congenial job conditions, lack of interpersonal relations, and lack of opportunities for career development and advancement. However, the studies under review did not highlight coping strategies for addressing occupational stress. Hence, Queensland (2012) reports that coping with stress can be done when there recreational activities like sports, and job vacations among police officers. Most studies that predict association of high job demands with the factors of occupational stress among police officers were quantitative studies that imposed statistical data on analyses and predicted the outcome (Slone & Mann, 2016).

Ongoro and Oloko (2015) in their study found low performance among police officer exposed to occupational stress. Oloko examined the factors of occupational stress on work performance of police officers in Kenya. The study participants consisted of 269 police officers exposed to occupational stress. The researchers established that police officers (n = 269) exposed to high levels of occupational stress work performance rated low (Ongoro & Oloko, 2015). The study also established that occupational stress negatively affects work performance of the police. Furthermore study found out police officers lack a welfare support system despite the stressful nature of their work. Notwithstanding, findings from these studies corroborate the Demerouti's job demands resources model that insists that resources may play significant roles in the development of job strain and motivation of police officers. Findings from these studies (Arble, 2017; Kimani, 2010; Ongoro & Oloko, 2015; Singh, 2017) were not based on the lived experience of police officers; rather they relied on statistical computations to arrive at the outcomes of the studies. Nevertheless, the study's findings corresponded with the aim of the study to determine the factors of occupational experience among police officers in Nigeria.

Similarly, Beheshtifar and Nazarian (2013) found that stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation. However, Omeja and Githigaro (2010) argued that the stressor level of law enforcement is increasing because of the nature of police work, poor housing arrangements, inadequate support systems, and ineffective coping mechanisms. They further suggested that the stressor level of police work increased because the working environment for police officers is marked by increasing violence, high crime rates, and executions of police officers on and off duty.

Bowen (2014) examine four categories of effects of occupational stress in terms of psychological effects, physiological effects, sociological effects and substance usage (including alcohol, cigarettes and even illegal drugs) in a survey of construction professionals in South Africa. The negative implications of work stress are recognized as a challenge to both employers and workers, with women, youth, shift, part-time, and non-white collar workers being more likely to have high-strain jobs. Those with such jobs perceived their work to be physically demanding and less satisfying. Low personal incomes and low levels of education were also associated with higher stress. Work stress factors have significant cross-sectional and longitudinal associations

with job performance. For example, high job strain was associated with reduced activities at work and taking at least one disability day during the previous two weeks; active jobs were also positively associated with taking disability days; and physically demanding work was related to absence from work in the past week. Physically demanding work was associated with reduced activities two years later; active jobs were associated with reduced work activities; and self-perceived job insecurity was associated with subsequent non-employment (Jungwee, 2017).

The symptoms of occupational-related stress range from slight medical unfitness, unhappiness as well as anxiety to more serious circumstances, including excessive drinking, drug dependency, increased smoking, divorce, psychiatric problems as well as suicide. A study by Meneze (2015) reports that occupational stress has become a challenge for the employer organizations as it results in low productivity, increased absenteeism and collection of other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems. In other words, occupational stress is a crucial and costly problem, and as such, the challenge for the organizations is to address job stress in order to reduce health-care costs and improve service delivery. Seibt (2018) acknowledge that stress is always present among employees however it can be reduced by improving the working conditions and quality of benefits in the companies. It may result to increased health complications leading to higher rates of employee absenteeism and turn over, more accidents as well as poor job performance.

According to Pelt (2010), stress affects the way people think and feel; in turn this affects relationship with colleagues, thus producing depression and a sense of helplessness, hopelessness and suicidal tendencies. Gherman, (2011) good health is good business, and bad health results in lowered productivity and output. However, Keith (2012) notes that stress can either be helpful or harmful to job performance, depending upon the amount of it. When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance tends to increase because stress helps a person call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Stress reaches a plateau that corresponds approximately to a person's day to day performance capability. At this point, additional stress tends to produce no more improvement. Finally, when stress becomes too great, service delivery declines because stress interferes with an employee's ability to cope, becomes unable to make decisions and is erratic in behaviour.



Coon and Mitterer (2019) stated that chronic or repeated stress can damage physical health as well as upset emotional well-being of the employees. The study revealed that prolonged stress closely relates to a large number of psychosomatic illness such as frustration defined as a negative emotional state that occurs when people are prevented from reaching their desired goals. Frustration, according to Rao and Rao (2016) can be due to many reasons like absence of recognition, tedious work, unsound relations with colleagues and bosses, poor working conditions, low self-esteem, occupational stress, time pressures, fatigue, lack of security, and stability among others.

Moreover, Lolordo (2011) revealed that occupational stress leads to depression among employees in the organization as it is characterized by feelings of despondency, powerlessness and hopelessness. It has various sources among which are stresses associated with work and career, isolation and loneliness, inadequate skills to face challenges, problems with interpersonal relationships, substance abuse, inability to live up to an idealized image and so on. Coon and Mitterer (2019) add that the bouts of depression are closely related to stressful events and that severe depression is a serious problem that can lead to suicide or a major impairment of emotional functioning.

Finally, many studies conducted on the impact of stress on Police officer's health and hence service delivery have a common consensus that the pressures of law enforcement put officers at risk of several physiological ailments such as high blood pressure, insomnia, increased level of destructive stress hormone, heart problems, post-traumatic stress disorder and suicide. Selye (2012) also states that the Police work is the most stressful occupation in America. Violanti and Aron (2015) in their study found that Police officers have one of the highest suicide rates in America. They also have a high divorce rate and are perpetual drinkers. The majority of research on Police officers' stress indicates that the occupation creates or contributes to psychological and physical ailments resulting in high incidents of cynicism, absenteeism, alcoholism, post-traumatic stress disorder, burnout, and early retirement resignation from the force and tragically suicide (Reviere and Young, 2014).

The influence of occupational stress on people is less easy to understand. Evidence from a survey of 306 mainly American nurses indicates that perceived social support from co-workers

improves reported job performance and reduces reported job stress (Abualrub, 2014), while Hon (2013), with evidence from 305 employees in 48 hotels and service organizations in China, finds co-worker support is a significant moderator between working-creativity-caused stress and service performance. Interestingly, AbuAlrub (2014) found job stress and job performance had a U shape relationship, with mainly American nurses reporting moderate job stress and believing their performance is worse than those reporting low/high job stresses.

## **2.9 Empirical Studies on Occupational 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 occupational stress and service delivery presents many benefits for an organization in terms of improving service delivery, 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, 2012). 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 occupational 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 aimed at rehabilitating and maximizing performance of employees who are already experiencing or suffering from the effects of occupational 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, 2017).

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 enable them to engage in stress reduction activities. As such, these strategies can comprise relaxation, meditation, mindfulness training, cognitive behavioural therapy and exercise programs, as well as other techniques such as education and interpersonal skill development. Gross (2018) adds that these practices promote 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 Behavioural Therapies (CBT) as well as mindfulness exercises. The other aspect 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, 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 CID has employed any techniques for preventing, managing and eliminating the effects of occupational 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 Zambia.

Dewhurst, Guthridge and Mohr (2019) 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 unfavourable effects of occupational stress at Zambia Police CID.

Melgosa (2010) postulates that stress treatment must be holistic. It should encompass all social contexts, work, family and friends. People with relatively strong social support from workmates, friends, wives and relatives show less emotional response to highly stressful events and fewer

symbols of physical illness. Social support is good medicine for the mind and the body. Emotional support from officer's social network involves expressions of affection that make the officer feel appreciated. It involves behaviours such as listening sympathetically to one's problems. Appraisal support involves helping people to evaluate and make sense of their troubles and problems. It includes efforts to clarify the nature of the problem and provide feedback about its significance (Dixon, 2019). Information support involves providing advice about how to handle a problem.

According to Dennis (2018), there is a host of organizational methods for dealing with stress including, recognizing the triggers of stress, through careful observation of behaviour which may reveal a number of behaviour patterns that indicates stress overload for example, difficulty in making decisions, missing deadlines or forgetting appointments, problems interacting with or getting along with colleagues and focusing on mistakes and personal failures. Since the brain is 70% water, this essential fluid is vital for one's memory. In fact, water accelerates the functioning of the brain as a whole, such that when it is dehydrated, it works much slower than normal. This particularly true when it comes to memory; dehydrated brain releases the hormone cortisol, which adversely affects the brain's capacity to store information and create memory. To keep traffic police officer's brain in tip top form, their officers should be fitted with mineral water dispensers (Guchuki, 2014).

Keith (2011) emphasizes the need to involve people in decision making because it often reduces stress. The author postulates that counselling usually is confidential so the employees will feel free to talk openly about their problems. The general objective of guidance and counselling is to help people develop better mental health so that they will grow in self-confidence, self-awareness, self-control, understanding, and ability to work effectively. The guidance and counselling objective is achieved through one or more of the guidance and counselling functions, namely telling a person what one thinks should be done, giving a person courage and confidence to face his situation, providing information and understanding, helping a person feels freer of tensions, encouraging more coherent rational thought and encourage an internal change in goal and values.

A study conducted by Rothmann (2016) also confirmed that occupational stress occurs when there is a discrepancy between the demands of the workplace and an individual's ability to carry out and complete these demands. The stressor leads the body to have physiological reaction which can physically and mentally strain a person. In view of this, it can be stated that police service delivery is to a large extent influenced by certain indicators such as motivation, experience and confident levels. Grilkar, (2017) admits that stress can greatly impact on the way the officer responds to a case. For instance, a study conducted among Kenyan officer's shows that three out of four officers could not perform adequately if they did not get leave holidays at least three times annually. Therefore, organizations have significant roles to play in assisting their staff to appropriately and effectively manage the chaotic situations and stresses that can arise in some human service practice contexts. Having orderly processes and procedures in place can aid the management of work stress but, if overly rigid, it can also contribute to stress.

Other effective measures to increase job satisfaction and decrease burnout include the provision of challenging and stimulating training, orientations for new workers (Bara, 2011), appealing general working conditions including physical surroundings ensuring there are adequate resources to meet the workload and closely monitoring this (Illiffe and Steed, 2010), and addressing financial remuneration issues, which are frequently a key source of worker dissatisfaction. Latting (2011) notes that while the human services attracts idealistic practitioners to low paid positions, it is wrong to assume that are not motivated by extrinsic rewards such as salary.

Finally, Wang (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.

## **2.10 Theoretical Literature Review**

As other authors have noted, there is no single theory which can adequately explain effect of occupational stress on service delivery, neither is there much likelihood of such a theory being developed in the future (Gibb & Davies, 2010). In some circumstances, the factors may interact with each other in different ways in different circumstances. Therefore, it may be possible to identify effect of occupational stress on service delivery by combining different theories. Over the past years, studies on the subject of occupation stress have developed many theories and models to explain and determine the factors that influence service delivery. The models include; the Fit model, Job model, stress model, job demand model, and effort reward imbalance model as discussed below. This study utilised the Transactional theory.

