
The Impact of Job Stress on the Performance of Nigeria Police Force, Gwagwalada Command

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Abstract: *This study examines the impact of job stress on the performance of officers and men of the Nigeria Police Force, Gwagwalada Command. The study employed primary source of data. Random sampling technique was used to select 135 personnel of the force as sample size for the study. Questionnaires were carefully designed and administered to elicit the data needed for analysis. Descriptive statistics, Chi-square and Z-score was used to test the hypotheses. The findings revealed that job stress significantly impacted on the performance of the officers and men of the Nigeria police force, Gwagwalada Command. The result further revealed that there is no significant relationship between the stress experience by the officers and men of the force and their performance and by extension the general performance of the Nigeria police force, Gwagwalada Command. Based on the findings, it is recommended that the Nigeria Police Force should sensitize its workforce on the effect of stress, reduce work overload, role ambiguity and role conflict by adopting modern job redesign technique.*

Keywords: *Employee performance, Job Stress, organizational Productivity*

1. Introduction

At work place, stress related to the role performed by the employee in the organization is one of the important determinants of successful adjustment and subsequent performances of an employee. Job stress is a condition arising from the interaction of people and their jobs and characterized by changes with the people that force them to deviate from their normal functioning. Job enlargement and job enrichment coupled with work environment usually result to stress. Under normal circumstance most workers feel some sense of satisfaction and accomplishment about their jobs, which can be very rewarding. However, work can also be a tremendous bother with deadline to meet target, work overload and difficult superiors placing considerable pressure and strain on the employees. Therefore, jobs and work environment commonly produce stress, which if not properly managed, can result in negative and dysfunctional behaviour at work (salami 2010). The stress induced due to the responsibilities and duties performed by individuals as employees has been a potent organizational stressor (Sharma 2011), the outcome of which has been found to be costly to the organization and to the society at large. The duties and responsibilities assigned to an employee have inbuilt potentials for conflict due to which stress may start rearing its effect. Such stress can contribute to various dysfunctional outcome for the organization like job related tension, job dissatisfaction and low performance. In such circumstance, effort to sustain a high level of work performance overtime can be a tedious task for the organization and indeed the employee thereby leaving the society worse off.

Considering stress as a debilitating syndrome, the study has been undertaken with the aim of investigating the factors causing stress amongst officers and men of the Nigeria police force. The police force is among the top ten highly work stressed place (Sarah 2012) in Nigeria. Elucidating the causes of stress is important not only for its potential implication for stress management in the Nigeria Police force but also for enhancing an understanding of strategic human resource management in the Nigeria Police force. Some stress researchers (e.g Sharahan and Mortimer 1996), distinguish between negative stress and positive stress. Positive stress is stress experience that activates and motivates people to achieve their set and predetermined goal objectives. What this means is that people need some stress to survive and that is why Selye (1976) views stress as a spice of life, and the absence of stress, death. Distress which is negative stress is one that adversely affects employees (including officer and men of the Nigeria police force) mental and physical health and in turn their performance and this aspect of stress was the focus of this study.

1.1 Objectives of the Study

The main objective of this study is to examine the impact of job stress on the performance of the officers and men of the Nigeria Police Force, Gwagwalada Command. The specific objectives are:

2. To examine the relationship between job stress and employees productivity.
3. Examine the causes of job stress on the performance of the officers and men of the Nigeria police force, Gwagwalada Command.

