



EMPLOYEE JOB STRESSORS AND THE PERFORMANCE OF THE KENYA NATIONAL POLICE SERVICE IN NAIROBI CITY COUNTY

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ABSTRACT

The work performance of police officers in Nairobi County has been below the expectation of the public as evidenced by their poor response to complaints, absenteeism, illegal arrests, and leaving workstations before official time. The poor work performance of police officers in Nairobi country has been of great concern to the residents as the common balance is destabilized by insecurity thus slowing down development. Policing is a hectic occupation; police officers work for long periods and are prone to all kinds of danger, personal and organizational stressors. This study thus sought to fill the gap singled out in Nairobi County to assess the influence of employee job stressors on performance of Kenya National Police service in Nairobi County. The study was guided by the following specific objectives; to determine the influence of individual stressors on performance of Kenya National Police service in Nairobi County, to assess the influence of group stressors on performance of Kenya National Police service in Nairobi County. The current study is based on the conflict theory of organization, general strain theory, humanistic theory and conservation resource theory. The unit of analysis in this study was four police stations in Nairobi County which include central police station, Kamukunji police station, Parliament police station and KICC police station. The unit of observation of this study was 862 respondents from the four police stations in Nairobi County. The study's sample size was reached at using Krejcie and Morgan sample size determination formula; a sample of 266 respondents was selected using stratified random sampling technique. Primary data was used collected using questionnaire. The pretesting sample was made of 13 respondents, representing 10% of the sample size. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages was used. Inferential data analysis was conducted by use of pearson correlation coefficient, and multiple regression analysis. The study concludes that individual stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. In addition, the study concludes that group stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. From the results, the study recommends that the head of Kenya police service should ensure staff satisfactory quality of life, competitive pay to financial problems and ensure shared responsibility among the police officers. In addition, the head of Kenya police service should ensure proper working conditions and adequate compensation of staff to enhance their service delivery

Key Words: employee job stressors, individual stressors, group stressors

INTRODUCTION

The world all over depends on the police for security and a totally working police service is crucial for upholding of peace, provision of safety and enforcement of law. The successful enforcement of law provides an enabling atmosphere for both public and private sector-led expansion and development. Police Service is a state owned organization and plays an imperative role in every government and in all independent societies. An audit of police oversight in 2017 states that the police force is one of the organs of the state in charge of proper administration of justice, law and order, thereby providing a harmless atmosphere guaranteeing the respect and enjoyment of fundamental rights by all citizens (African Policing Civilian Oversight Forum, 2017).

Policing is a challenging profession which needs a sound physical and mental health as it has a critical role in any state. Policing has been shown as the most stressful profession across the world, and this makes police officers extremely vulnerable to exhaustion. This has been true all over law enforcement history, as agencies strive to sustain an effective workforce (Ezra 2015).

In today's work life, police are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about performance (Robbins & Sanghi, 2016). Stress is a Common element in any kind of job and persons have to face it in almost every aspect of life. Stress is an increasing problem in organizations and often causes adverse effects on performance (Swanepoel et al., 2018). Stress has been defined by researchers and scholars in different ways. For instance, Jayashree (2016), defines it as a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. Similarly, Topper (2019) defines stress as a person's psychological and physiological response to the perception of demand and challenge. The major and popularly recognized stress definition is given by Richard S Lazarus (2009) whereby he refers to stress as being a feeling or condition gone through where an individual identifies that the demands at hand are past the resources that the individual has personally or the ones that the individual can mobilize socially. Stress is a universal experience in the life of each employee in an organization (Imtiaz & Ahmad, 2019).

Stress may cause hostile physical as well as psychological reactions to a person since they are incapable of coping with demands directed towards them (Saha & Kumar, 2017). A big number of individuals adopt several life pressures; others even appear to be flourishing under pressure mostly in their workplaces. Nevertheless, once a person is not able to handle the pressures sufficiently, then stress symptoms happen to occur. Stress is a type of pressure which is directed on something, say, a metal, that makes the object react. For example, that metal can bend. The actions resulting to the stress refers to 'stressors. 'Stress' as well is applied to define the response of individual when pressure is directed to him or her (Sheikh & Abdiaziz, 2017).