### **2.10.1 The Person-Environment Fit Theory**

The Theory outlined by Edwards, Caplan and Harrison (1998), makes explicit not only the importance of the interaction between the individual and the environment in shaping their response to work situations and events, but also the importance of the individual's perception of the environment, themselves, and the interaction between them. Thus, the P-E Fit Theory can be discussed as a subjective model, referring to the fit between the subjective person and the subjective environment (i.e. the individual's perceptions of the P-E fit). Harrison emphasized that there are two aspects of fit between an individual and the environment: the degree to which an individual's skills and abilities meet the demands required of them and the extent to which the environment meets the individual's needs. The central premise of the P-E Fit Theory is that stress can arise as a result of a lack of fit of either of these two measures. Thus, in this model stress is not defined in terms of the environment or the individual, but rather in terms of the degree of misfit between them (Edwards, et al., 1998). This subjective model is particularly useful in the occupational stress process where it is the employees' perception of the work environment and their ability to manage that environment which may lead to the experience of occupational stress (Edwards, et al., 1998). Police officer's perception of the work environment and their ability to manage the environment may lead to the experience of stress.

### **2.10.2 Transactional Theory**

Lazarus and Folkman's (1984) transactional model of stress and coping is used as the theoretical framework for this study. This model defines stress as a 'particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being' (Lazarus & Folkman, 1984, p. 19). According to Brannon and Feist (2004), this definition is important for several reasons. Firstly, this definition of stress represents the transactional approach which emphasises the interaction between the person and his or her environment in determining stress. Secondly, this definition emphasises the importance of the person's appraisal of the psychological situation. Thirdly, stress arises only in situations that are appraised as threatening, challenging or potentially harmful. According to Gardner and O'Driscoll (2007), the focus of this model is on individual and situational factors that interact with the appraisal of demands to produce outcomes. Lazarus and Folkman's (1984) transactional model of stress was further adapted by McGowan (2004) to explicitly recognise for the first time that individual outcomes of work demands; rather than being only negative resulting in distress, can also be positive resulting in eustress.

### **2.10.3 Fit Model**

The Fit Model places much emphasis on the individual's subjective interaction with the environment. The model suggests that the match between a person and their work environment is important in influencing their health conditions in the organization. It is argued that employees' attitudes, skills, abilities and resources match the demands of their job, and that work environments should meet workers' needs, knowledge, and skills potential. However, lack of fit in either in this domain can cause problems, and the greater the gap or misfit (either subjective or objective) between the person and their environment, the greater the strains demands exceed abilities, and need exceeds supply. These strains can relate to health related issues, lower productivity, and poor service delivery. Thus, defence mechanisms, such as denial, reappraisal of needs, and coping operate in model, to try and reduce subjective misfit.

### **2.10.4 Stress Model**

The model looks at behaviours as a susceptibility burden together with stress from life experience. It is useful to distinguish stressful job conditions or stressors from an individual's reactions or strains. Strains can be mental, physical or emotional and as such, occupational stress



can occur when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. Often a stressor can lead the body to have a physiological reaction than can strain a person physically as well as mentally. A variety of factors contribute to workplace stress such as excessive workload, isolation, extensive hours worked, toxic work environments, lack of autonomy, difficult relationships, among co-workers and management, management bullying, harassment and lack of opportunities of motivation to advancement in one's skill level.

### **2.10.5 Effort Reward Imbalance Model (ERI)**

The model focuses on the reciprocal relationship between efforts and rewards at work. "More specifically, the ERI Model claims that work characterized by both high efforts and low rewards represents a reciprocity deficit between high costs and low gains, which could elicit negative emotions in exposed employees. The accompanying feeling may cause sustained strain reactions. Hence, working hard without receiving adequate appreciation or being treated fairly are examples of a stressful effort-reward imbalance. Hackman and Oldham (1980) showed that commitment and a high need for approval (i.e. over commitment) will respond with more strain reactions to an effort-reward imbalance, in comparison with less over committed people". Despite this situation, a great deal can still be said regarding specific workplace and environmental conditions that produce stress, the effects of stress on the individual and the organization, and methods that may control, or alleviate stress in the work setting (ibid).

### **2.10.6 Job Demand Control Model**

Karasek (1979) developed the Job Demand Control Model which was aimed at balancing the requirements, autonomy as well as the decision latitude of an employee. The model indicates that employees, who have demanding jobs, experience a lot of stress if they cannot decide when they do the work. As soon as the element of control becomes less or is barely present at all, the workload will feel higher, leading to stress. Conversely it is also true that despite the high demands of the job, the personal control is actually a nice addition that leads to employees feeling far less stressed. In jobs where control is given to time and deadlines, employees experience a lot more stress than when they can decide and use their own time schedule. This form of autonomy is therefore much more important in stress development than the complexity and high demands of the tasks.

## **2.11 Knowledge Gap in Literature**

The purpose of is to investigate the effect of occupational stress on service delivery in Criminal Investigation Department. Occupational stress on policing as evidenced in frequent illnesses among police officers in Zambia. Despite the fact that previous studies have identified occupational stress as a contributing factor to stress in police officers, no studies have examined occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Zambia. This study may be significant because the police are confronted with a unique set of demands and decisions on a daily basis in carrying out their civic duties of protection of lives and properties (Boyle, 2013; Dawson & Davies, 2017; Maran, 2014). Appraised demands to include heavy work load, time pressure, unexpected tasks, having to work at fast pace, while decision includes the ability to decide how employees will perform their task, ability to solve problems related to their work, and having freedom to adjust the pace of their work. Boyle (2013) analysed how occupational stress had resulted to suicide ideation among police officers, while Maran (2014) converged that stress among male and female patrol officers is increasing in Italy. Despite the fact that occupational stress has appeared in previous studies, none seems to have studied occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Zambia.

## **2.12 Chapter Summary**

This chapter has provided a review of literatures on the subject of occupational stress and service delivery in organizations. A corpus of studies reviewed indicate that occupational stress influences service delivery in a number of ways like employee absenteeism from work as well as reduced organizational efficiency and productivity. The next chapter of this study presents the research design and methodology, data collection techniques and how data analysis has been conducted.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The present chapter provides detailed information about the methodology employed in order to collect, analyse and interpret data that may be useful in answering research questions. The chapter presents information relating to the adopted research design, target population, study sample, sampling procedures, research instruments, data collection, data analysis and ethical consideration.

#### 3.2 Research Design

This study aimed at investigating the effects of occupational stress on service delivery in Zambia Police Service CID. In order to achieve this objective, the study employed a mixed methods approach. Creswell et al. (2003) states that mixed method approach involves the collection of both quantitative and/or qualitative data in a single study in which the data are analysed concurrently or sequentially, given a priority, and integrated at one or more stages in the research process. A mixed methods approach was employed to answer questions which could not be handled using only quantitative or qualitative methods alone in this study. Furthermore, the appropriate research design adopted in this study is an explanatory design. The overall purpose of this design is that qualitative data helps explain or build upon initial quantitative results. Saunders, Thornhill and Lewis (2012) describe a research design as a general plan of how one will go about responding to the set research questions. Basically, this will contain clear objectives derived from your research questions, specify the sources from which you intend to collect data, how the data will be collected and analyzed. It will also review the various ethical issues that have been considered. In order to achieve this objective, the study draws statistical, quantitative results and further attempts to explain the established relationship with qualitative study. Thus, Creswell (2003) notes 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.

On the other hand, the study is also descriptive in nature, because the purpose of this study was to produce a representation of the effects of occupational stress on service delivery. The justification for using mixed method is that it has the ability to maximize on the strengths of both

the qualitative and quantitative as it is able to offset the weaknesses of both. Mixed method provides a more comprehensive understanding of the research problem than either quantitative or qualitative approached if used alone. Mixed method also has the ability to entertain more than one method of data collection (Creswell: 2009).

### **3.3 Population of the Study**

The population of this study comprised of police officers from Criminal Investigations Department (CID) in Lusaka district police stations and posts. The police stations engaged were Lusaka Central, Kabwata, Chilenje, Woodlands, Chelstone, Simon Mwansa Kapwepwe, Chawama, Emmasdale, Kanyama and Matero Police Stations including all the posts under each police station respectively. Fundamentally, a list of CID officers from relevant police authorities was collected and used as a guide to recruit officers into a sample out of the entire population. The target population was 450 police officers in the CID and these included all Criminal Investigation Assistants, Assistant Criminal Investigation Officers, Criminal Investigation Officers, Senior Criminal Investigation Officers and Principal Criminal Investigation Officer. Polit and Hungler (1999), infer that a study population should involve the totality of all subjects that conform to a set of specifications, comprising the entire group of persons that are of interest to the researcher and to whom the research results can be generalized.

### **3.4. Sample Size**

From a population of 450 police officers, the study employed Slovin's formula for sample size determination as follows:

$$n = \frac{N}{1 + [N * e^2]} = \frac{450}{1 + 450 * 0.05^2} = 211.76 \sim 211$$

n= 211 respondents

Where:

N= the size of population

n=the desired sample size.

e=the error of 5%

From the computations, a sample size of 211 CID police officers was selected to participate in the study.

### **3.5 Sampling Technique**

The research selected the respondents by using stratified random sampling. The population was divided into strata (or subgroups) and a random sample was taken from each subgroup. The population of CID officers was 450 across Lusaka urban district which consisted of four zones. Zone 1 consisted of Lusaka Central Station, Emmasdale Police and Matero Police Station . Zone 2 consisted of Kabwata , Chilenje and woodlands Police Station. Zone 3 Police Stations were Chawama, Makeni and kanyama. Zone 4 consisted of Ngwere, Chelstone, Simon Mwansa Kapwepwe Police Station. Furthermore the police posts that fall in these respective police stations were also part of the samples. The aim of using this approach was for the purpose of reducing the potential for human bias in the selection of cases to be included in the sample and ensure that the sample is highly representative of the population being studied.

Stratified sampling is often used where there is a great deal of variation within a population. Its purpose is to ensure that every stratum is adequately represented (Saunders et al., 2012). In particular, the Divisional Criminal Investigation Officer and Principal Criminal Investigation Officer provided useful information on the actual situation on the ground and outlined the department's position on occupation stress and service delivery. On the other hand, the Criminal Investigation Assistants, Assistant Criminal Investigation Officers, Criminal Investigation Officers, Criminal Investigation Officers and Senior Criminal Investigation Officers provided information about their experiences and beliefs concerning occupation stress and service delivery.

The researcher divided the population into strata according to Zones that police stations belong to. Then the stratified sample formula: (Sample size of the strata = size of entire sample / population size \* layer size) was used to calculate the proportion of people from each group as follows; where sample size =211 and population =450

**Table 3.1: Sample Size Stratification**

<b>Name of Zone</b>	<b>Number of people in Strata</b>	<b>Number of people in strata</b>
Zone 1	150	$211/450*150=70$
Zone 2	120	$211/450*120=56$
Zone 3	100	$211/450*100=47$
Zone 4	80	$211/450*80=38$

The respondents from each stratum were then selected from the total number of people in the strata using systematic sampling by picking the Kth number which was calculated to be 2 meaning every 2<sup>nd</sup> person on the population was selected.