1.2 Statement of Hypotheses

The following Null hypotheses was formulated and tested in the course of the study:

H_1 : *Job stress does not impact on the performance of officers and men of the Nigerian Police Force, Gwagwalada Command.*

H_2 : *There is no significant relationship between job stress and employee productivity.*

2. Review of Related Literature.

2.1 Concept of Stress

Stress has been on the rise in this era of high technology, high-tech crime and insurgency across the world. It has its toll on the mental, physical and psychological health of the security personnel, affecting their performance and the functioning of the entire security operation in the country. Researchers have demonstrated the direct and indirect cost of stress (Matterson & Ivancevich, 1987). Due to its cost, the critical importance of stress-free-working condition in an organization cannot be overemphasized. According to Kalia (2002), the world Health Organization (WHO) Global Burden of Disease survey shows that mental health disease, including stress-related disorder, will be the second leading cause of disabilities by the year 2020. A survey in 2007 by associated chamber of commerce and industry of India also reported that work related stress and mental fatigue is affecting most employees the world over. In such a situation, its becomes the responsibility of the employing organization and the individual to identify the causes of stress at work place and make effort to reduce them for the effectiveness and efficiency of the individual and the organization itself.

Researchers cannot agree on a single definition of stress due to its complex nature. Selye (1976) sees stress as a primarily physiological reaction to certain threatening environmental events. He emphasizes that, job stress or work stress simply refers to the stress caused by events in the work environment. Beeher and Newman (1978) define job stress as a condition arising from the interaction of people and their work. According to Bature (2013), stress is the emotional and physical way in which we respond to pressure. Stress can cause mental and physical symptoms. According to Moses (2004), employees can respond to stressful events with an instinctive fight or flight response. This physical response come from a rush of adrenaline and other hormones that speed up your heart and breathing and gives you a burst of energy so that you can response to danger. Selye (1976) emphasizes that signs of stress are different in everyone with some people expressing more physical signs like, fatigue or high blood pressure, and other expressing more emotion or psychological signs like irritability and depression. Elizabeth (2009) refers to stress as the response you have to act, change or adjust in some ways to maintain your footing or to keep things balanced. It is an involuntary change in one body which gives you an extra burst of energy.

2.2 Empirical Framework

Most of the empirical literature on this area of study focuses on the negative effect of stress. Although not all stress is bad, Salami (2010) emphasizes that stress is a necessary part of life and that it does not always involve negative consequence for the organization involved. In fact, at certain moderate levels, stress can actually improve Individual performance. There is substantial research supporting the concept of "good stress". Yerkes and Dodson (2008) were the first to "stumble" upon the inverted-U relationship between stress and performance. Their work focused on the effect of stress on the learning response of rats. Using three trials with low, moderate, and high level of stimulus, the authors found a weak but curve linear relationship, with performance on the task improving as a stressor stimulus reached a moderate level and decreasing as stimulus strength increased beyond this point. Scott (1966) found that individual's

performance increases with stress and resulting arousal to an optimal point and then decreases as stress and stimulation increase beyond this optimal. Moose (2004) found evidence that inverted-U relationship does exist for job performance in the individual context. Selyer (2007) and McGrath (2001) also suggest an inverted-U relationship between stress and performance. Researches on arousal theory support the inverted-U hypothesis, assuming that external stressor produces a stress response that is similar physiologically to arousal. Sanders (2003) and Gaillard Steyers (2009) in their research work, find that performance is optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines. There are many critics of the inverted-U hypothesis who argue that the relationship between stress and performance does not have a U- shape. One alternative mode is a negative linear relationship. James (2005) argues that stress at any level reduces task performance by draining an individual energy concentration and time. Vroom (2000) offers a similar explanation suggesting that physiological response caused by stressors impair performance. Some philologists suggest a linear positive relationship between stress and performance. Meglino (2007), argued that at low level of stress challenge is absent and performance is poor. Optimal performance in this model comes at the hypothesis inclusive, Arsenals and Dolan (1983) and Michel (2006), Arena (2009) and Hatton et al (1995). Despite the empirical evidence in support of these alternative theories, the inverted-U hypothesis is still the most intuitively appealing and most used explanation for how stress and performance are related (muse et al 2003).