Stress at the place of work refers to occupational stress (Stoetzer, 2020). It happens where there happens to be an inconsistency between the environment of work demands and the abilities of an individual to perform and fulfill those demands. Mostly a stressor may result to one's body developing a physiological problem that later make the person strain both mentally and physically. A major cause of work-related stress is being overloaded with work and having deadlines that are demanding. Work stress is mostly as a result of increased loads of work and no employees are added to perform the extra work (Mark, 2016).

According to Blickle, Wendel, and Ferris (2020), the factors in an organization which result to stress comprise of the culture and structure of that organization, their styles of management as well as career development. From the perception of work characteristics, the stress causatives comprise of essential work demands, that is, in case the structure of the job

happens to be repetitive, excess work for an individual or inadequate challenge for an individual. Others include the conflict of roles; that means the expectations of a firm ends up being confusing or they do not satisfy the expectations of the job holder and the terms of contract.

According to Lachowski et al. (2018), social relations within the place of work, affects the general work satisfaction to a large extent. The relationship of co-workers impacts positively on work satisfaction, job satisfaction as well impacts positively on commitment towards an organization and takes a role in the relationship of coworkers and the commitment to an organization (She-Cheng & Jennifer, 2017).

Statement of the Problem

The work performance of police officers in Nairobi County has been below the expectation of the public as evidenced by their poor response to complaints, absenteeism, illegal arrests, and leaving workstations before official time (Oshodi, 2017). The poor work performance of police officers in Nairobi country has been of great concern to the residents as the common balance is destabilized by insecurity thus slowing down development (Hills, 2018). Policing is a hectic occupation; police officers work for long periods and are prone to all kinds of danger, personal and organizational stressors (police oversight in Africa 2010). This may lead to poor work performance of police officers in Nairobi county.

The Annual Report (NPS Annual Report, 2013) had in it that as a result of stressful conditions most police officers intermittently fell sick. Further the report indicated that in year 2013, Over 100 personnel were granted off duties for over 3 months accumulatively due to sickness. Also, performance of police in Nairobi County has been below the expectations of the public as shown by escalation of crime rates in the county, (Crime Data Report, 2018). From crime data report it was found that in 2014 there were 71,832 cases of crimes in Nairobi in 2015, there were 69,376 in 2016 and there were 72,490 cases in 2017. A snap shot of the economic survey 2016 revealed 24647 out of 72490 reported cases indicated were attributed to police officers. Further, according to Kenya Police Service Annual Crime Report (2014), there was an increase of criminal activities, drug trafficking, robberies, murder, terrorism, increase of small and light arms with the same report showing downward trend in the performance of police officers as a result of poor morale and increasing stress levels.

In the area of job stress and its implications on performance, issues such as slow personal development rate, unsatisfactory quality of work life, financial problems, lack of social support, rigidity of operating procedures, technological changes and poor economic conditions are likely to affect job performance. Stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder; work life imbalance; depression and other forms of ailments (Oshodi, 2017).

Earlier studies have been conducted around the world on the implications of stress on performance (Yaseen, Nayab, Iqbal, Lodhi, Mussawar, & Saeed, 2017). A research carried out by Mensoor et al(2017) proved that job stress measured by role overload, physical environment, and role ambiguity negatively influenced job performance of the employees. In Construction industry Wong and Teo (2020) found that high role overload leads to lower level of job satisfaction. Studies by Bashir and Ramay (2020), have been done examining the relationship between job stress and job performance on bank employees of banking sector in Pakistan found that fatigue and workload are some of the policing stress factors that increase the turnover rates among employees. A study on coping with stress in the workplace in South Africa (Cope, 2017) on occupational stress. Local, studies in Nairobi's Securities exchange, on the role of stress management in reducing stress and enhancing corporate performance reveal that stress is a universal element for different employees at all levels of an organization

(Musyoka, Ogotu, and Awino, 2017). However, none of the studies reviewed have been done focusing on the stressors that affect performance of Kenya National Police Service in Nairobi County. Limited knowledge is available on the effect of individual stressors, group stressors, organizational stressors and extra organizational stressors on performance of Kenya National Police service in Nairobi County. This study thus sought to fill the gap singled out in Nairobi County to assess the influence of employee job stressors on performance of Kenya National Police service in Nairobi County.

General Objective

The general objective of this study is to assess the influence of employee job stressors on performance of Kenya National Police service in Nairobi County.