Where K is the interval, N is the population and n is the sample size

$$K=450/211=2$$

The sampling strategy used to recruit participants to be interviewed was purposive sampling. This kind of strategy is often used in qualitative studies as it allows the researcher to set inclusion criteria which results in recruiting a fairly homogenous sample (Alvi, 2016; Etikan, Musa, & Alkassim, 2016). The inclusion criteria were those participants who scored higher on stress in the survey questionnaire. There are no hard-and-fast rules for sample size in qualitative studies as it uses data saturation as a measure for determining sufficiency of participants and data. Saturation of data refers to that point where including more participants would not yield any new data (Ethikan et al., 2016). Therefore, the sample consisted of 20 police officers from all police zones.

### **3.6 Types of Data**

There were two types and sources of data for this study and these are primary and secondary. Primary data involved first hand data gathered by the researcher using survey questionnaires and interviews from police officers under criminal investigation department in Lusaka district. The study employed primary data collected from police personnel of the top-order, middle-order and lower-order according to the hierarchy of CIDs. On the other hand, secondary data was collected through published materials such as books, internet, newspapers, magazines, journal articles and internal records.

### **3.7 Operationalisation of Variables**

The functions of the police encompass preservation of law and order, to safeguard people from attacks and to protect property among others. The society expects the officers to play their varied roles equally. They are helpers, saviours, friends and referees. Then as a law enforcer they arrest or use force to enforce the rule of law. Law enforcement entails the police performing their job, to be on duty even in the scorching heat of summer, pouring rain and freezing winter. Putting aside personal feelings and dealing with criminals and their victims can be challenging. Many police officers see examples of human indecency and pain on a day-to-day basis. Seeing people, particularly the elderly and children, who are the victims of murder, beatings, robberies, rapes and sex crimes can take a toll on the mental health of officers. Criminal profiling and getting inside the minds of criminals who perpetrate these types of crimes can also cause mental stress. Police work is a dangerous job. Police officers never know when they show up for work if they will go back home that evening. Carrying a gun can also cause stress for officers and this generates both physical and mental stress. Media reports of police brutality and indiscipline can be perceived as warning signs of work stress, categorically pointing to the mismanagement of this crucial problem so far (Johnson, 2017).

The study variables are divided into independent and dependent variables. The independent variable is occupational stress which was measured using fatigue, absenteeism, and productivity, traumatic experiences such as death or injury and conflict with other colleagues. The dependent variable was service delivery which was seen through the lens of crime preventions and detection, crime prevention and taking law breakers to court. These variables were operationalized as follows.

#### **3.7.1. Fatigue**

Fatigue is associated with feeling overtired, with low energy and a strong desire to sleep that interferes with normal daily activities. Police officers on shift work do not get sufficient sleep which entails that workers must frequently rotate between diurnal and nocturnal sleep patterns to accommodate family and social activities. This is not the case with afternoon shift workers whose later bedtime hours are seldom a problem biologically. In fact, they may even get more sleep than day shift workers. The pattern of melatonin secretion and its synchronization with sleep is drastically altered in night. Melatonin, a substance that is primarily secreted by the pineal

gland, is produced during the night and promotes sleep. Thus, night shift workers may face a greater frequency of sleep disruption compared to evening shift workers which breeds occupation stress thereby affecting service delivery.

### **3.7.2 Absenteeism**

Absenteeism is defined as any failure to report to work or stay at work on time, regardless of the reason. This is typically unanticipated, such as when someone becomes unwell, but it can also be deliberate, such as during a strike or purposeful absence. The fact that the person was scheduled to work is essential to this statement. In the police service, when there is excessive absenteeism, the workload becomes larger on those reporting for work. Looking at the number of tasks that police officers have to do in the CID like investigating crime and taking law breakers to court, it is imperative that adequate staff continue to report for work any given day others service delivery may be hampered. Employers therefore should consider root causes, which include burnout, disengagement, as well as those that may require accommodations, such as child care or illness.

### **3.7.3. Productivity**

Productivity in the work place is caused by several factors such as engagement, good people management practices, workplace environment, appropriate tools, and use of technology as an advantage. Each of these factors influences employees and affects their productivity, and whether this is a negative or a positive effect is based on management's commitment towards providing an enabling environment. Organizations can no longer turn a blind eye to workplace conditions or people practices, as these determine the effectiveness of service delivery. The police service in Zambia and CID in particular is characterized by obsolete armoury and crime combat vehicles for instance which affects the productivity of the police coupled with old technology which is used in crime prevention and detection. A host of these and other factors all contribute to low productivity and ultimately poor service delivery.

### **3.7.4. Work place conflict**

When employees have strong relationships in the workplace, prosocial behaviour like collaboration and camaraderie occurs which is an ingredient for spurring team work and consented effort. Employees are more likely to feel a stronger sense of loyalty to the police service and each other, and perceive more psychological value in their daily work when they



have good relationships at work. On the contrary, poor relationships arising from conflict of interests for instance due to insubordination are a conduit for poor service delivery in the police service. The employer must therefore ensure that all officers respect their ranks and the authority therein to avoid confrontations which may affect team work in the work place.

### **3.7.5. Traumatic experiences**

Lastly, traumatic experiences from death or injuries witnessed on the job have far bearing psychological effects on police officers involved in combating crime. Some images are difficult to erase hence officers have to endure the process of flashbacks while on duty or in the field. This affects sleep leading to insomnia or worse causes post-traumatic stress disorder given its severity in an individual. Police officers who have experienced such traumatic events are always anxious and restless when discharging their duties which consequently affect the extent of their service delivery. Although this may seem more of a personal problem, the employer must take proactive measures to ensure that such traumatic experiences are dealt with head on by having a psychologist in the workplace whose job is to talk with police officers who are the victims.

### **3.8 Data Collection Techniques and Process**

The techniques and process of data collection in this study involved the distribution of survey questionnaires as well as administering of interviews to CID officers under Lusaka urban district. The researcher distributed the questionnaires to respondents and collected them after two days to enable them have enough time to respond adequately to the questions. The questionnaire was used because it upholds confidentiality and saves time. Since questionnaires are presented in paper format there was no opportunity for bias. On the other hand, this research utilised unstructured interviews to get an in-depth understanding and recommendations on the prevailing situation from the respondents that exhibited high levels of stress. The researcher conducted one-to-one interviews in a private room in order to uphold confidentiality and to enable the participant respond to the interview questions freely without any fear. Interviewing respondents as a technique employed in this study on a personal one-to-one basis primarily helped the researcher to gain an understanding of the underlying reasons and motivations for police officers' attitudes, preferences or behaviour.

### **3.9 Pre-testing of Data Collection Instruments**

To determine the effectiveness of the survey questionnaire, it is necessary to pre-test it. Pretesting can help you determine the strengths and weaknesses of your survey concerning question format, wording and order. The two types of survey pretests are participating and undeclared. Participating pretests dictate that you tell respondents that the pretest is a practice run; rather than asking the respondents to simply fill out the questionnaire, participating pretests usually involve an interview setting where respondents are asked to explain reactions to question form, wording and order. This kind of pretest will help you determine whether the questionnaire is understandable. On the other hand, when conducting an undeclared pre-test, respondents are not told that it is a pre-test. The survey is given just as you intend to conduct in real terms. This type of pre-test allows you to check your choice of analysis and the standardization of your survey. According to Converse and Presser (1986), if researchers have the resources to do more than one pre-test, it might be best to use a participatory pre-test first, then an undeclared test.

The questionnaires were pilot tested and peer reviewed before the actual process of data collection was embarked on to ensure that all kinds of errors associated with survey research are reduced. This helped to improve the quality of data significantly after identifying questions that were not relevant to research under study as well as minimizing problems in the questionnaire that would lead to biased answers. Therefore, the instruments of data collection in a pilot study were administered to 20 CID officers from selected police stations and posts under Lusaka urban district were selected randomly and there was a 95 % response rate in which 19 questionnaires were answered. During this exercise, some questions were designed to suit the stress experience by officers under study. This resulted in an improvement made in questions in the final document to address objectives of the study. Further question 8 was modified as a result of the pilot study and also another question on section C was discarded as it proved to be irrelevant. The purpose of the two exercises on the data collection instrument was to ascertain the feasibility of the study, validity of data collected in relation to the study objectives, logical sequence and appropriateness of the questions and wording within questions. In addition, the interview schedule was also pre-tested on 10 respondents that scored high on stress. This enabled the researcher to modify the questions to make them clearer whilst other questions that were repetitive were deleted as a result of the pilot test.

### 3.10 Measurement of Reliability

Further, Scale Measurement of Reliability was determined using Cronbach's coefficient alpha to test the reliability and validity of the questionnaire. 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 ( $\alpha$ ) is closer to 1 but there is no internal consistency when the value equals to 0 (Chan et al., 2015). A scale measurement of internal reliability using Cronbach's coefficient alphas is shown in the table below:

**Table 3.2: Reliability Statistics using Cronbach's Coefficient Alpha**

<b>Variables</b>	<b>Cronbach's alpha</b>	<b>No of items</b>
Occupational stress	0.856	5
Service delivery	0.945	3
Total		8

Source: Author, 2021

The result from the statistical analysis of the variables in the table above shows that occupational stress and service delivery had Cronbach's coefficient alpha values of 0.856 and 0.945 respectively. Therefore it can be implied that the variables in this study had a good reliability with a total coefficient alpha value of 0.919 which ranges between 0.70 - 0.90 (Chan et al., 2015).

### 3.11 Data analysis and process

Data analysis in this study was conducted as a process of making meaningful and useful conclusions from the obtained bulky pieces of information. As such, data from questionnaires was analyzed using Statistical Package for Social Sciences (SPSS Version 25) and Microsoft Excel. Specifically, the study used regression to make statistical inferences while factor analysis was used to determine the factors that cause occupation stress. 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).

Furthermore an inferential analysis involving Linear Regression Analyses was conducted in statistical software to examine the relationship that exists between occupation stress and services delivery. Sekaran and Bougie (2012) states that 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. 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.

In addition, data obtained from interviews was analyzed using thematic analysis and the emerging issues were categorized into various themes or sub-headings. The researcher had to read and become familiar with the data, grouped the data and coded it then came up with themes. The themes included; physical work environment, bad management practice, job content and workload, poor change management, lack of modern equipment, political/ job interference and negative public perception. Thematic analysis was the most appropriate method to capture the intricacies of meaning within particular data. According to Charon (1979), thematic analysis basically refers to topics or major themes that come out of the interviews or discussion. In this case, thematic analysis focused on the major themes in relation to the objectives and research questions of the study.

### **3.12 Ethical Consideration**

Research that involves human subjects or participants raises unique and complex ethical, legal, social and political issues. Ethical considerations can be specified as one of the most important parts of the research. According to Bryman and Bell (2007), the following ten points represent the most important principles related to ethical considerations.