2.3. Sources of job stress

According to Reggie (2000), stress can arise either from the characteristics of the workers themselves which he calls dispositional stress or from the working environment of the organization, and he went ahead to explain dispositional stress as stressors arising from the individual characteristics of the workers themselves. One of such is the type A personality or type B behavioral pattern which research has shown is characterized by excessive drive and competitiveness, a sense of urgency, impatience and underlying hostility (Roseman, 1978). Workers with this personality types have been found to experience or report higher stress than other personality 'A' types.

2.4 Effect of Job Stress

Festus (2009) is of the opinion that stress experienced by officers and men of the Nigeria police force has effect on the personnel themselves, their families, the citizens they are supposed to protect and indeed the institution they represent (service).

2.4.1 Effect on the Personnel Themselves

The effect of stress on the officers and men of the police force has subjective, cognitive physiological and health facets to it. The subjective or intrapersonal effects of stress are feeling of anxiety, boredom, nervousness, depression, fatigue, anger, irritability and sometimes aggressive behaviors on the part of the personnel experiencing the stress. The cognitive effect includes poor concentration, short attention span, mental blocks, and inability to take or work at promoting decision. The physiological effects can be seen in increased heart and pulse rate, high blood pressure, dryness of throat, and excessive sweating. The behavioral consequences are manifest in such things as accident proneness, drinking, excessive eating, smoking, nervous coughs, impulsive behaviours, depression and withdrawal behaviours. The manifest health effect could be stomach disorder, asthma, eczema, and other psychosomatic disorders. In addition, the mental health that is the ability to function effectively in one's daily life will also decline as excessive stress is experienced.

2.4.2 Effect on their Families

Distress, which is handled by individuals in dysfunctional ways, such as resorting to drinking or withdrawal behaviors will have an adverse effect on their home life. Spouse abuse, child abuse, alienation from family member, and even divorce could result from dysfunctional coping mechanisms. Stressors in the steadily increasing member of dual-Career families, when both spouse pursue career which demand a lot of personal commitment from them are varied in nature. The stress experienced by the couple stem role over load since both parties have to manage their careers as well as help the family run on an even keel. Additional stresses are experienced while handling the personal, social and cultural dilemmas of balancing work and family, discharging parental responsibilities, handling competition at the work place and within the family, being an individual member of the extended family etc (Nwarch, 2001).

2.4.3 Effect on the Institution they Represent/Serve

The institutional effect of employee stress are many, the adverse consequence include: Low performance and productivity, high rate of absenteeism and turnover, loss of public confidence, increased alienation of the employee from their duty post and responsibilities, aggressive behaviours resulting to sabotage and mutinying as experienced recently with the security agencies fighting insurgency in the Northern part of Nigeria. The stress experienced by officers who take on critical roles and are responsible for public safety can sometimes be detrimental to the well being of the entire institution and indeed the society at large.

2.5 Management of Job Stress.

Management of job stress can be achieved under two conditions. First, the individual worker must be able to recognize stressor and understand their consequence and secondly, the institution must develop stress prevention as well as stress reduction techniques (Holt, 1990). At the individual level some coping strategies include; setting realistic targets and time lines; refusing to take on too much work than is possible to achieve set goals at a stipulated time; avoiding maladaptive reactions such as resorting to drugs or alcohol as a form of escape from stressful situation; problems must not be allowed to fester, once a stressful situation arises, it must be resolved; relaxing and decompressing-the mind and body must have periodic rest to adjust to normality; personnel of the force should endeavor to use their break period effectively.

At the institutional level, Riggio (2003) and Cole (2002) outline some proactive measures which management can adopt to manage stress such as; setting clear cut objectives-this helps to minimize job and role indistinctiveness; conducting stress audit-this is an effective proactive action to combat stress especially among high ranking officers. It involves an attempt by the institution to study, explore, and control various types of stress which the individual officer may experience in the course of performing their duties; improving person-job-fit-by maximizing person job fit through careful screening, selection and placement of employees, institutions can alleviate a great deal of stress; eliminating punitive management –by eliminating policies that are perceived to be threatening or punitive, a major source of stress will be removed. It is important that security institutions like the Police force develop a culture in which attitude toward employees are positive where there is respect for employees skills, knowledge and contribution and where mistakes are seen as a learning process rather than grounds for criticisms; providing a supportive team-oriented work environment. The more the institutions can foster good interpersonal relationship among co-employees and an integrated highly functioning team, the more likely the employees will be able to provide support for one another in terms of stress; and increasing employee's sense of control through programmes such as job enrichment, participative decisions making and delegation of authority all help to increase employees' sense of control over their jobs and the work environment. This help substantially in reducing job stress.