Specific Objectives

The study was guided by the following specific objectives;

1. To determine the influence of individual stressors on performance of Kenya National Police service in Nairobi County.
2. To assess the influence of group stressors on performance of Kenya National Police service in Nairobi County.

LITERATURE REVIEW

Theoretical Framework

A theory is a statement of fact which is subject to falsification. It is a statement about phenomenon which can be proved either right or wrong. A theoretical framework is important in understanding the factors that are associated or influence the problems under investigation Coely, (2015). The current study is based on the conflict theory of organization and general strain theory

General Strain Theory

This theory was developed by Agnew in 1992 being an enhancement of classical strain theories explaining why individuals engage in criminal activities when undergoing stress. "General Strain Theory (GST) focuses on relationships with others, delinquency as a result of pressure by negative states such as anger and negative emotions as a result of negative relationship" (Tengpongsthorn, 2017).

Amir *et al.* (2017) point out that "strain are conditions which a person is subjected to and are disliked by the individual, this reactions may not be criminal activity but it however, depends on the social support from others, individual temperament and intelligence". The GST groups several types of strains under three main categories. Category refers to the type of relationship with others. According to Tembur (2017) these strains are "failure to achieve positively valued goals: difference between the aspirations/expectation and actual achievements, influenced by factors as social class, intelligence, physical attractiveness and physical ability", removal of positively valued stimuli; a person who "experiences the loss of positively valued stimuli may experience negative emotions such as anger or depression, which in turn lead to deviant behavior".

People will try the withdrawal of stimuli to regain it if lost, look to pay back against those perceived as responsible for the failure, or get through the loss drug abuse (Bushara, 2011). "Management of negative stimuli involves the anticipated or actual incident of something individual view as cruel, when persons are offered with negative stimuli they experience negative emotions which, in turn, lead to abnormal behavior. As stated earlier law enforcement organizations are routinely in nature guided by strict rules and policies

demanding conformity. Modes of communication are always from top to bottom and there is social distance amongst ranking officers and their subordinates.

Tsai, Nolasco and Vaughn (2017) points out that non-attainment of set targets is attributed to absence of promotions, appreciation and recognition from the managers. This theory is relevant to this study in that it recognizes that individuals can result to certain behavior when experiencing severe strains, and therefore can be used to study the effects of Individual Stressors on Performance of National Police Service.

The Conflict Theory of Organization

The conflict theory of organization was developed by Max Weber (1947). The theory states that an organization is “a structured social system consisting of groups of individuals working together to meet some agreed on objectives. Organizational theory is the study of organizations for the benefit of identifying common themes for the purpose of solving problems, maximizing efficiency and productivity, and meeting the needs of stakeholders. Broadly OT can be conceptualized as studying three major subtopics: individual processes, group processes and organizational processes (Aamodt, 2010).

Selokar et al (2011) stressed the need to reduce diversity and ambiguity in organizations. The focus was on establishing clear lines of authority and control. Weber's bureaucratic theory emphasized the need for a hierarchical structure of power. It recognized the importance of division of labor and specialization. A formal set of rules was bound into the hierarchy structure to insure stability and uniformity. Weber also put forth the notion that organizational behavior is a network of human interactions, where all behavior could be understood by looking at cause and effect.

Reddy (2014) adds that research on perceived organizational support began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them. The organization serves as an important source of socio emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. These are regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded.

Employees therefore take an active interest in the regard with which they are held by their employer. Hall (2012) holds that in order to meet socio emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being known as perceived organizational support (POS). Behavioral outcomes of POS would include increases in rote and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover (Nyaga, 2016).

In the context of this study, the author argues that the administration police officers as individuals are very important to the success of any organization in this case the security situation in the country. The Human Resource Model, proposes that the individual is the most important, indeed the central consideration for maximizing the success of an organization. According to The Human Resource Model each employee as an untapped well of creativity, talent and motivation, and the success of an organization depends on how well human resources are tapped Jayyesh & Nagarajamurthy, 2014).

As a police officer is placed in an environment where they become the originator and leader of their work, the organization's goals and their individual goals become one. When organization goals are internalized the individual's satisfaction increases, as well as the amount of motivation to be efficient and productive. Therefore the stake holders in the police

force needs to appreciate a stress free environment to create a sense of motivation of the employee which is key because talent and creativity flows when the officer is motivated to do so by internalization of organizational goals. This study will therefore be used to assess the influence of extra organizational stressors on performance of national police service.