- Research participants should not be subjected to harm in any ways whatsoever.
- Respect for the dignity of research participants should be prioritized.
- Full consent should be obtained from the participants prior to the study.
- The protection of the privacy of the research participants has to be ensured.
- Anonymity of individuals and organizations participating in the research has to be ensured.
- Any deception or exaggeration about the aims and objectives of the research must be avoided.
- Affiliations in any forms, sources of funding, as well as any possible conflicts of interests have to be declared.
- Any type of communication in relation to the research should be done with honesty and transparency.
- Any type of misleading information, as well as representation of primary data findings in a biased way must be avoided.

Therefore, it should be noted that in this research, respondents were assured of confidentiality of their identity and any personal information availed to the researcher. The position of the researcher as a student only was explained together with measures to protect the participants' privacy and how the data will be managed to maintain confidentiality. To uphold confidentiality, participants were not required to write their names on the questionnaire instead a code name was used on all data, including audio recordings for interviews.

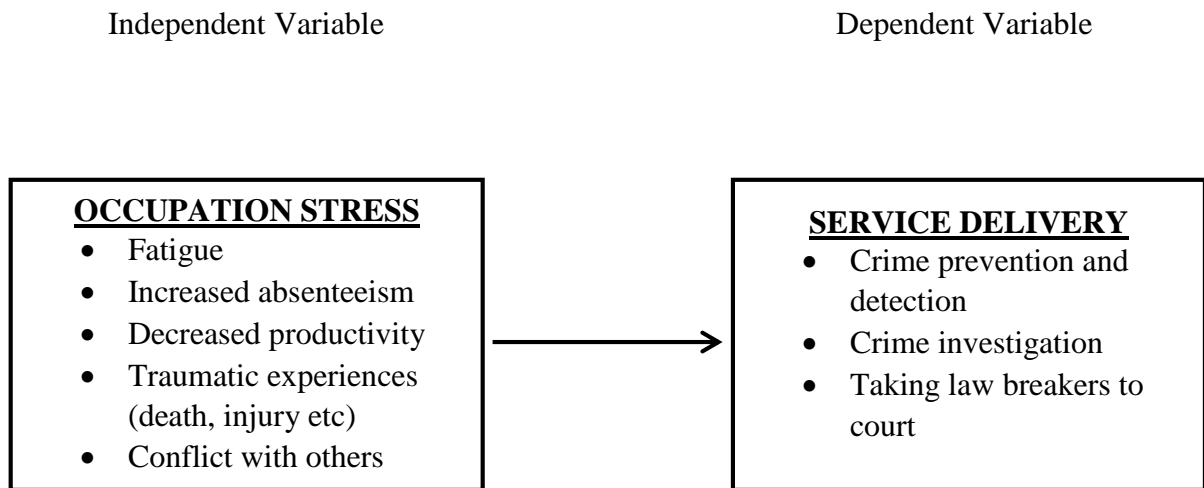
Participants were further informed that participation is voluntary and that they may choose not to answer a question or to participate or stop participating without any penalty. The informed consent form included a short description of the purpose of the research as well as the activities and time frames in which the participants will be taking part. Furthermore, the participants were informed of any risks or discomforts involved with measures to be taken to mitigate risks or discomforts. The researcher also got approval from the Inspector General of police through the administration to go ahead with the research. The proposal was also sent to UNZA ethics committee for ethical clearance.

### **3.13 Conceptual Framework**

This study was guided by a Conceptual Framework to explain the phenomena aimed at investigating the effect of occupational stress on service delivery in the Zambia Police Service.

Orodho (2004), states that a conceptual framework is a model of presentation where a researcher represents relationships between variables in the study and shows the relationship graphically or diagrammatically. Scholars have identified training, skills, attitudes, job satisfaction, career growth, remuneration and non-monetary rewards such as recognition as some of the most important needs to employees at the work place (Merwe 2008; Stup, 2003; Finn and Tom, 1998). Exposure to occupational stress for long periods of time has also been found to not only affect employees physical and psychological health but also their work performance (Shane, 2008). The dependent variable of the study was service delivery, while occupational stress was the independent variable. Therefore, a conceptual framework of this study was developed based on the relationships between occupational stress and service delivery as shown in Figure 3.1.

**Figure 3.1 Conceptual Model**



### 3.13.1 Hypothesis Formulation

Figure 3.1 shows the conceptual framework used by the researcher in this study to demonstrate the relationships between the research variables relating to the effects of occupational stress on service delivery in the Zambia Police Service. Therefore, the causes and effects of occupational stress would be used as factors for understanding provision or delivery of quality police services among the CID officers in Lusaka urban. Pursuant to this, the study attempted to test the hypothesis outlined below:

*Ho: Occupational stress among police officers in the CID does not lead to reduced service delivery.*

*Ha: Occupational stress among police officers in the CID leads to reduced service delivery.*

### **3.14 Chapter Summary**

The chapter has provided a description of the research methodology that was employed to collect the required data and how this data was analysed quantitatively using SPSS and qualitatively using thematic content analysis. It provided highlights and justified the adopted mixed methods approach using explanatory sequential design. Further it discussed the population size which was 450 police officers from criminal investigation departments in Lusaka district from which a sample of 211 was drawn. This section also data collection techniques in which primary data was collected using survey questionnaires and interview schedule. Furthermore, operationalization of variables, data analysis, and outline of ethical considerations and finally limitations of the study were discussed in this section.

## **CHAPTER 4**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.1 Introduction**

This chapter analyses and interprets the findings of the study aimed at investigating the effects of occupational stress on service delivery in selected Criminal Investigation Departments (CIDs) of the Zambia Police Service in Lusaka Urban District. A summary of the results generated from the questionnaires has been provided and a more detailed analysis of the results of the hypothesis. The Chapter will review the demographic characteristics of the respondents, and the analysis of the data collected through the survey questionnaires and in-depth interviews.

The chapter is categorized into three subgroups. The first part is the description of the demographics of the respondents which has been used to evaluate the nature of the respondents used in the study. The demographics reviews and analyses the gender, age group, length of employment in the service, rank and marital status.

The second part assesses the research questions regarding the prevalence of occupational stress among police officers, the causes of occupational stress as well as its effect on service delivery in the Zambia Police Service by using Descriptive Statistical analysis to determine the prevalence and sources of stress. A correlation and regression analysis will be used to determine the effect of occupational stress on service delivery. The third part proceeds to discuss how these challenges can be addressed including any other recommendations to enhance service delivery.

#### **4.2 Response Rate**

The sample size of the study was 211 out of a population of 450 police officers in the criminal investigation department in Lusaka Urban district. Out of this sample size, a total of 200 questionnaires were completed and retained to the researcher while 11 questionnaires were not retained. This represented a response rate of 95% which was significant for the study.



### 4.3 Demographic Profile of Respondents

This section presents respondent's background characteristic. These include age, gender, marital status, zone stations and rank which were selected for purposes of this study.

**Table 4.1: Demographic characteristics**

<b>Demographic variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>	18-25	26	13.1
	26-35	109	54.5
	36-45	50	24.8
	46-55	15	7.6
<b>Gender</b>	Male	136	68
	Female	64	32
<b>Marital status</b>	Single	74	37
	Married	114	57
	Widowed	8	4
	Divorced	6	3
<b>Zone station</b>	Zone 1	74	37
	Zone 2	56	28
	Zone 3	38	19
	Zone 4	32	16
<b>Rank</b>	Chief inspector	6	3
	Inspector	50	25
	Sergeant	38	19
	Constable	106	53
<b>Number of years in service</b>	1 - 5 years	20	10.3
	6 - 10 years	73	36.6
	11 - 15 years	46	23.4
	16 - 20 years	41	20.7
	Above 21 years	18	9.0

Table 4.1 shows respondents by age group and it can be observed that most of the respondents were in the age group of between 26-35 years old representing 54.5 % while 24.5 % of respondents were aged between 36 - 45 years old. Further 13.1 % of respondents were aged between 18–25 years old and lastly 7.6 % of respondents were aged between 46-55 years old. The results indicate that all the age groups were represented, and the information gathered was representative of the views of the studied population.

On gender, majority were male with 68.3 % while the minority were female with 31.7 %. In view of these findings, it can be established that both genders were fairly considered in the study.

On marital status, majority 57% of the respondents were married, 37% were single, 4% were widowed and 2% were divorced. The assessment of respondents' demographic data based on marital status was relevant in this study as it helped the researcher to conclude the cause of stress and attempt to determine whether marital status could be of causal explanation.

On zone stations, the findings reveal that the majority 37% of respondents were from Zone 1 followed by 28 % from Zone 2, 19 % from Zone 3, and lastly 16 % of the respondents from Zone 4. This information was cardinal as it helped the study observe patterns of stress by zones in order to make comparisons in as far as workplace conditions extend and also the job content of each zone.

In terms of ranks, the majority of respondents were constables with 53 %, inspectors accounted for 24.8 % of the participants, 19.3 % of respondents were sergeants and lastly 2.8 % of the participants were chief inspectors. The findings therefore show that the majority of the respondents were capable of offering quality and reliable information for the study area.

On length of service, findings as depicted in Table 4.1 show that the majority of the respondents 36.6% had between 6 to10 years of work experience followed by 23.4% who had 11 to 15 years work experience. Further, the study observed that 20.7% have been working for 16 to 20 years, 10.3% had been working 1-5 years and the least 9% have been working for more than 21 years.

#### **4.4 Findings Based on the Research Questions Of The Study**

In attempting to achieve the research objectives, the study asked the following general question: What is the effect of occupational stress on service delivery in the criminal investigation department of the police service? Further, the study asked three specific questions namely: What is the prevalence of Occupational stress among police officers in the CID? What are the causes of Occupational stress among police officers in CID? And what recommendations can be made to mitigate occupational stress in the police service CID? The sub-sections below present findings on these questions in their chronological order as constructed by the study.

##### **4.4.1 What is the Prevalence of Occupational Stress among Police Officers in CID?**

The first specific objective of this study sought to explore the prevalence of occupational stress among CID police officers in Zambia Police Service. In this regard, a set of 20 items linked to organizational and operational stress indicators were examined to establish the prevalence of occupational stress. 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 Likert type scale of 1 (Never) to 5 (Always) . The responses were then converted into mean score values of each participant to all the 20 items indicating job stress levels. Occupational 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 as depicted in Appendices 4 and 5. Furthermore, the standard deviation was applied to draw significant evidence of whether the responses provided were close to each other or widely apart. The job stress levels of the Police Officers in this study are presented in Table 4.2.