2.6 Theoretical Bases for the Study

This study is anchored on the inverted- U-sharp theory of Yerkes and Dodson (2008) and the arousal theory of Sanders (2003) which explains the relationship between stress and performance. The theory established the effect of stress on the learning response of rats. Using three trials with low, moderate and high level of stimulus, the authors found a weak but curve linear relationship with performance on the task improving as a stressor stimulus reached a moderate level and decreasing as stimulus strength increased beyond this point. Employees' performance increase with stress and resulting arousal to an optimal point and then decreases as stress and stimulation increases beyond this optimal. The arousal theory support the inverted-U-sharp theory assuming that external stressor produces a stress response that is similar physiologically to arousal. That is, employee's performance is at optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines.

3. Research Methodology

A survey design methodology was employed, in which one hundred and fifty (150) questionnaires were administered to the respondents in line with the objectives of the study on the variables under study. Random sampling method was adopted in the sample selection process. From a population of two hundred and fifty (250) officers and men of the Nigeria police force, Gwagwalada Command, one hundred and fifty (150) personnel were carefully selected from both the Area Command office and the Divisional

Police Headquarters, Gwagwalada. Out of the one hundred and fifty questionnaires administered to the respondents, only one hundred and thirty-five (135) were returned which was used for analysis, indicating 90 percent response rate. The questionnaire was divided into three sections; section A, sought information on demographic characteristics of the respondents, while section B, sought information in line with the hypothesis and objectives of the study. Section C elicited suggestions for managing stress. The response scale was presented on a five point's likert-scale ranging from Strongly Agree (SA) Agree (A), Disagree (D), Strongly Disagree (SD) and Undecided (U).

4. Results and Discussions

The data collected from the respondents were analyzed using descriptive statistics frequency counts and simple percentage in ranking the attitudinal responses to cause, effect and management of job stress in the Nigeria police force for the purpose of making inferences. Z – Scores statistics and Chi-square was employed to test the hypotheses formulated for this study in line with the objectives of the study.

Table 4.1 shows the demographic characteristics of the respondents. The table shows that 68.15% of the respondents are male while 31.85% were female police personnel usually called women police. The marital status of the officers and men of the personnel shows that 36.29 % were between age brackets of 18-25 years, 37.78 % were between the age bracket of 26 to 35 years and 25.29 % were 35 years and above. Regarding their academic qualification, 52.59 % were secondary school graduates, 24.44 were ND/NCE holders, 18.57 where HND/B.Sc. holders and 4.44 were masters degree holders and above.

Table 4.1: Demographic Characteristics of Respondents

	Respondents Characteristics	Frequency	Percentage (%)
SEX	Male	92	68.15%
	Female	43	31.85%
	Total	135	100
Marital Status	Single	42	31.11%
	Married	74	54.81%
	Divorce	04	02.96%
	Separate	15	11.11%
	Total	135	100
AGE	18-25 years	49	36.29 %
	26-35 years	51	37.78 %
	35 years and above	35	25.92 %
	Total	135	100
Educational Qualification	NECO/SSCE/WAEC	71	52.59 %
	ND/NCE	33	24.44 %
	HND/B.SC	25	18.51%
	Masters and above	06	04.44 %
	Total	135	100
Experience on The Job	0 – 5 years	24	17.78 %
	6 – 10 years	36	26.67 %
	11 – 15 years	21	15.56 %
	16 – 20 years	24	17.78 %
	21 – 25 years	16	11.85 %
	26 – 35 years	14	10.37 %
	Total	135	100
Section/Unit/Dept.	Crime	42	31.10 %
	Admin	11	8.15 %
	Surveillance	34	25.18 %
	JWC,	07	5.18 %
	MTD	41	30.37 %
	Total	135	100