Conceptual Framework

Conceptual framework is defined as a visual presentation of key variables, factors or concepts and their relationship among each other which have been or have to be studied in the research either graphically or in some other narrative form (Miles, Huberman, & Saldana, 2013). It shows the relationship between the independent and dependent variables. This is as shown in Figure 2.1 below. The independent variables include individual stressors, group stressors, organizational stressors and extra-organizational stressors while the dependent variable is performance of National police service.

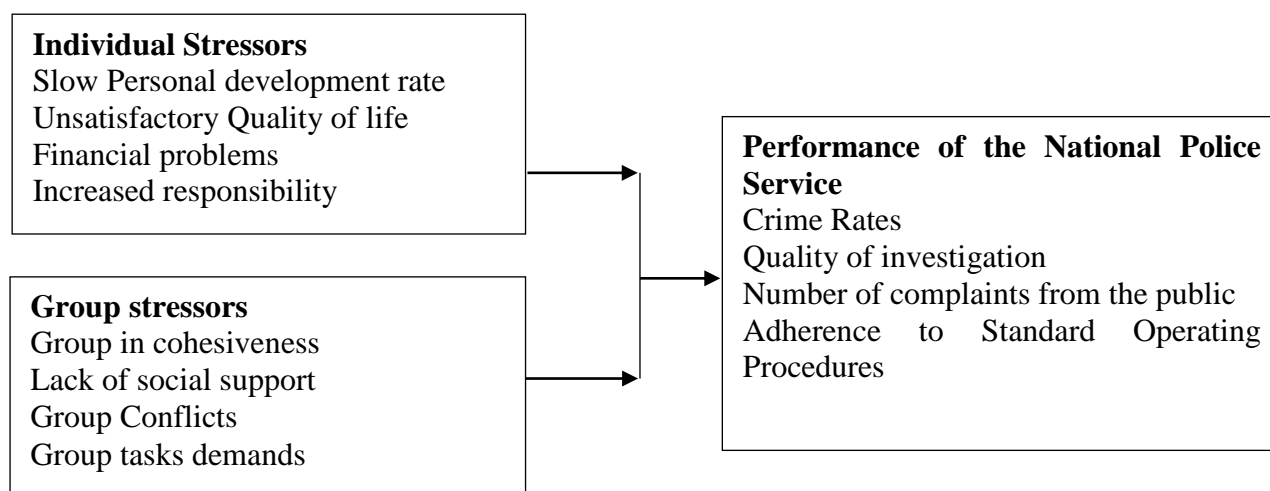


Figure 1: Conceptual Framework

Individual Stressors

Individual level stressors arise as a result of the job functions we perform. Major individual level stressors include role conflict, role ambiguity, work overload, responsibility for people, and career development stressors. According to Tsai, Nolasco and Vaughn (2017) the most common examples of individual stressors are job demands, work overload, role conflict, role ambiguity, everyday hassles, perceived control over events occurring in the work environment, and job characteristics. Losing one's job is another important individual-level stressor.

Amir *et al.* (2017) pointed out that personality traits are essential predictors of a person's physical and psychological health problems. Therefore, it can be affirmed that personality traits are viewed as origins of individuals' work-related behaviours and their health status. According to the American Psychological Association (2017) people differ dramatically in their response to stress. An individual background, past experience, and social support processes at the time of changes may expose one to stress levels

Group Stressors

Group related stressors include factors like conflicts, poor communication, unpleasant relationship and fear of being ostracized from the group as a valued member. McTernan *et al* (2016) revealed that there are different types of group stressors which affect the performance of employees namely; Social support, group cohesiveness Intra-individual, interpersonal and intergroup conflict.