**Table 4.2: Occupational Stress Descriptive Statistics**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Lack of participation in decision making	200	1.00	5.00	2.167	1.4228
Long hours	200	1.00	5.00	2.33	1.1943
Uncertain/Undefined job expectations	200	1.00	5.00	2.383	1.0418
Negative public image of the Zambia Police	200	1.00	5.00	2.5167	1.14228
Job insecurity	200	1.00	5.00	2.533	1.9066
Poor leadership style by the senior command in the CID	200	1.00	5.00	2.5667	1.04746
Unpleasant or dangerous physical conditions	200	1.00	5.00	2.6333	1.10418
Job Injuries	200	1.00	5.00	2.6833	1.21421
Too heavy a workload	200	1.00	5.00	2.700	1.63
Personal life interfering during working hours	200	1.00	5.00	2.7033	1.7146
Lack of opportunity for growth or advancement	200	1.00	5.00	2.733	1.680
Overtime demands	200	1.00	5.00	2.7333	1.07146
Problems with my immediate supervisor	200	1.00	5.00	2.7500	1.33563
Work interfering during personal/family time	200	1.00	5.00	2.767	1.4746
Favoritism and Cronyism during promotions	200	1.00	5.00	2.7833	1.09066
Physical illnesses and ailments	200	1.00	5.00	2.7833	1.27680
Inflexible hours	200	1.00	5.00	2.833	1.1421
Commuting while at work	200	1.00	5.00	2.9333	1.21943
Problems with my workmates	200	1.00	5.00	3.0167	1.12734
Unrealistic job expectations	200	1.00	5.00	3.167	1.734

*Source: Author, 2021*

Table 4.2 shows that the mean scores for each of the occupation stress prevalence items was ranging between 2.1 to 3.1. Going by the criteria of prevalence of occupation stress exhibited in appendix 4, the findings of this analysis suggest that the prevalence is moderate. However, the

order of prevalence of occupation stress is largely influenced by unrealistic job expectations and problems among officers at CID (M-3.167; M-3.016). The other top five (5) items that influence the prevalence of occupation stress include: commuting while at work (M-2.93); inflexible hours (M-2.83); physical illnesses and ailments (M-2.78); favoritism and cronyism during promotions (2.78); and work interfering during personal/family time (M-2.76).

The results above are in line with literature that stress is a big dilemma for the employee and it is considered an organizational issue (Bartels 2020). Employees of police department also face stress and it's intensity at working place and beyond the working place. A Research study conducted by Hassan et al. (2020) found that intensity of stress level is high on the job as compare to beyond the workplace of working entities. The above results conform to Cropanzano, Rupp and Byrne (2003), who state that Policing is considered one of the most stressful occupations because of the nature of work such as long irregular hours, hierarchic structure and safety concerns. Further, Jungwee (2007) also found that occupation stress was prevalent among police officers in South Africa. The prevalence was attributed to demands associated with police jobs, crime-related stressors and lack of support from colleagues and superiors. In addition, a survey conducted in Kenya showed that most of Police officers suffer from occupational stress. The study found out that both operational and organisational sources of stress were prevalent (Nyaga, 2006).

Furthermore, the results above are in accordance with recent reviews that being a police officer seems to be a highly demanding and stressful occupation, due to the current characteristics of modern societies. For a police officer, those characteristics include: the uncertainty and danger related to the permanent threat of terrorist attacks, the increase of violence with firearms in urban areas, low human and material resources, team or supervision difficulties, criticism from citizens and society, and lack of understanding from family or friends (Cumming et al., 1965; Webster, 2013; Magnavita et al., 2018; Purba and Demou, 2019). Findings from interviews also reviewed that officers under CID were stressed due to the nature of the Job.

#### **4.4.2 What are the Causes of Occupational Stress in Zambia Police Service?**

The second specific objective of this study sought to investigate the causes of occupational stress among CID police officers in Zambia Police Service. The study determined the prominent factors that lead to occupational stress by identifying twenty (20) factors from the literature reviewed and subjecting them to a principal component factor analysis. Results from the factor

analysis with aid of SPSS are as follows. The responses on all the 20 variables that lead to occupational stress were included in the analysis and the mean scores and standard deviations of each are presented in the Table 4.3.

**Table 4.3: Descriptive Statistics of Factors that cause Occupational Stress**

	Mean	Std. Deviation	N
Discrimination	2.7667	1.33234	200
Poor relationships with colleagues or bosses	3.0167	1.38383	200
Lack of proper resources	2.7333	1.26044	200
Over-supervision	2.65	0.9712	200
Inadequate working environment	2.7667	1.35755	200
Poor Work Ethics	2.6333	1.17843	200
Long work hours	2.55	0.87188	200
Heavy workload	2.7167	1.1061	200
Changes within the organization	3.0167	1.38383	200
Tight deadlines	2.7333	1.26044	200
Changes to duties	2.8833	1.043	200
Job insecurity	2.65	0.9712	200
Lack of autonomy	2.55	0.87188	200
Cumbersome work content	2.7167	1.1061	200
Work-Life Balance	2.55	0.87188	200
Insufficient skills for the job	2.55	0.671	200
Crisis incidents, such as an armed hold-up or workplace death	2.35	0.7188	200
Lack of equipment	2.4167	1.161	200
Few promotional opportunities	2.58	0.888	200
Harassment	2.52	0.80188	200

Source: Author, 2021

Results from Table 4.3 shows that the mean scores were ranging from 2.35 to 3.0167. The standard deviations of most of the items were above one except for a few such as: few promotional opportunities; harassment; work-life balance; insufficient skills for the job; crisis incidents, such as an armed hold-up or workplace death; job insecurity; lack of autonomy; long work hours; and over-supervision. Nevertheless, the standard deviations of these variables are

closer to one which explains that there was considerable variability in the responses to these questions.

#### 4.4.2.1 Assessing the Factorability of Variables

In assessing the factorability of each pair of the 20 variables, a correlation analysis was conducted with the aid of a correlation matrix in SPSS. Results showed that there were some significant positive relationships among some variables. Further, Bartlett’s test of sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy were used to test the overall factorability of the variables. The Bartlett’s test was significant at 0.000 level indicating the non-existence of zero pair correlations in the matrix while Kaiser-Meyer-Olkin (KMO) test was 0.832 indicating sufficient sampling adequacy. Table 4.4 shows these findings.

**Table 4.4: Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test Results**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.832
Bartlett's Test of Sphericity	Approx. Chi-Square	160.501
	Df	105
	Sig.	.000

Source: Author, 2021

#### 4.4.2.2 Factor Analysis following Varimax Rotation.

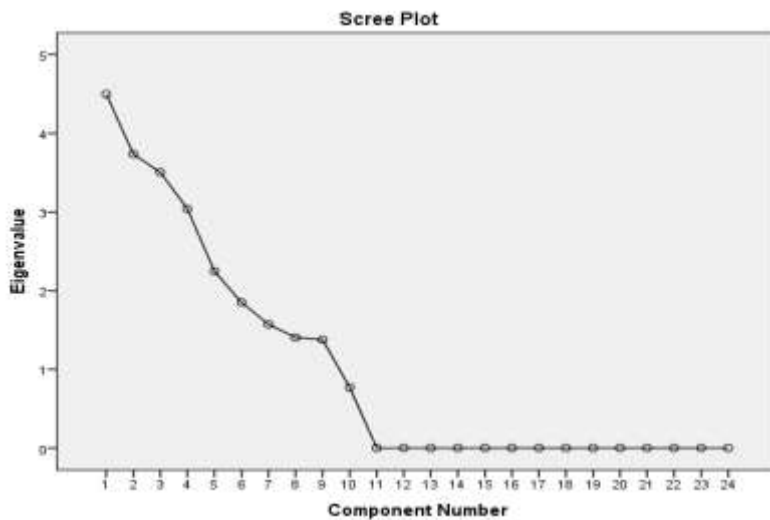
Principal components analysis (PCA) was used with varimax rotation given that the primary purpose was to identify the underlying factors that cause occupational stress. Initially all 20 variables were allowed to load freely on various factors so long as they had eigenvalue greater than one (1). Using the scree plot generated, the study was able to establish the appropriate number of factors to be extracted as nine (9). In attempting to determine the factors that lead to occupational stress, the following conditions held: (i) items that had loadings of less than 0.3 were omitted; (ii) the communality of variables to be at least 0.6; (iii) and the extraction of factors should only be limited to those that together account for at least 60% of the total variability explained. This was in line with the assertions of Hair et al. (2006) as well as Malhotra and Dash, (2011).

**Table 4.5: Total Variance Explained by Occupation Stress Factors.**

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.5	18.7	18.7	3.1	12.9	12.9
2	3.7	15.6	34.3	3.1	12.8	25.7
3	3.5	14.6	48.9	3.0	12.6	38.3
4	3.0	12.7	61.6	3.0	12.5	50.9
5	2.2	9.4	70.9	2.9	12.2	63.1
6	1.9	7.7	78.6	2.1	8.6	71.7
7	1.6	6.6	85.2	2.0	8.4	80.1
8	1.4	5.9	91.0	2.0	8.4	88.5
9	1.4	5.7	96.8	2.0	8.3	96.8

Source: Author, 2021

**Figure 4.1: Factor analysis Scree plot**



Source: Author, 2021

Factor analysis was repeated resulting in a final instrument of 9 items. The 20- item 9 factor instrument accounted for 96.78% of the variance in the dataset. In this study, factors that lead to occupational stress were named as the table below summarizes the factor loadings for the 20- item instrument which resulted into 19 items corresponding to 9 principal components.



**Table 4.6: Rotated Component Matrix- Causes of Occupational Stress**  
**Rotated Component Matrix<sup>a</sup>**

	1	2	3	4	5	6	7	8	9
Discrimination					0.961				
Poor relationships with colleagues or bosses					0.780				
Lack of proper resources				0.981					
Over-supervision		0.885							
Inadequate working environment				0.985					
Poor Work Ethics		0.905							
Long work hours			0.77						
Heavy workload			0.973						
Changes within the organization						0.908			
Tight deadlines			0.988						
Changes to duties						0.988			
Job insecurity	0.847								
Lack of autonomy								0.847	
Cumbersome work content			0.838						
Work-Life Balance	0.838								
Insufficient skills for the job							0.975		
Crisis incidents, such as an armed hold-up or workplace death									0.975
Lack of equipment				0.976					
Few promotional opportunities	0.976								
Harassment					0.879				

Source: Author, 2021

Table 4.6 illustrates the factor loadings for each of the 20 items that cause occupational stress extracted from the literature reviewed. The results of the factor analysis extracted 9 components which explain the major causes of occupational stress as shown in Table 4.5. Further, Table 4.5 also shows how each item loads on the component extracted and it can be seen that on some

components, there is more than one item while on others only one item was returned. In this regard, the study themed these 9 components into factors namely: 1.) Organisation culture which was explained by few promotional opportunities, work life balance, and job insecurity; 2.) Bad management practices which was explained by over supervision and poor work ethics; 3.) Job content and demands which was explained by cumbersome work content, long working hours, tight deadlines and heavy workloads; 4.) Physical work environment which was explained by lack of proper resources, inadequate equipment and inadequate environment; 5.) Relationships at work; which was explained by poor relations with bosses and work mates, discrimination and harassment 6.) Change management which was explained by changes within the organization and changes to job duties; 7.) Lack of support which was explained by insufficient skills; 8.) Role conflict which was explained by lack of autonomy; and 9.) Trauma which was explained by Crisis incidents, such as an armed hold-up or workplace death. Further, the factor analysis also extracted the output displaying the scree plot of the factors retained and the variance explained by these factors to ascertain the order of severity. Table 4.6 and Figure 4.1 illustrate these findings.