Source: Survey Data, 2014

Table 4.2 presents the responses on the impact of job stress on the performance of personnel of the Nigeria Police Force, Gwagwalada Command. The table indicates that majority of the respondents agree that job stress affects the performance of the officers and men of the Nigeria police force and indeed the police institution as an organization.

Table 4.2: The Impact of Job Stress on the Performance of officers and men of the Nigerian Police Force, Gwagwalada Command

Effect on the Personnel	SA	%	A	%	D	%	SD	%	V	%
Behavioral effect (depression, bad lifestyle)	49	36.3	71	52.6	10	7.4	1	0.7	4	30
Lower moral and self esteem	55	40.7	73	54.1	5	3.7	-	-	2	1.5
Physiological effect (ill health or sometime health)	47	34.8	82	60.7	4	3.0	-	-	2	15
Cognitive effect (mental block)	58	4.3	71	52.6	5	37	-	-	1	0.7
Poor concentration, poor decision subjective effect (anger, aggression, anxiety)	64	47.4	66	48.9	-	-	-	-	2	1.5
Effect on the Institution										
Loss of public Confidence	39	28.9	72	53.3	17	12.6	4	3.0	3	2.2
High rate of staff turn over	56	41.5	69	51.1	8	5.9	-	-	2	1.5
Poor reputation of the institute	43	31.8	69	50.4	19	14.1	2	1.5	1	0.7
Unethical dilemmas	49	36.3	70	51.8	8	5.9	2	1.5	6	4.5
Job dissatisfaction	57	42.2	68	50.4	7	5.2	-	-	3	2.2
Low productivity	66	48.9	51	37.8	9	6.7	4	2.9	5	3.7

Source: Survey Data, 2014

4.1 Testing Hypothesis one:

The hypothesis formulated was tested in line with the objective of the study.

Table 4.2a is test of hypothesis one which says Job stress does not impact on the performance of officers and men of the Nigerian Police Force, Gwagwalada Command.

Table 4.2a: Job stress does not impact on the performance of officers and men of the Nigerian Police Force, Gwagwalada Command

Decision	Good (X)	Frequency (F)	FX	$\bar{X}-X$	$(X-\bar{X})^2$	$F(X-\bar{X})$
Strongly Agree	5	66	330	0.74	0.55	36.3
Agree	4	51	204	0.26	0.07	3.57
Disagree	3	09	27	1.26	1.6	11.34
Strongly Disagree	2	05	10	2.26	5.11	25.55
Undecided	1	04	4	3.26	10.63	42.52
	E=	E= 135	E=575			119.28

Source: Computed by the Author

$$\text{Mean (X) determination is given thus: } \bar{X} = \frac{\sum fx}{\sum f} = \frac{575}{135}$$

$$\bar{X} = 4.26$$

Simple standard deviation (SD) formulae

$$SD = \sqrt{\frac{\sum f(X-X)^2}{\sum f}}$$

$$SD = \sqrt{\frac{119.28}{135}} = \sqrt{0.88}$$

$$SD = \sqrt{0.88} = 0.94$$

Standard error (SE) given thus

$$SE = \frac{SD}{\sqrt{n}} = \frac{0.94}{\sqrt{135}} = 0.0081$$

$$N = x \pm 1.96 \sqrt{\frac{SD}{n}}$$

$$4.26 + 1.96(0.081) = 4.42$$

$$4.26 - 1.96(0.081) = 4.10$$

At 95% confidence level, the mean fall between the ranges of 4.42 and 4.10, any of the two boundaries can be chosen as the mean.

$$\text{Therefore } z = \frac{X - N}{SE} = \frac{4.26 - 4.42}{0.081}$$

$$Z = -1.975$$

Decision Rule: since the calculation Z – score of – 1. 975 falls outside the range of + 1.96, the null (Ho) hypothesis is rejected and the alternative hypothesis (HA) which states that Job stress significantly influence the efficiency and productivity of the officers and men of the Nigeria police force is accepted.

Table 4.3: The Relationship between Job Stress and Employee Productivity

Response	SA	%	A	%	D	%	SD	%	U	%
Sleeping at work place is a function of stress encountered	65	48.1	52	38.5	9	6.7	5	3.7	4	3.0
Productivity at work place is determine by the level of stress experience by employee	59	43.7	45	33.3	14	10.3	10	7.4	7	5.2
High rate of absenteeism affect staff productivity	50	37.0	70	51.8	5	3.7	-	-	10	7.4
Poor working conditions and lack of time for personnel issues, affect the productivity of personnel.	72	53.3	48	35.5	6	4.5	5	3.7	4	3.0

Source: Survey Data 2014

Table 4.3 Present the response of the respondents on the relationship between job stress and employee productivity. From the table, 89% of the respondents agreed that poor working conditions and lack of time to attend to personnel issues, affect the productivity of personnel, while 8% disagree and 3% were uncertain. The analysis further shows that 87% of the respondents agreed that sleeping at work place is a

function of stress encountered, while 10% disagreed and 3% were uncertain. The table also, reveals that 77% who are in the majority are of the opinion that productivity at work place is determine by the level of stress experienced by employee, while 18% disagree and 5% were uncertain. High rate of absenteeism as shown in the table accounted for 89%, while 4% disagree and 7% were uncertain.

Testing Hypothesis two:

H₂: There is no significance relationship between job stress and employee productivity.

Having analyzed and interpreted the data using simple percentage, Chi-square method is used to determine the relationship between job stress and employee productivity so as to validate the percentage result analyzed earlier on.

The formular to be used is thus:

$$\chi^2 = \frac{(Fa - Fe)^2}{Fe}$$

χ^2 = Chi-square

Fa = Actual Frequencies

Fe = Expected Frequencies

DF = (r-1) (c-1) degree of freedom

Expected frequency (Fe) is calculated thus:

$$Fe = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

To determine the value of chi-square (χ^2) which summarizes the difference between the actual frequencies (Fa) and the expected frequencies (Fe), this was computed using the following Chi-square formular as presented in Table 4.4:

Table 4.4: Chi-square

Fa	Fe	Fa - Fe	(Fa - Fe) ²	$\frac{(Fa - Fe)^2}{Fe}$
15	13.9	1.1	1.21	0.087
10	10.1	-0.1	0.01	0.000
9	11.3	-2.3	5.29	0.468
14	13.9	0.1	0.01	0.000
11	9.6	1.4	1.96	0.204
10	10.7	-0.7	0.49	0.045
8	7.7	0.3	0.09	0.011
11	8.7	2.3	5.29	0.608
9	10.7	-1.7	2.89	0.270
7	7.3	-0.3	0.09	0.012
4	3.2	0.7	0.49	0.148
2	2.3	-0.3	0.09	0.039
3	2.7	0.3	0.09	0.033
4	3.3	0.7	0.49	0.148
1	2.2	-1.4	1.96	0.890
2	2.4	-0.4	0.16	0.067
1	1.7	-0.7	0.49	0.288
2	1.9	0.1	0.01	0.005
3	2.4	0.6	0.36	0.150
2	1.6	0.4	0.16	0.100
1	1.6	-0.6	0.36	0.225
2	1.2	0.8	0.64	0.533
1	1.3	-0.3	0.09	0.069
2	1.6	0.4	0.16	0.100
1	1.1	-0.1	0.01	0.009
2				4.509

Source: Computed by the Author

Therefore $\chi^2 = 4.509$

Degree of freedom (df) is given thus:

$$df = (c-1)(r-1)$$

$$df = (5-1)(5-1)$$

$$df = (4)(4) = 16$$

Using 5% level of significance under df of 16, it reads 26.296. Therefore the computed value (χ^2) is 4.509 while the tabulated value (χ^2_{table}) is 26.296.

Decision rule:

Since the calculated value χ^2 is 4.509 which is less than the critical value (χ^2_{table}) of 26.296. We then accept the null hypothesis which states that “there is no significant relationship between job stress and employee productivity”.

Table 4.5: Causes of Job Stress among Officers and Men of the Nigerian Police Force, Gwagwalada Command

Contextual/job-Related Factor	SA	%	A	%	D	%	SD	%	U	%
Poor working conditions	32	23.7	73	54.1	20	14.8	2	1.5	8	5.9
Job transfer without concept	24	17.8	64	49.1	32	23.7	5	3.7	10	7.4
Types of duties performed	37	27.4	65	48.1	17	12.6	6	4.5	10	7.4
Poor/Obsolete Equipment	48	35.6	67	49.0	8	5.9	32	1.5	10	7.4
Inadequate training & Re-training	46	34.1	71	54.1	15	10.1	-	-	3	2.2
In build stress on the job	34	25.2	70	51.8	18	13.3	6	4.5	7	5.2
Lack of promotion	16	11.9	47	34.8	52	38.5	12	8.9	8	5.9
Poor information circulation	41	30.4	69	51.1	19	14.1	2	1.5	4	3.0
Poor knowledge of specific job	32	23.7	68	48.1	17	12.6	6	4.5	10	7.4
Poor job routine	38	28.1	64	47.1	24	17.8	3	2.2	6	4.5
Inconsistency in job duty posting	34	25.2	70	51.8	18	13.3	6	4.5	7	5.2
Work/Duties over loading	43	31.8	72	53.2	10	7.4	6	4.5	4	3.0
Role Conflict	62	45.9	60	44.4	6	4.5	2	1.5	5	3.7
Role Indistinctness	55	40.7	69	51.1	6	4.5	2	1.5	3	2.2
Role Excess	34	25.2	78	57.8	18	13.3	2	1.5	3	2.3
Role invasiveness	45	33.3	86	63.7	-	-	-	-	4	3.00
Personal Factors										
Interpersonal & intrapersonal Factors 30	20	22.2	81	60.0	18	13.3	-	-	6	4.5
Demographical factors	31	23.0	62	4.9	10	20.7	5	3.7	9	6.7
Poor communication	52	38.5	83	61.5	-	-	-	-	-	-
Responsibility traits	39	28.9	74	54.8	13	9.6	2	1.5	7	5.2

Source: Survey Data 2014

Table 4.5 presents the responses on the causes of job stress. From the table, the causes of job stress among officers and men of the Nigerian Police Force, Gwagwalada Command are categorized into contextual/job-related factors, role-related factors and personal factors. On contextual /job-related factors, the respondents identifies poor/obsolete equipment (85%) as the major causes while 8% disagreed and 7 were uncertain. Responses on agreement with inadequate training & e-training as one of the major causes accounted for 88%, while those who disagree are 10% and 2% were uncertain. 78% of the respondents either agree or strongly agree that poor working conditions are the causes of job stress while 16% disagree and 6% were uncertain. The table also, shows that 88% agree that inadequate training and retraining were the major causes of stress among the men and officers of the Nigerian Police Force. In build stress on the job and inconsistency in job duty posting which accounted for 77% and poor

information circulation (77%) were also to be among the major causes. With respect to role-related factors, 90% of the respondents identified the causes as role conflict, while 7% disagree and 3% were uncertain. Furthermore, 97% of the respondents agreed that role invasiveness and role excess (83%), as well as work duties over loading (85%) were the major causes of job stress in the Gwagwalada Police Command. On personal factors, the table shows that 82% of the respondents attributed the causes to interpersonal and intrapersonal factors such as bribery and corruption, the syndrome of get rich quick or promotion etc. Poor communication (100%) and responsibility traits also accounted for 83%. The table reveals that the proportion of respondents that are in support of the outlined causes of job stress were the largest except in the case of rank of promotion, where those in disagreement 52 (39 %) were more than those in agreement 47 (35%). To a greater percentage of the respondents, job stress hinders the performance of officers and men of the Nigeria police Force and by extension the entire institution.

4.2 Major Findings

The major findings of the study revealed that job stress has significant impact on the performance of the officers and men of the Nigeria Police Force. On the various causes of job stress, the study established that there are multi-layered causes of job stress among the officers and men, this include; job related causes such as poor working conditions, obsolete equipment, inadequate training etc while other role related causes include; role conflict, role indistinctness and role invasiveness. Furthermore, personal factors such as interpersonal & intrapersonal factors and poor communication are among the causes of job stress among the officers and men of the Nigerian Police, Gwagwalada Command. In line with the second objective, the findings revealed that there is no significant relationship between job stress and employee productivity. Findings from questionnaire responses indicated that role ambiguity, work overload, role invasiveness and lack of promotion, as well as poor working conditions and excessive working hour and poor equipment among others are the main causes of stress experienced by the officers and men of the Nigeria Police Force which leads to low productivity and loss of public confidence. The study finally found a strong relationship between work stress and employees performance.

5. Conclusion & Recommendations

5.1 Conclusion

From the above findings, we can conclude that stress is inherent in every work-place and capable of impacting on employee performance even though, the study establishes no significant relationship between job stress and employee productivity which supports the research finding of Jamal (1985), Vroom (1964), Ogundele (2005) and Halton et al (1998) who posited that there is no proportionate relationship between job stress and employee productivity as according to them, negative stress at any level reduces task performance by draining an individual both mentally and physically. Also, the findings show that causes of job stress ranges from Job related factors, Role related factors to Personal factors. From the findings of this work, it can be concluded that stress is part of human existence, a stress-free state amounts to death. Thus, the implication of this finding to the study is that managers of organizations should always try and keep stress to an optimum level that is healthy and manageable at all facet of the organization. The result is supportive of the findings of Selye (2007), Yerkes and Dodson (2008), Scott (1966), Salami et al (2010) and Mose (2004) which reveals that job stress impact on the performance of employees, that not all stress is bad, that stress is a necessary part of life and it does not always involve negative consequence for an organizational performance.

5.2 Recommendations

For an efficient and effective police force, officers and men must first recognize when to increase and when to decrease stress. The key to constructively managing stress is to first recognize its destructive effects. The paper hereby makes the following recommendations:

1. Crafters and policy formulators in the police force should encourage productive stress; they can help officers and men of the force to build challenges into their work and assume incremented responsibility and autonomy over time.
2. Policy makers should also help officers and men of the force to cope with dysfunctional stress through either redesigning jobs to reduce role conflict or through reducing job ambiguity or conversely boredom, job over load and inconsistencies in operations and equipment handling

3. Management of stress mechanism should be put in place to help officers and men secure treatment at work for the symptoms of stress, through counseling and organizing stress – reduction workshops;
4. Emphasis should be made on encourage stress-reduction activities such as exercise, relaxation or psychological support.
5. The Police Service Commission and other top policy makers in the police force may wish to take some measures to reduce the problems of work overload, poor working conditions and excessive working hours, leading to exhaustion and burn out.
6. The Nigeria police Force should consider recruiting more personnel to help reduce the excess work load for effective and more productive results.

5.3 Suggestions for Further Studies

Future research could usefully incorporate an analysis of the impact of stress on physiological, behavioral, performance and other organizational outcomes. There is further scope to replicate the study in different environments and locations.

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