Social support is assistance availed and provided by other people including colleagues, family, friends and partners. It is viewed as a shield against a stressful environment. They proposed that social support may assist in preventing the stress reaction by acting as a resource in providing other ways to deal with the stressor (Mbokori, 2012). Group cohesiveness arises when bonds link members of a social group to one another and to the group as a whole. Although cohesion is a multi-faceted process, it can be broken down into four main components: social relations, task relations, perceived unity, and emotions. Muhindi (2017) noted that social support is assistance availed and provided by other people including colleagues, family, friends and partners. It is viewed as a shield against a stressful environment. They proposed that social support may assist in preventing the stress reaction by acting as a resource in providing other ways to deal with the stressor

Empirical Review

Individual Stressors and Performance of National Police Service

Tsai, Nolasco and Vaughn (2017) conducted a study on the influence of Individual Stressors on Performance of National Police Service in United States. Respondents include 594 sworn police officers from 21 agencies in New York City. Using structural equation modelling, results indicate that sex, race, education, and tenure do not have a direct influence on total job stress, but have a direct impact on family discussion with co-workers, counselling support, and negative working environment. Rank has a direct impact on total job stress, negative working environment, and family discussion with co-workers. In addition, both negative working environment and counselling support directly impact police total job stress.

Bushara (2011) conducted a study on job stress among Police Personnel, identified sources of stress and also investigated the socio-demographic factors affecting stress level among the police personnel. From her findings it was revealed that the primary causes of stress among police workers were; low salary, lack of time for family, negative public image and political pressure. It was noticed that stress is high with police officers who are more learned, younger, working in the countryside and have little job experience.

Tembur (2017) conducted a study on the influence of Individual Stressors on Performance of National Police Service. The research employed descriptive research design to obtain data; convenience sampling technique was utilized to draw a sample of 100 respondents from 300 the Kenya Police and Administration police in Nairobi County. In addition, a structured interview was conducted on 10 purposeful selected OCS, OCPD, County Commander, and Sub-County commissioners for interview. After data collection, descriptive statistics which entails the use of frequency and cross tabulation, graphs and pie charts was used in data analysis. The study findings revealed that individual stressors influence performance of national police service.

Amir *et al.* (2017) pointed out that personality traits are essential predictors of a person's physical and psychological health problems. Therefore, it can be affirmed that personality traits are viewed as origins of individuals' work-related behaviours and their health status. According to the American Psychological Association (2017) people differ dramatically in their response to stress. An individual background, past experience, and social support processes at the time of changes may expose one to stress levels.

Tengpongsthorn (2017) conducted a study on the factors affecting the effectiveness of police performance in Metropolitan Police Bureau. The methodology in the research was the implementation of both quantitative and qualitative research using questionnaires and in-depth interviews as research tools. In the quantitative research methodology, the overall samples based on both cluster and simple random samplings included 405 police officers from different police stations under the control of the Thai Metropolitan Police Division,

whereas the 25 samples in the qualitative research were selected using purposive sampling. Statistics used for data analysis were the frequency, percentage, mean, standard deviation, and Pearson correlation. The study findings revealed that individual stressors influence performance of national police service

Group Stressors and Performance of National Police Service

There are different types of group stressors which affect the performance of employees namely; Social support, group cohesiveness Intra-individual, interpersonal and intergroup conflict. McTernan *et al* (2016) noted that social support is assistance availed and provided by other people including colleagues, family, friends and partners. It is viewed as a shield against a stressful environment. They proposed that social support may assist in preventing the stress reaction by acting as a resource in providing other ways to deal with the stressor.

Mbokori (2012) conducted a study on the factors influencing service delivery by Kenya police service. The study was carried out using probability and non-probability sampling methods in order to obtain in-depth qualitative information to cover the entire service. The data was collected using close ended questionnaires and open ended questionnaires which gave respondent a chance to give their views. The study findings revealed that group stressors influence service delivery by the Kenya police service.

Another research done by Hassan *et al.* (2012), however, revealed the opposite interpersonal relationships between managers and workers positively lead to high productivity, quality of working life and organizational commitment in all the organizations whether public or private. He recommended that having sufficient social support from management, family and friends mitigates the negative effects of stress. In addition, those employees with extreme amount of group uniformity are best able to cope with stress on the job and complete assignments within the stipulated time frame. These findings are consistent with other studies by Semerciöz *et al* (2011) which investigated the influence of interpersonal and institutional relationship on innovativeness where innovation may not be possible without commitment to work. Patricia (2015) also indicated that give and take balance is considered a comprehensive formula for long-term satisfaction but without expectations from others relationship is meaningless. This concept explains why relationships with employees and within a team are so significant.

Muhindi (2017) conducted a study on the influence of group stress on job performances of the police force in Hanang' district. The study obtained the sample size of 120 respondents through simple random and purposive sampling techniques. Data were collected through questionnaires, interview, observation and documentary review. Descriptive statistics, principal component factor analysis and linear regression were employed in data analysis. The study found that group stressors influence the performance of national police service.

RESEARCH METHODOLOGY

Research Design

This study used of a descriptive research design. Mugenda and Mugenda (2018) explained the descriptive design is a process of collecting data in order to test a hypothesis or to answer the questions of the current status of the subject under study. Its advantage is that, it is used extensively to describe behavior, values, attitude and character.

Target Population

The unit of analysis in this study was four police stations in Nairobi County which include central police station, Kamukunji police station, Parliament police station and KICC police station. These police stations were selected because the Nairobi County has been below the expectations of the public as shown by escalation of crime rates in the county. The object

from which information is obtained is referred to as a unit of observation (Cooper & Schindler, 2006). The unit of observation of this study was 862 respondents from the four police stations in Nairobi County.

Sampling Frame

A sampling frame refers to a list of all items of a given population from which the study's samples is drawn (Saunders, Lewis & Thornhill, 2016). It can also be defined as a list of everything that the researcher wants to investigate or study. A sampling frame provides a list of all units of interest in the study. It lists all the participants that can be sampled and these can be in form of individuals, institutions or households (Bhattacharjee, 2016). The sampling frame of the study was the 862 respondents from the four police stations in Nairobi County.

Sample and Sampling Techniques

Sample refers to a part of or fraction of population that is being investigated upon. It can also be defined as a group of individuals who are engaged or participating in a study. Wilson (2010) defined it as selected elements such as objects, subjects or people that participate in a particular study. Samples are used to reflect the entire attributes of a given population under investigation such that the study's findings can be generalized to the entire population. A good sample size should be enough to adequately represent the characteristic of the population being studied. Sahu (2017) notes that the best sample should give enough data on the population and this data should be adequate and capable of being analyzed easily.

The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2013). Using this formula a representative sample was obtained. The study's total population is 862. The 266 respondents were chosen with the help of stratified random sampling technique.

Data Collection Instruments

Primary data was used in this study. Greener (2018) indicates that primary data is made up of first-hand information that has not been processed or analyzed. A questionnaire which is a form of quantitative data collection tool was used to collect primary data. The study's primary data was obtained using semi-structured questionnaires.

The structured questions were useful as they enabled easy analysis of data and reduced the time and resources needed for data collection. The unstructured questionnaires helped the researcher get in-depth responses from the respondents as they give a chance to them provide views and suggestions on the various issues. Kular (2017) points out that a questionnaire is a cheap tool for data collection is very effective in collecting information from a large population. Further the data would not be biased as the questionnaire guarantees anonymity.

Data Collection Procedures

Data collection procedure refers to an approach for gathering and measuring data on elements or variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes (Wilson, 2010). Data collection procedure enables the researcher to develop appropriate instruments for data collection and clearly provides instruction for its use to minimize the likelihood of error occurrence.

The researcher obtained a letter of confirmation from Jomo Kenyatta University of Agriculture and Technology for collection of data. A research permit was also obtained from National Commission for Science, Technology and Innovation. The collection of data was conducted by use of the drop-off and pick-up-later method and the questionnaires was

collected after one week. This accorded the respondents enough time to answer the questions. The researcher used this method due to the variances in respondents' time availability.

Pilot Test Study

A pilot study, or, pilot test or pre-test is defined as a small-scale preliminary research that is conducted so as to evaluate time, cost and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2017). The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. The pilot test helped correct some of the challenges encountered before undertaking the final study. The pretesting sample was made of 13 respondents, representing 10% of the sample size. The results from the pilot test were not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study.

Data Analysis and Presentation

Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analyzed on thematic basis and the findings provided in a narrative form. Before the data could be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacharjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2017). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics

Individual Stressors and Performance of Kenya National Police Service

The first specific objective of the study was to determine the influence of individual stressors on performance of Kenya National Police service in Nairobi County. The respondents were requested to rate various statements relating to individual stressors and performance of Kenya National Police service in Nairobi County. A five likert scale was used where 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=strongly disagree. The results were as shown Table 1.

From the results, the participants agreed with a mean of 4.407 (std. dv = 0.684) that the financial problems employees experience contributes to increased pressure. Further, the respondents agreed that conflicting demand on an individual causes role conflict and ambiguity. This is shown by a mean of 4.148 (std. dv = 0.759). In addition, the respondents agreed that a combination of the expectations and demands an employee places upon themselves causes role pressure. This is shown by a mean of 4.000 (std. dv = 0.797).

As shown by a mean of 4.019 (std. dv = 0.710), the participants agreed that there is proper training of police officers. The participants also agreed that mismatch between individual personal development and company goals can result in job pressure. This is shown by a mean

of 3.889 (std. dv = 0.857). Further, the respondents agreed that poor communication between hierarchical levels causes incomplete knowledge. This is shown by a mean of 3.852 (std. dv = 0.653). The respondents agreed that the more responsibility an individual has, the higher the chance of them being stressed. This is shown by a mean of 3.582 (std. dv = 1.444).

Table 1: Individual Stressors and Performance of Kenya National Police Service

	Mean	Std. Deviation
There is proper training of police officers	4.019	0.710
Poor communication between hierarchical levels causes incomplete knowledge	3.852	0.653
Conflicting demand on an individual causes role conflict and ambiguity	4.148	0.759
A combination of the expectations and demands an employee places upon themselves causes role pressure	4.000	0.797
Financial problems employees experience contributes to increased pressure	4.407	0.684
The more responsibility an individual has, the higher the chance of them being stressed	3.582	1.444
Mismatch between individual personal development and company goals can result in job pressure	3.889	0.857
Aggregate	3.906	0.867

Group Stressors and Performance of Kenya National Police Service

The second specific objective of the study was to determine the influence of group stressors on performance of Kenya National Police service in Nairobi County. The respondents were requested to rate various statements relating to group stressors and performance of Kenya National Police service in Nairobi County. A five likert scale was used where 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=strongly disagree. The results were as shown Table 2.

From the results, the participants agreed that conflict among employees is responsible for increasing stress levels. This is shown by a mean of 4.259 (std. dv = 1.931). Further, the respondents agreed that task demands within groups increases stress levels if they are too overwhelming. This is shown by a mean of 4.170 (std. dv = 1.882). In addition, the respondents agreed that poor communication causes conflicts between group members. This is shown by a mean of 3.948 (std. dv = 1.873).

As shown by a mean of 3.815 (std. dv = 1.590), the participants agreed that social support assists in preventing stress reaction by providing other ways to deal with the stressor. The participants also agreed that lack of social support within the organization results to increased stress among employees. This is shown by a mean of 3.722 (std. dv = 0.874). Further, the respondents agreed that cohesiveness within groups reduces the level of stress among group members. This is shown by a mean of 3.741 (std. dv = 1.110).

Table 4. 1: Group Stressors and Performance of Kenya National Police Service

	Mean	Std. Deviation
Lack of social support within the organization results to increased stress among employees	3.722	0.874
Cohesiveness within groups reduces the level of stress among group members	3.741	1.110
Conflicts among employees is responsible for increasing stress levels	4.259	1.931
Task demands within groups increases stress levels if they are too overwhelming	4.170	1.882
Poor communication causes conflicts between group members	3.948	1.873
Social support assists in preventing stress reaction by providing other ways to deal with the stressor	3.815	1.590
Aggregate	3.897	1.432

Inferential Statistics

In this study, both correlation and regression analysis were used to establish the relationship between the independent variables (individual stressors and group stressors) and the dependent variable (performance of Kenya National Police service in Nairobi County).

Correlation Analysis

Pearson correlation analysis was used to establish the relationship between individual stressors, group stressors, organizational stressors and extra organizational stressors and the performance of Kenya National Police service in Nairobi County. The results were as depicted in Table 3.

As illustrated in table 4.6, there is a negative and significant association between individual stressors and performance of Kenya National Police service in Nairobi County ($r=-0.866$, p value =0.000). The p -value (0.000) was less than the significant level 0.05 hence making the association significant. These findings are in line with the findings of Boamah, (2014) who revealed a negative and significant association between individual stressors and organization performance.

In addition, there is a negative and significant association between group stressors and the performance of Kenya National Police service in Nairobi County ($r=-0.906$, p value =0.000). The p -value (0.000) was less than the significant level 0.05 hence making the association significant. The results concur with the findings of Enshassi, Serif and Saleh (2019) who revealed that group stressors significantly influence organization performance.

Table 3: Correlations Coefficients

		Organization Performance	Individual Stressors	Group Stressors
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	251		
Individual Stressors	Pearson Correlation	-.866	1	
	Sig. (2-tailed)	.000		
	N	251	251	
Group Stressors	Pearson Correlation	-.906	.231	1
	Sig. (2-tailed)	.000	.071	
	N	251	251	251

Regression Analysis

Multivariate regression analysis was adopted to establish the relationship between the independent variables (individual stressors and group stressors) and the dependent variable (performance of Kenya National Police service in Nairobi County).

The multivariate regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where; Y = is the dependent variable (performance of Kenya National Police service in Nairobi County), β_0 = Constant Term; β_1 - β_2 = regression coefficients; X_1 = Individual Stressors; X_2 = Group Stressors; and ε = error term.

The research used R-squared to show the variation in dependent variable (the performance of Kenya National Police service in Nairobi County) that could be explained by (individual stressors and group stressors). The R squared was 0.734 and this implied that 73.4% of the dependent variable (the performance of Kenya National Police service in Nairobi County) could be explained by independent variables (individual stressors and group stressors).

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.734	.735	.17693

a. Predictors: (Constant), individual stressors and group stressors

The research used analysis of variance to determine if the model was good fit for the data. As depicted in Table 5, the F calculated was 608.25 which is higher than the F critical value 2.408. Besides, the p value was 0.000 which is less than the significant level of 0.05. This implies that the model was a good fit for the data hence can be used to show the influence of independent variables (individual stressors and group stressors) on the dependent variable (the performance of Kenya National Police service in Nairobi County).

Table 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	97.321	2	24.330	608.25	.000 ^b
1 Residual	9.786	248	.040		
Total	117.058	250			

a. Dependent Variable: Kenya National Police Service Performance

b. Predictors: (Constant), individual stressors and group stressors

The regression equation was;

$$Y = 0.531 + -0.363X_1 + -0.522X_2$$

The results revealed that individual stressors has a negative and significant influence on the performance of Kenya National Police service in Nairobi County ($\beta_1 = -0.363$, p value = 0.048). The p-value (0.048) was less than the significant level 0.05 hence making the relationship significant. These findings are in line with the findings of Boamah, (2014) who revealed a negative and significant relationship between individual stressors and organization performance.

In addition, the results revealed that group stressors has a negative and significant influence on the performance of Kenya National Police service in Nairobi County ($\beta_1 = -0.522$, p value =

0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. The results concur with the findings of Enshassi, Serif and Saleh (2019) who revealed that group stressors significantly influence organization performance.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.531	0.095		5.589	0.000
	individual stressors	-0.363	0.082	0.365	-4.426	0.048
	group stressors	-0.522	0.107	0.521	-4.878	0.000

a Dependent Variable: Organization Performance

Conclusions

The study concludes that individual stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. Findings revealed that slow Personal development rate, unsatisfactory Quality of life, financial problems and increased responsibility influence the performance of Kenya National Police service in Nairobi County

In addition, the study concludes that group stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. Findings revealed that group in cohesiveness, lack of social support, group conflicts and group tasks demands influence the performance of Kenya National Police service in Nairobi County

Recommendations

The study found that individual stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. This study therefore recommends that the head of National police service should ensure staff satisfactory quality of life, competitive pay to financial problems and ensure shared responsibility among the police officers

In addition, the study found that group stressors have a significant influence on the performance of Kenya National Police service in Nairobi County. This study therefore recommends that the head of Kenya National Police Service should ensure social support to their staff and proper mechanism of solving group conflicts

Recommendation for Further Studies

This study aimed at investigating the influence of employee job stressors on performance of Kenya National Police service in Nairobi County. However, this study was limited to Kenya National Police service in Nairobi County hence the findings cannot be generalized to other public organizations in Kenya. Therefore, the study recommends that further studies should be conducted on the influence of employee job stressors on performance of other public organizations in Kenya. In addition, the study found that 73.4% of the performance of Kenya National Police service in Nairobi County could be explained by individual stressors, group stressors, organizational stressors and extra organizational stressors. As such, further studies should be conducted to assess other factors that influence performance of Kenya National Police service in Nairobi County.

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