The above results are in line with Kop and Euwema (2001), who stated that organizational factors are the most salient stressors in police organizations. According to Schaufeli and Enzmann (1998), organizational stressors are divided into two groups: job demands and a lack of resources. Job demands refer to the required sustained physical or mental effort aspects of the job and can therefore be associated with certain physiological and psychological costs such as meeting deadlines, working overtime, shift work, excessive paperwork and handling crisis situations. Job resources are aspects of the job that may be functional in achieving work goals, reducing job demands and the expected physiological and psychological costs, and stimulating personal development, such as adequate equipment, good supervision, adequate salary, recognition and sufficient personnel.

This is also supported by a study by Stecher and Rosse, (2007), who revealed that workplace stress can be caused by poor work design, lack of recognition, rigid bureaucratic structure, office ergonomics, poor management style, unfavorable working conditions, pay inequality, role conflict and nature of the job. Shane (2010), also revealed that the main stressors of work were

the absence of congenial job conditions, lack of interpersonal relations, and lack of opportunities for career development and advancement.

#### **4.4.2.3 Interview Findings on Causes of Occupational Stress among CID Officers**

The findings gathered through In-Depth Interviews further reviewed that stress among the officers in CID include physical work environment, Bad management practice, job content and workload, poor change management, lack of modern equipment, political/ job interference and negative public perception.

##### **4.4.2.3.1 Physical Work Environment**

A conducive working environment and proper infrastructure is a drive to enhance job satisfaction and service delivery among employees. From the in-depth interviews, the respondents stated that their police stations were not up to date with modern infrastructure, worse still other stations have dilapidated walls and roofs such that they lick during rainy season. Other respondents complained about the state of ablution blocks, office space and lack of storage space for exhibits. For example one male respondent stated that:

*“The physical work environment is not conducive especially for us who work at police posts because even the state of the building is hazardous to our lives. Every rain season we suffer leakages on the roof and the cracks on the wall also are very dangerous as it looks like the wall can collapse at any time”.*

##### **4.4.2.3.2 Bad Management Practice**

The criminal investigation department is the backbone or core of the Zambia Police Service hence they are expected to be keen on upholding good management practices. Some respondents interviewed expressed concern over the misalignment and incongruence of managerial functions. Among the functions of management is to plan, organize, lead, make decisions and control the organization. In the words of one female respondent:

*“When we are faced with a case that requires correspondence, it is difficult to solicit for information from higher office because other departments would have not updated their database to reflect the current case been worked on”.*

This often leads to back tracking when the case is supposed to be dealt with urgently. Bad management practice culminates into poor leadership when the top management is not open to the needs of the organization. The CID by its functions is perceived to be a harsh department which must be led by an authoritative type of leadership. Most of the respondents argued that this perception leads to more stringent role playing which discourage co-operation and unity of purpose. Other features of such a leadership style such as bureaucracy also contribute to prolonging investigations. Thus, it is prudent to promote transformational leadership styles which take into account the physiological, behavioral and psychological needs of police officers who are regularly found investigating criminal activities.

#### **4.4.2.3.3 Job Content and Demands of The Job**

Respondents also pointed to extended working hours as a source of stress. In an ideal situation the ratio of a police officer to the population is 1 to 450 but currently the ratio stands at 1 to 950 which affects officers as they have to police a large number of people. Therefore, because of inadequate human resource, the staff CID is subjected to long working hours for them to finish the amount of workload on their tables. This confirms literature reviewed that workload and extended working hours is a cause of occupational stress. One female respondent stated that:

*“When I am working as CID officer on call at night I’m usually alone from the department and it becomes stressful when you have to deal with a lot of cases at that particular time visiting one crime scene to another”.*

The findings are consistent with those of the National Institute of Justice (2010) which noted that exposure to violence; suffering and death inherent to the profession, long working hours and negative attitudes of the public are major sources of stress to the police.

#### **4.4.2.3.4 Poor Change Management**

Change management can be defined as the approach taken by an organization in implementing something new in its internal or external environment. The scope of the change management process extends to supporting employees, establishing the necessary steps for the change process and monitoring the pre and post activities to ensure that the implementation of the change is successful (LaClair and Rao, 2012). The change management process involves bringing on board

all the stakeholders to whom the change will have effect. These may include but not limited to employees, government, environmental authorities and other organizations in the same environment (Murphy, 2015). During the change process, what is involved is making adjustments to any of the following three key categories namely processes, people and strategy. Change management also entails managing transition. Bridges et al posits that transition is the psychological movement that people undergo through the change. He suggested that there are three stages that people go through during change namely: The Ending (of what was); The Neutral Zone (muddling and creative period); and The New Beginning (of what is).

With this backdrop, respondents were not satisfied with how change is brought about in their division. One respondent asserted that,

*“people go through the phases of transition at their own pace without being inducted into the department so an individual it is usually difficult to fit in and easily adapt. In this regard, people need to be supported in each phase. Another added that,” that to ease the difficulties of the change process a focus on transition must run in parallel to a focus on change”.*

#### **4.4.2.3.5 Lack of Modern Equipment**

Lack of modern equipment and stationery affects the service delivery of CID staff and stresses them in the quest to bring out useful evidence in investigations. Some respondents stated that *“lack of modern equipment has a bearing on their service delivery as now crimes are becoming sophisticated with the coming of technological changes. Further, lack of stationery to aid investigations is a source of stress because we sometimes use our own resources to procure stationery for a docket to be finalized.*

They further explained that the department deals with classified information of which most of the times they are forced to use a public internet café to print or photocopy which is not ideal. The above findings support those of Pienaar and Rothmann (2016) who established that the most important stressors identified lack of employee support program, inadequate or poor quality equipment, lack of advancement opportunities, lack of recognition, and low salaries among South Africa police officers.

#### **4.4.2.3.6 Political/ Job Interference and Negative Public Perception**

The Zambia police service provides internal peace and security of the country and it is therefore prudent that they act autonomously. The respondents interviewed indicated that political/job interference had a bearing on their service delivery negatively. They stated that sometimes someone of higher power would interfere in the investigation of the case thereby distorting evidence and this led to premature dismissal of cases. Further the respondents alluded that negative public perception affected officers because even as they try to be objective in their operation the public always have a negative notion about them and this in turn affects their morale to carry out their duties. One male respondent stated that:

*“I remember working on a case of interest and the case was dropped simply because instructions came from one of the prominent political leaders.”*

#### **4.4.2.3.6 Lack of Transport**

The criminal investigation department is the backbone or core of the Zambia Police Service. The response rate from respondents showed that 100% of them pointed out that transport problems is a major issue stressing them whilst conducting their investigations. Most of the respondents pointed out that the CID department did not have a motor vehicle intended specifically for investigations but rather admitted that there was only one motor vehicle per police station that was usually meant for administrative issues as it was not available in terms of emergency reports. One female respondent stated that:

*“Without transport facilities, it was difficult to respond to crime reports on time and this resulted in distortion of the crime scene of crime as members of the public would have already tampered with evidence by the time the officers arrived at the scene. Sometimes we have to go to the extent of Deeping into our own pocket to source for transport or ask for aid from the complaint which is not supposed to be the case”.*

#### **4.4.2.3.7 Lack of Adequate Skilled Human Resource, Misplaced Human Resource and Lack Of Training in Modern Criminal Investigation Skills**

CID involves someone to be equipped with knowledge of law as well as experience. From the respondents interviewed most of them pointed out that the department lacked skilled human resource and some staff that had the right skills was placed in wrong departments. This

jeopardizes the quality of service delivered to the members of the public because dockets are sometimes brought back because of insufficient evidence which stresses officers as only one person may be conversant with the work. Respondents also pointed out that the nature of crime is becoming sophisticated each day and therefore CID staff needs to be equipped with modern skills that will help them be up to date with the emerging trends. Training will further enable them to handle complex crime related cases.

A study conducted by Rothmann (2016) also confirmed that occupational stress occurs when there is a discrepancy between the demands of the workplace and an individual's ability to carry out and complete these demands. The stressor leads the body to have physiological reaction which can physically and mentally strain a person. In view of this, it can be stated that police service delivery is to a large extent influenced by certain indicators such as motivation, experience and confident levels. Mayer (2012) also indicates that role ambiguity and role conflict are two big causes of stress.

Malik (2011) further reported that stress is a universal element and individuals from almost every pace of life have to face stress. The study revealed that stress may present negative influences on both the employees as well as the organization. Among different work-related stress variables are role authority, role overload, role conflict and lack of senior-level support contribute more to the occupational stress.

#### **4.4.3 What is the Effect of Occupational Stress on Service Delivery?**

The third objective for this study was developed to examine the effects of occupational stress on service delivery in Zambia Police Criminal Investigation Department (CID). To achieve this objective, inferential analyses involving Linear Regression was conducted to determine whether there was a significant linear relationship between the two variables. To provide information on the strength and direction of the relationship between occupational stress and service delivery, the beta coefficient from the regression analysis was used as the criterion.

**Table 4.7: Regression Model Summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 <sup>a</sup>	.393	.390	.42336

a. Predictors: (Constant), OCCUPATION STRESS

**Table 4.8: Regression Coefficients**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.667	.154		4.340	.000
	OCCUPATION STRESS	-.660	.058	-.627	11.334	.0740

a. Dependent Variable: SERVICE DELIVERY

*Source: Author, 2021*

The Regression Coefficient for occupation stress and service delivery calculated had a Beta value of -0.66. This meant that there was a negative relationship between occupation stress and service delivery among the officers in CID Zambia Police Service. The R squared of 0.627 indicated that occupational stress has been able to explain 62.7% of the total variation in the service delivery of the employees while the remaining 37.3% could be explained by other variables not included in this study. The significance level was set out by the researcher at 0.05 and the computed probability value (P-value) was 0.074. This value was greater than the level of significance. To test the hypothesis of the study, the P-value and Significance level are compared as follows:

Ho: Occupational stress among police officers in the CID does not lead to reduced service delivery.

Ha: Occupational stress among police officers in the CID leads to service delivery.

Decision rule: Reject the null hypothesis (Ho) when  $P\text{-value} > \alpha$ ;



Decision:  $0.0740 > 0.05$ , therefore the study rejects  $H_0$ .

Conclusion: At 95% confidence level, the study has sufficient evidence to conclude that occupational stress among police officers in the CID leads to reduced service delivery.

The study further asked respondents how often the effects of stress manifested in their service delivery. A likert scale whereby 1-never, 2-rarely, 3-sometimes, 4-frequently and 5-salways was used to measure the responses. The findings are illustrated in the Table 4.9.

**Table 4.9: Outcomes of Occupational Stress Descriptive Statistics**  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Fatigue	200	1.00	5.00	4.9100	1.00346
Increased absenteeism	200	1.00	5.00	4.8300	1.04237
Decreased productivity	200	1.00	5.00	3.2400	1.01862
Stress from traumatic experience (death, injury etc)	200	1.00	4.00	4.0600	.78067
Conflict with others	200	1.00	5.00	3.100	1.00346
Valid N (listwise)	200				

The findings show that the majority of the respondents who frequently experience the effects of stress report that it is in the form of fatigue (mean=4.9), absenteeism (mean=4.8), and stress from traumatic experience such as death or injury (mean=4.0). Further, the study observed that respondents who sometimes experience stress often do so in the form of having conflict with others (mean=3.1) as well as decreased productivity (mean=3.2).

These findings above are also in line with the interview findings were one participant said that conflict with co-workers affect his service delivery as he takes out his frustrations on the clients thereby affecting the investigation process. One respondent stated that,

*“I have had a headache the whole week because of work stress. Then I had an argument with my co-worker because of a simple misunderstanding which resulted in us exchanging words. As a result of this, I decided to abscond from work just for me to have a breather”.*

Other respondents said that sometimes they get into conflict with superiors or co-workers because of trying to correct them. One respondent stated that,

*“Police is about command, even when I try to correct my superiors they consider it to be indiscipline and this makes them hate me and I’m regarded as an indiscipline officer even when I refuse to obey unlawful orders”.*

Furthermore, some respondents complained of feeling fatigued because their work schedule doesn’t allow them to have enough off days due to limited human resource. They also added that when they feel fatigued as a result of stress they resort to abscond from work. One respondent stated that,

*“I have colleagues who have chosen to be disgruntled officers by getting drunk on duty and because of their behaviour their assignments are reassigned to some of us thereby causing us to be overwhelmed with a lot of investigations to attend to and this in turn affects our productivity in that my attention is divided among different things”.*

In addition most of the respondents explained that some of the crime scenes they have visited were horrific. They narrated that in cases of aggravated robbery they are usually stressed cause they do not know what to expect as they have to fight back especially with un-cooperating robbers. They further stated that each time they visited a sophisticated crime scene, they feared for their lives as they do not know if they will come back alive. One of them noted that,

*“There is a day we went to a crime scene in which someone was murdered and the body was dumped and by the time it was recovered, it was already in a decomposed state and just the thought of handling it was disheartening. Those images could flash back in my mind every time I closed my eyes and that experience really traumatised me”.*

Furthermore some respondents stated that when they are stressed, they decided to take some time off from work, others report for work late and others have less concentration, lack of interest at work and failure to interpret situations carefully. They stated that sometimes they get too overwhelmed with work and feel stressed especially that their efforts are not recognised.

Maslach (2003), contends that employees' constant exposure to occupational stress, if not handled well affects the quality of their work, physical and mental state and the performance of organisations where they work. A study by Moreto (2016) found that law enforcement officers are exposed to various occupational/task-related, external, internal, and occupation-related personal strains that are detrimental to their wellbeing if not managed properly.

The above findings are in line with Baumohl (2013) who identified that work with high demands on the mind combined with an excessive quantity of both work and time pressures leads to work-related stress, depression and anxiety. He further states that there is a high association between stress hazards like depression, physical ailments and obesity amongst workers with high work demands. This is also supported by Queensland Government (2012), who state 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 to these are; difficulty in concentrating or making decisions, changes to appearance or personal hygiene, becoming withdrawn or isolated and demonstrating unrealistic standards or expectations for self or others. In addition psychological effects can be in the forms of anxiety, tension and dis-mood. Rude or bad behavior can emerge many physical diseases like as backbone pain, muscular pain and headache (Vosough et al., 2016).

The study was also keen on establishing how often the various aspects of service delivery are compromised as a result of the prevalence of occupation stress among respondents. The findings of the study are depicted in Table 4.10.

**Table 4.10: Frequency of the Aspects of Service Delivery Affected by Occupational Stress**

<b>Aspect of service delivery</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Frequently</b>	<b>Always</b>
Crime prevention and detection (Arrests, patrols, gathering crime intelligence information)	7%	13%	65%	10%	5%
Crime investigation (opening of dockets, visiting crime scenes, securing evidence)	16%	24%	10%	33%	17%
Taking law breakers to court	4%	26%	18%	22%	30%

According to Table 4.10, majority 65% of the respondents indicated that they sometimes get compromised as they are preventing and detecting crime due to the prevalence of occupation stress which this study established to be moderate, 13% said they are rarely compromised, 10% said they are frequently compromised, 7% said they are never compromised while 5% said they are always compromised. Further, the findings of the study show that majority 33% of the respondents said that when it comes to crime investigation they are frequently compromised due to occupational stress, 24% said they are rarely compromised, 17% said they are always compromised, 16% said they are never compromised while 10% said they are sometimes compromised, Lastly, the majority 30% of the respondents said that they are always compromised during the process of taking law breakers to court due to occupational stress, 26% said they are rarely compromised, 22% said they are frequently compromised, 18% said they are sometimes compromised while 4% said they are never compromised.

These findings are in line with the findings by Keith (2012) who states that if stress becomes too great, performance begins to decline because stress interferes with an employee's ability to cope, becomes unable to make decisions and is erratic in behaviour. If stress increases the ability to cope becomes zero. Police agencies provide a variety of services to the public. The nature of those services varies widely, from educating citizens about crime prevention and responding to automobile accidents, to investigating crimes and apprehending offenders. It is this variety inside the day-to-day tasks that police perform, that creates measuring their performance so difficult (Macguire 2013). In addition, Andrew (2010) states that

performance of core police functions like the amount of successful investigations, protection of life and property, robbers arrested and successful court prosecution are outputs of service delivery.

#### **4.4.4 What Measures Can Be Implemented To Mitigate Occupational Stress In Order To Improve Service Delivery In CID Zambia Police Service.**

Lastly, the last research question sought to recommend strategies on how to mitigate occupational stress in order to enhance service delivery in the Zambia Police service. To achieve this, the respondents' opinions about the strategies that could be used to mitigate occupational stress were sought and analysed thematically to provide empirical evidence on how service delivery can be improved in selected Criminal Investigation Departments (CIDs) of the Zambia Police service in Lusaka Urban District. The following are the recommendations from both the questionnaires and interviews:

The respondents stated that there was need to improve equipment and physical working conditions at their place of work. They stated that having up to date equipment is vital in aiding investigations as criminals have become sophisticated with the advent of technology which has brought about emerging crimes such as cyber-crime.

Respondents also stated the need for the police service to develop a stress management policy to enable employees to know how to handle stress well through certain programs like counseling. One of the interviewed respondent went further and stated that,

*“I feel it is important for a stress policy to be put in place because it will help officers to cope with stress and also it will place a responsibility on supervisor to pay attention to the specific needs of individual officers”.*

Further, respondents suggested that the police service should procure more vehicles to use during police operations and buses to transport officers to and from work. They stated that most of the times when they receive an emergency report, transport is always a challenge as a station is allocated one vehicle of which sometimes not in a good state. Therefore, allocating a vehicle specifically to CID would enhance their response time to crime reports thereby enhancing their service delivery and ultimately improve the image of the institution.

The other strategy stated by the respondents was that the police service should work independent of political and job interference. Autonomy in any institution is very important because lack of it compromises the quality of work and raises a lot of public complaints and mistrust. One of the respondents interviewed stated that,

*“It is important for the police to work independent as it is very discouraging when you are working on a case only to be given instructions from higher authority to lay off the case without any proper reason just because the party involved is politically linked. There was even a time I was threatened to be transferred to a rural area because I tried to stand my grounds concerning a particular case”.*

In addition other strategies respondents highlighted include; intensify training programs; promotions to be done on merit basis; improved working conditions; increase skilled human resource for CID staff in view of reducing the work load; build modern police stations so that officers can feel satisfied with their work environment and provide incentives to aid investigations.

Literature has identified strategies to reduce occupational stress such as Job rotation, structured communication, strong social support and lots of positive reinforcement are strategies to reduce the effects of stress. Providing extra opportunities for the officers to learn about stress reduction techniques, designing jobs for stress minimisation; for example jobs that are extremely difficult or involve very heavy workloads should not always be assigned to the same person and subordinate's jobs should be enriched. There is need to establish mentors training and developing effective managers, since effective managers and competent management is one of the best ways to reduce stress. Lahey, (2001) argues that employee assistance programs, such as team building improve employee's ability to cope with stress at the work place. Soothingly encouraging the employees to commence a manageable team building programme is useful. Less adaptive behaviours for example, abuse of alcoholic beverages, withdrawing from colleagues and suicidal tendencies can be addressed through team building and formation of social support groups among officers who always live together in police lines. It boosts morale and team spirit among employees.

Keith (2011) emphasizes the need to involve people in decision making because it often reduces stress. He postulates that counselling usually is confidential so the employees will feel free to talk openly about their problems. The general objective of guidance and counselling is to help people develop better mental health so that they will grow in self-confidence, self-awareness, self-control, understanding, and ability to work effectively. The guidance and counselling objectives is achieved through one or more of the guidance and counselling functions, namely telling a person what one thinks should be done, giving a person courage and confidence to face his situation, providing information and understanding, helping a person feels freer of tensions, encouraging more coherent rational thought and encourage an internal change in goal and values.

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.

#### **4.5 Chapter Summary**

This chapter has presented the findings in line with the four objectives. The findings generated from the questionnaires and interview guides were presented descriptively and data interpreted. The first objective revealed that occupational stress was moderately prevalent in the police service. Further, the second objective investigated the causes of occupational stress among CID officers. It revealed that the causes of occupational stress were working conditions, work life balance, job demands, and relationships at work, lack of adequate resources like transport, lack of modern equipment and political interference. The third objective examined the effects of occupational stress on service delivery. The study conducted a regression analysis and established that there was a negative relationship between the two variables. Further, the study noted that most employees who are stressed resort to absenteeism, they exhibit symptoms of fatigue, decreased productivity, and conflict with their co-workers and there also stressed due to traumatic experiences such as scenes of death and injury while on duty. In addition these

symptoms of stress indicated that they have a bearing on service delivery as they negatively affect the efforts of crime prevention and detection, investigations and taking lawbreakers to court. Further the recommendations from the last objective indicate that there is need for provision of adequate transport, development of a stress management policy, trainings on stress management, counselling and improved working conditions.



## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents conclusion and recommendations on the results discussed in the previous section of this research. The conclusion will be based on the key findings of the objectives of this study. Further, the chapter will present recommendations in line with the findings of the study. Furthermore, the chapter brings out the implications of further research on the effects of occupational stress and service delivery.

#### **5.2 Conclusion**

This study investigated the effects of occupational stress on service delivery in Zambia Police Service CID in Lusaka Urban district. The research looked at four objectives and research questions. The research determined the building blocks of occupation stress and provided an understanding on how such antecedents influence service delivery. The research results are in line with literature review that police is one of the most stressful occupations due to the experiences they go through while performing their duties. Based on the empirical evidence gathered, this study provides a conclusion of results in line with each research objective.

##### **5.2.1 Specific Research Objective 1**

The first specific research objective was developed to establish the prevalence of job stress among police officers. Research based evidence substantiates that there was a moderate prevalence of job stress among the employees at Zambia Police CID. Douglas (2005) suggested that job loss, job relocation, increased work family conflict and increased organizational politics are work related stressors which can be linked to organizational structure. Malik (2011) supported that stress is a universal element and individuals from almost every pace of life have to face stress.

##### **5.2.2 Specific Research Objective 2**

The second research objective was employed to find out the causes of occupation stress among the officers in Zambia Police CID. The study results indicated that the causes of occupational stress among CID officers include; working conditions, work life balance, job demands, and

relationships at work, lack of adequate resources like transport, lack of modern equipment and political interference. These findings are supported by Whittington et al. (2012) points out that improper behavior on the part of the management and poor supervisory styles are the main causes of workplace stress. He indicated that the causes of occupation stress include: Trauma; Bad management practices; Job content and demands; Physical work environment; Relationships at work; Change management; Lack of support and Role conflict.

### **5.2.3 Specific Research Objective 3**

The third research objective was applied to examine the effects of occupational stress on service delivery. The study established that police officers at Zambia Police CID encounter unpredictable and potentially volatile situations caused by occupation 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 prove that there is negative relationship between occupational stress and service delivery in Zambia Police CID. Further, the study failed to reject the null hypothesis that occupational stress leads to reduced service delivery by the officers in the CID. According to Dennis (2018), there is a host of organizational methods for dealing with stress including, recognizing the triggers of stress, through careful observation of behaviour

In view of the foregoing, this study concludes that occupation stress negatively affects CID police officers in the delivery of their duties which ultimately lead to inefficiencies and reduced output for the organization. The specific effects of occupation stress have been identified in this study as: Absenteeism, reduced productivity, conflict with co-workers; fatigue; and traumatic experiences. Rosse (2015) revealed that workplace stress can be caused by poor work design, lack of recognition, rigid bureaucratic structure. This is in support with a study by Meneze (2005), who reports that occupational stress has become a challenge for the employer organizations as it results in low productivity, increased absenteeism and collection of other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems.

#### **5.2.4 Specific Research Objective 4**

The fourth objective was to establish best practices on how to mitigate occupational stress in the police service. The result shows that the mean scores were ranging from 2.35 to 3.0167. The standard deviations of most of the items were above one except for a few such as: few promotional opportunities; harassment; work-life balance; insufficient skills for the job; crisis incidents, such as an armed hold-up or workplace death; job insecurity; lack of autonomy; long work hours; and over-supervision. Nevertheless, the standard deviations of these variables are closer to one which explains that there was considerable variability in the responses to these questions. This was in line with Keith (2011) emphasizes the need to involve people in decision making because it often reduces stress.

#### **5.3 Recommendations**

- i) The research further recommends that the police service should have clear organizational structure that provides employees with information about the structure, purpose and practices of the organization. Each employee's skills, knowledge and abilities should be matched as much as possible to the development needs of each position. Employees for each position should be assessed against that job's requirements. Where necessary, in-service training should be provided. Furthermore effective supervision and guidance should be provided to employees as it is important and can help protect staff from stress.
- ii) The police service should identify the role of the Chaplaincy department in reducing the levels of stress among police officers
- iii) The police service should also focus on organizational development. This can be done by implementing better work systems and management systems and develop a more friendly and supportive culture. There are basically three ways by which police command can detect problems early and prevent them from becoming serious. This can be done through early detection and prevention of work stress-related problems, regularly monitoring staff satisfaction and health and making sure staff know whom to talk to about problems.
- iv) Police command should come up with deliberate stress management training programs and ask employees to attend classes on relaxation, time management, assertiveness training or exercise. They should ensure that employees have or develop the appropriate knowledge and abilities to perform their jobs effectively for instance by selecting and

training them properly and by reviewing their progress regularly. This can be done through management development in which people in those positions can improve attitudes towards dealing with work stress, their knowledge and understanding of it and their skills to deal with the issue as effectively as possible.

- v) The police service should be able to communicate to their staff, listen to them and make it clear that they have been heard. Communication of work expectations should be comprehensible, consistent with the job description and complete. Commitments made to staff should be clear and should be kept. A reasonable level of socializing and teamwork is often productive as it can help increase commitment to work and to the work group.

#### **5.4 Implication for Further Research**

This study examined the effects of occupation stress on service delivery in the Zambia Police Service. The study brought out the following opportunities for further research:

1. More research about occupational stress and service delivery should be done to cater for the entire Zambia Police Service in a quest to enhance service delivery.
2. The study focused on the effects of occupational stress on service delivery in CID Zambia Police Service. Service delivery may be affected by other factors other than occupational stress, hence there is need to find out those factors and how they affect service delivery in Zambia Police Service.
3. Finally, future research must cover all the departments within the Zambia Police Service in all the ten provinces to either validate or refute the outcome of this study.

#### **5.6 Chapter Summary**

This chapter was aimed at giving conclusion of the study, recommendations and implication for further research. The results of the study were summarised in the conclusion section by referring to the objectives of the study. Further, recommendations of the research were given in line with the results obtained. Finally the chapter also highlighted implication for further research.

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## Appendix 1: Survey Questionnaire



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

Dear respondent,

My name is Nalishuwa Sapanoi, a student in the school of Business studies at the University of Zambia, pursuing an MBA in management strategy. As partial fulfilment for the award of a Master's degree, I am conducting a study on *“The effects of occupational stress on service delivery in the Zambia police service,” A case of selected Criminal Investigation Departments (CID) in Lusaka Urban District.*

I therefore request you to participate in this survey by answering this questionnaire on the effects of occupational stress on service delivery in the Zambia police service. Your responses will be confidential and you will **not** be required to submit your name on any form of identification. Your corporation is highly 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

## **SECTION A: DEMOGRAPHICS**

Please tick the appropriate response to the demographic variables below.

1. Which Age Group do you belong to?

a) 18-24 [ ]    b) 25-34 [ ]    c) 35-44 [ ]    d) 45-54 [ ]    e) 55 and over [ ]

2. What gender are you?

Male [ ] Female [ ]

3. What is your marital status?

Single [ ] Married [ ] Widowhood [ ] Divorced [ ]

4. Which zone station do you belong to?

Zone 1 [ ] Zone 2 [ ] Zone 3 [ ] Zone 4 [ ]

5. What is your rank?

Constable [ ] Sergeant [ ] Inspector [ ] Chief inspector [ ]

6. How long have you been in the police service?

1-5 years [ ] 6-10 years [ ] 11-15 years [ ] 16-20 years [ ] above 21 years

**SECTION B: EMPLOYEES' PERCEPTION OF THE PREVALENCE, CAUSES AND EFFECTS OCCUPATION STRESS**

7. Please use the Police Stress Questionnaire (PSQ) below which consist 40 questions with five graded Likert-type answers. Please tick “√” after each item to show the source of prevalence of stress and the causes, using a 5 point scale that ranges from “Never to Always”

<b>Prevalence Stress items</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Frequently</b>	<b>Always</b>
Lack of opportunity for growth or advancement	0	1	2	3	4
Too heavy a workload	0	1	2	3	4
Unrealistic job expectations	0	1	2	3	4
Long hours	0	1	2	3	4
Uncertain/Undefined job expectations	0	1	2	3	4
Work interfering during personal/family time	0	1	2	3	4
Job insecurity	0	1	2	3	4
Lack of participation in decision making	0	1	2	3	4
Inflexible hours	0	1	2	3	4
Commuting while at work	0	1	2	3	4
Problems with my immediate supervisor	0	1	2	3	4
Problems with my workmates	0	1	2	3	4
Physical illnesses and ailments (	0	1	2	3	4
Personal life interfering during working hours	0	1	2	3	4
Unpleasant or dangerous	0	1	2	3	4

physical conditions					
Poor leadership style by the senior command in the CID	0	1	2	3	4
Physical work environment	0	1	2	3	4
Negative public image of the Zambia Police	0	1	2	3	4
Overtime demands	0	1	2	3	4
Job Injuries	0	1	2	3	4

<b>Causes of stress</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Frequently</b>	<b>Always</b>
Workload	0	1	2	3	4
Work-Life Balance	0	1	2	3	4
Crisis incidents, such as an armed hold-up or workplace death.	0	1	2	3	4
Lack of equipment	0	1	2	3	4
Few promotional opportunities	0	1	2	3	4
Harassment	0	1	2	3	4
Discrimination	0	1	2	3	4
Poor relationships with colleagues or bosses	0	1	2	3	4
Lack of proper resources	0	1	2	3	4
Inadequate working environment	0	1	2	3	4
Over-supervision	0	1	2	3	4
Insufficient skills for the job	0	1	2	3	4
Boring work	0	1	2	3	4
Lack of autonomy	0	1	2	3	4
Job insecurity	0	1	2	3	4

Changes to duties	0	1	2	3	4
Tight deadlines	0	1	2	3	4
Changes within the organization	0	1	2	3	4
Heavy workload	0	1	2	3	4
Long hours	0	1	2	3	4



8. How often do you experience the symptoms of stress as tabulated below in line with service delivery in your department?

	Never	Rarely	Sometime	Frequently	Always
High absenteeism					
Fatigue					
Decreased productivity					
Post-traumatic stress from experiences with death and injuries					
Conflict with co-workers					

9. How often does each aspect of service delivery get compromised due to occupation stress?

Aspect of service delivery	Never	Rarely	Sometime	Frequently	Always
Crime prevention and detection (Arrests, patrols, crime intelligence gatherings)					
Crime investigation (opening dockets, crime scene visits, securing evidence)					
Taking law breakers to court					

**SECTION C: STRATEGIES TO MITIGATE OCCUPATIONAL STRESS**

12. What strategies do you think can the police command put in place to mitigate occupational stress in order to enhance service delivery?

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*Thank you for you participation.*

## **Appendix 2: In-Depth Interview Guide**

1. Are you stressed by your job?
2. What do you think are the possible causes of stress among the Police Officers at Zambia CID?
3. What do you think are the negative effects of occupational stress factors on service delivery in Zambia Police CID?
4. What strategies can be put in place to mitigate occupational stress by the Police Command in the Zambia Police CID?

*End of Interview-Thank You Very Much for Your Time*

**Appendix 3: Rule Of Thumb for Determining Levels of Job Stress**

<b>Mean Score Value</b>	<b>Level of Occupational Stress</b>
Less than 2	Low
level 2 – 3	Moderate
level 3 and above	High 1

#### Appendix 4: The Rule of Thumb of Cronbach's Coefficient Alpha

Coefficient alpha ( $\alpha$ ) 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

Occupational stress reliability coefficient

##### Reliability Statistics

Cronbach's Alpha	N of Items
.856	5

Service delivery reliability coefficient

##### Reliability Statistics

Cronbach's Alpha	N of Items
.945	3

### Appendix 5: Rule of Thumb of Pearson Correlation Coefficient

<b>Coefficient Range</b>	<b>Strength of Association</b>
$\pm 0.91$ to $\pm 1.00$	Very Strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship