

Stress Management Strategies And Employee Performance Of The National Police Service In Uasin Gishu County, Kenya

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Abstract: This study sets out to determine stress management strategies and employee performance of the national police service in Uasin Gishu County, Kenya. The project utilized descriptive survey research design. By use of 30%, a sample size of 120 participants were evaluated from a focus group of 400 Kenya police service employees working within Uasin Gishu County. Closed and open ended questionnaires were employed to gather information and a response rate of 94% achieved. To evaluate the relevance, significance, and suitability of the research tools for the respondents, a preliminary research was undertaken in which the face and content validity of the tools were evaluated. Internal consistency was employed to determine the tools reliability, and a Cronbach's Alpha Coefficient of 0.7 or above was deemed appropriate. Results indicated the design was statistically relevant at a 95% confidence level since the P-Value was 0.000b, or greater. Inferential analysis study findings established that two variables; critical incidence stress management strategy ($\beta = -0.306$, $p < 0.05$) and counselling strategy ($\beta = 0.969$, $p < 0.05$) are statistically significant in influencing the employee performance at the NPS. However, coping strategy ($\beta = -0.018$, $p > 0.05$) and employee assistance programs ($\beta = -0.118$, $p > 0.05$) were determined to have no relevant statistical effect on employee performance.

Keywords: Critical incidence, stress management Strategy, Employee Assistance Programs Strategy, Counselling Strategy, Employee Performance.

I. INTRODUCTION

The objective of any organization is to grow profit and support stakeholder welfare. To achieve this it needs to invest in assets, the most critical one being employees. Employees are the backbone of every organization. When you have a conducive place focused on results, it's necessary to look into workers output as soon as possible. When an employee is not meeting targets, the supervisor should ensure that the course is corrected in time and get the employee back on track. Officers often do not want to discuss with employees on achievement issues because they make friends with employees, are worried about making an employee agitated, and favour positive discussions instead of negative ones (Strigl & Swiatek, 2011).

For an organization to ensure that employee performance is constantly maintained, it must ensure that the working environment is conducive and that every employee is free from stress. According to Naeem et al., (2011) everyone from all works of life and globally faces stress in one way or

another. Individuals from different organization manage stress in their daily operations. These stresses lead to decreased performance in an organization, reduced overall employee performance, quality of work reduced, increased staff turnover, and absenteeism.

Stress in any organization leads to poor performance and therefore management must ensure that it finds a way of dealing with it (Lazarus & Folkman, 1984; Lazarus & Launier, 1978). There are two ways that have been described in which individuals can cope with stress. The first one termed as problem-focused coping which is an undertaking that targets removal or avoiding the source of stress. Second strategy is emotion-focused coping. This strategy attempts to lower or do away with stressful situation associated with emotional distress. Problem-focused coping is normally expected to occur in circumstances where something can be done about the pain and where people trust something major can be done, even though problem-focused and emotion-focused coping can take place at the same time in a similar coping situation.

Emotion-focused coping is expected to occur when people trust that the condition is one that should be carried on (Folkman & Lazarus, 1980; McCrae, 1984).

National Police Service is instituted according to the Kenyan, (2010) and the National Police Service Act (2011). Preservation of peace, safeguarding property and life, inquiring crimes, detection and prevention of crimes, maintaining law and order, arresting law breakers and implementation of laws and regulations with which they are bestowed upon is the function of the NPS. Under the provisions of the constitution, the NPS is comprised of the APS, the DCI and the KPS. Article 244 of the Constitution spells out the mandate of the NPS as to endeavour on high quality of expertise and control among its members, observe constitution standards of human rights and basic freedoms, prevention of corruption, practise transparency and accountability, and make staff acquire skills to the highest possible standards of capability, honesty, regard for human rights, basic freedoms and nobility, and to encourage and enhance engagement with the society (Republic of Kenya, 2018).

The NPS is further organized into various commands under the I.G of police based at Jogoo house, assisted by DIG KPS and DIG APS as well as the director D.C.I. As far as making possible policing, the formations of the NPS in its administration include the following formations; Presidential Escort Unit, General duty Police, Air Port Police Unit, Railways Police, Air Wing police, G.S.U, Anti Stock Theft Unit, K-9 Unit, Transport Unit, and Signals Unit, Air Port Police Unit. In regional operations, they are commanded by Regional Police Commanders in the ranks of A.I.G. In the County level, they are commanded by officers in ranks of Commissioners. The Regionals and Counties are further subdivided into sub-counties headed by the sub-county police commander (S.C.P.C), Wards headed by the officer in-charge station (O.C.S), and Posts to make sure that services to the people are brought closer as much as possible. The coordination and activities of the NPS are done in the service headquarters situated in Vigilance House in Nairobi. The Planning Department, Training and Research Department, Finance and Administration Department, Service Quartermaster Department, Signals and Communication Department, Internal Affairs Unit, Operations Department, Establishment of Manpower Control Department, and Transport Department are all situated in the NPS headquarters (Republic of Kenya, 2018).

A. STATEMENT OF THE PROBLEM

Cooper, Sloan and Williams, (2016), posit that organizations currently work in an active and unpredictable environment. According to Begley and Cazjka, (2013), present-day organizations live in a dynamic environment, individuals encounter a great deal of physical and psychological risks in their jobs which may lead them to stress. In government institutions and in particular among police officers, job stress is an increasing challenge (Somers & Birnbaum, 2010). High risk in wellbeing, medical cost, higher rates of desertion and turnover, more misfortunes and low achievements are all related to workplace stress. In the police

service the performance of the employees will be determined by the rise or fall in the crime rates, cases successfully prosecuted in the courts, job satisfaction and the cases fully and successfully investigated. The NPS delivery performance baseline survey report released in May 2021 indicated that 38% of officers were satisfied with their work. NPS strategic plan 2013/14-2017/2018, indicate that crime rate has been on the rise for the last five years. In 2016, there was rise in crime by 6 % (NPS yearly crime report, 2016). It is worth noting that, countries undergoing enormous economic and social changes have a problem of work-related stress. Another big challenge which remains for the police is the public safety which is a key indicator of police performance. Major threat to national security could include subversive activities and criminal syndicates, according to the 2013/2014-2017/2018 strategic plan. The general population are still not impressed with how their security matters are taken care of by the police according to the survey conducted by Transparency International in 2016. In the police service in many developing countries such as Kenya there have been high cases of police suicidal, police killing their spouses, superiors or even their colleagues (NPS Report, 2018). Development needs a stable and safe environment and that's why security is very important. To attain this, the government devoted to keeping up the transformations required the law enforcement agency to evolve into a modern entity that is effective, adequately equipped, and proficiently skilled to meet the challenges of 21st century policing (NPS Strategic Plan, 2013/14-2017/18).

Many studies have been carried out by different individuals on stress management strategies. According to the study of Kihara and Mugambi, (2018), they found out that relaxation techniques and counselling services as stress management strategies influence the performance of the public service employees. Sikuku, Wamalwa and Katiba, (2017) researched on the impact of occupational mental health on employee accomplishments at Kenya Forest Research Institute headquarters, Muguga and Karura centres where they revealed that stress was a major obstacle which influenced the output of employees. The employees showed that they undertook complicated work with very precise time limits because of the brittle nature of the task associated with the research institution where any kind of floppiness would influence getting undesirable goals, therefore influencing the decision to be carried out. Wadede, (2017) did a study on the effect of stress on employees' effectiveness at Kenya Revenue Authority in Eldoret town where he found out that absence of proper organization planning and coordination usher in stress hence negatively affecting employee output. There was need to carry out this study since there is no study that have been carried out in regards to stress management strategies and employee accomplishment of NPS in Uasin Gishu County.

B. GENERAL OBJECTIVE

The general objective was to assess the impact of stress management methods on employee performance at the NPS in Uasin Gishu County, Kenya.

C. RESEARCH QUESTION

Does stress management methods have an impact on employee performance at the NPS in Uasin Gishu County, Kenya.

II. LITERATURE REVIEW

THEORETICAL REVIEW

Transactional theory of stress, systemic stress theory, psychoanalytic theory, and Rational-Emotive-Behaviour-Theory (REBT) are the theories this study relied on.

TRANSACTIONAL THEORY OF STRESS

The theory was first advanced in 1966 by Lazarus and Folkman. The theory will help us understand how stress is brought about and how it can be managed. According to Mark and Smith (2010), stress is where a person's insight and explanations of the immediate environments play a major part in generating mental stress and can be seen as a procedure of continuous association between the individual and the environment. Lazarus, (2014) assert that when pressure in the work-place surpasses the person's contemplated resources over time, stress will occur.

Distinctive elements of appraisals and coping can vary between individuals as stated in the transactional theory of stress and can result to work stressors. Based on the values and beliefs, work environments can be interpreted and evaluated by an individual. The outcome of the appraisal will be referred to as primary appraisal as different individuals will explain the job environments as more wanting and negative than the rest. The secondary appraisal will look for individuals who will look into personal resources and the power to overcome the stressful environment. Based on the appraisal, an individual will choose a strategy for coping later on. The procedure which is repetitive in primary belief in transactional theory is such that the coping exercises and the developing mental stress will change the approach of both the environment and the individual resources as feed back to the appraisal processes. Due to coping efforts over time, it is consequential to note that time is very significant as it is a factor that may lead to change in environment perception and evaluation (Folkman, Lazarus, Gruen & DeLongis, 2016).

This theory suggests that stress can be decreased by assisting stressed individuals replace their thinking on stressors, giving them a plan to help manage and enhance their dependence in their inability to do so (Cox, Griffiths & Rial-Gonzalez, 2010). To enhance and to attain organizational production, mental assistance, training and development, job modification and employee well-being maybe used by an organization to relieve the unfavourable outcome of stress on employee devotion to their jobs. Whereas mental assistance will help the employees replace insight on stressors in the work place; training will help in acquiring expertise to accomplish their jobs with ease and therefore avoid stress. Stress can be managed and reduced by applying and exploring this theory. Stress can be comprehended differently by

individuals on how to evaluate and overcome it. According to Perrewe and Zellars (2017), a control strategy could be advanced, taking into account divergent ways of managing stress in the workplace. In this research, the theory is relevant as it aids police administrators or stakeholders in making sure the management is involved in the police officers' operations for them to feel a sense of belonging hence making the police service to do their work in a conducive manner.

SYSTEMIC STRESS THEORY

This theory was first introduced in 1960 by Hans Selye. Based on the theory, stress is described as a mental response style where it is captured in the general syndrome adaptation model. Not specific to either stimulus, events such as cold, heat, toxic agents applied intensely and long enough can lead to production of frequent impacts according to the study. Every stimulus creates different and specific impact, for example heat produces vasodilation compared to cold which produces vasoconstriction in the body to nonspecific changes in the body. According to Selye (2016), these brought about the changes constituting the stereotypical like particular response pattern of systemic stress. Selye, (2015) described stress as a condition that can be shown through a syndrome which consist of all inaccurately prompted changes in a biological structure. The GAS which is a stereotypical reaction style proceeds in three stages. Initial shock phase and a subsequent counter-shock stage are comprised in the alarm stage. Gastro-intestinal ulceration, high adrenaline production and autonomic excitability are all exhibited in the shock phase. Increased adrenocortical activity is marked by the initial of defensive operation in the counter-shock phase. An orgasm enters the stage of resistance if noxious stimulation continues. The organism's adaptation to the stressor is indicated by the alarm reaction disappearance in this stage. When there is opposition to the noxious stimulation increase, other kind of stressor resistance reduces also at the same time. When there is persistence in aversive stimulation, exhaustion stage is given way. When the capability of an organism to adaptation to the irritant is worn out, the signs of phase turn-up, but opposition ceases to be probable. Absolute substance destruction occurs, and, in case the stimulation endures, the organism perishes.

According to Selye, this theory serves to explain the detriments of the need of early intervention to a stressed individual and the need to consider the technique as useful mediator of stress outcome in a relationship. In this theory the significance of stress management strategies are indirectly underpinned to keep away from employees from reaching the irreparable stage when stress is more progressive. Employee output and commitment can be restored with sufficient intervention actions that should be applied in time (Selye, 2016). This theory will be helpful to the counselor's team of police in managing the stress encountered by the police where it provides psychological support techniques such as counselling, relaxation, mediation among others to make the working conditions of police to be conducive for them.

PSYCHOANALYTIC THEORY

Sigmund Freud created this hypothesis in 1890. The therapeutic approach to treating psychopathology and psychoanalysis is guided by the notion of personality development. This idea gained full recognition in the latter third of the twentieth century as part of the critical debate around mental treatment. Psychoanalytic counselors and psychiatrists consider psychoanalysis theory as a theory of personality development that has influenced other theories, such as the behavioral and Corey (2016), earlier happenings impact afterwards, feelings of powerlessness, something terrible happening, and overwhelming fright. Different principles, the insensible which includes all the things that are not simply available to consciousness, such as feelings related to trauma, based on Freudian theory. Love making and antagonism may bring about stress from unconscious urges from childhood as portrayed by Freud. The emotions associated with trauma, the memories, family background, feelings about work environment, thoughts, fantasies, and the consciousness of the officer is what this study relied on. The respondents according to Freud, (2014) were taken through the questionnaires and the objective was to retrieve memories they were not thinking at the moment, but could easily be brought to mind.

There are three different anxieties according to Freud; realistic, moral, and neurotic. Realistic anxiety is constituted by the injury or death to a police officer and other dangers inherent in police work. The feelings of being a law enforcement officer, the wrong doing done on the job, fear of castigation, taking bribes, is what officers go through when the public implicate and condemn them of being negligent and incapable, injury or death, retrenchment all constitute moral anxiety. Every time officers feel like they are about to misbehave, loose being in charge, personality, coherence, or even their mind, neurotic anxiety is said to have occurred. The external and internal demands of the officers as well as police job-related pressure as a consequence is what this study seeks to look into. Life experiences may lead to some form of strain, panic, eagerness, or psychosomatic disease among the police (Freud, 2014).

Working out between the id and the superego it the task of the ego and naturally never agree. The two parts can be deceived by the personality of one part through unconscious manipulations, denial, fooling self and irrational thinking. The ego, for instance, must reasonably deal with the world and answer questions like: what gift do I have, what capability can be utilised, how will people respond to my undertakings and how do I deal with their opposition. Stress in a police officer is created by the blistering combination of strong, insensible, clashing forces inside. The officer becomes tense and defend themselves when anxiety becomes overwhelming. It does so by insensibly preventing the desires or twisting them into a more consent-able, less risky nature. The methodology is called ego defence process. People deceive themselves by distorting reality of all defences which makes them feel greater. According to Corey, (2016), the study seeks to look into if police officers make use of defences as a way of coping with job-related stress. This theory will be helpful to the management team in managing the stress encountered by the

police where it provides critical incidence stress management approaches such as occupational health and safety policies job rotation mediation techniques and flex-time programs.

RATIONAL-EMOTIVE-BEHAVIOR-THEORY (REBT)

This theory of psychiatrist was developed from the original form of cognitive-behavioural therapy by Albert Ellis in 1950. Ellis believe, many people do not realise that most of their notions about themselves are unreasonable and erratically impact their relationships and their situations and the way they behave. According to Ellis, (2012), emotional and observable interference are primarily brought about by inflexible and absolutism beliefs in forms of conditions, should have do's, got don'ts ultimatums we make on ourselves, others and to the world. Sometimes, individuals largely upset themselves rather than other people, circumstances or events. Stiff or unreasonable optimism are spotted, confronted and converted into a rational trust structure so as to reduce psychological interference and produce more goal-oriented behaviour.

Ellis and Dryden, (2014) sees rational philosophy views on individual as an imperfect human being. Human beings are not perfect and therefore are bound to experience emotional instability for holding on to irrational beliefs. Employee assistance programs, in-house counselling or referrals to external agencies are some of the ways that can be used to deal with problems of personal nature among police officers. Healthy eating, cleansing techniques, serenity, exercise, constructive reasoning and cooling off periods are some of the stress management programs that can be mainly devoted. In my literature review section these are suggested strategies for managing stress. Through teaching individuals, the ABC model, and unless demandingness is disputed and changed, the REBT view is essentially short term and soothing methods (Ellis & Becker, 2012).

As asserted by Ellis and Becker, (2012), the concern regarding job fulfillment together with anxiety of termination of employment and resentment towards the manager, supervisor, or colleagues are the two common problems. Harmful and robust are the two different categories of emotional reactions. Thinking and feeling is an important indicator to officers as an assumption of discussing emotional consequences. According to Ellis, (2012), research has revealed that, religious leaning assist people chill out, hence manage with strenuous and disturbing events. This theory is relevant where it helps the police administrators and stakeholders in making sure the management can offer different employee's assistant programs in supporting the police officers in doing the police operations hence increasing their job contentment.

EMPIRICAL REVIEW

Yao-Chin Wang, Ruiying Cai, Chu-En Yang and Hailin Qu (2015) carried out a study on coping strategy in hospitality internship in the U.K where students shared experiences for 3 periods. As a pair data to examine student coping from longitudinal view, both subjective and numerical data were combined. Theoretically, problem-focused and emotion-focused were found to have longitudinal differences in their

utilization. To improve employee morale, constructive communal interactivity and a motivating atmosphere should be the main worry. To hold on to high-performing students, hotel officers should outline activities, such as accreditation by increasing their acknowledgement from customers and self-achievement. This study was done in the U.K and not in Kenya

A research by Wright and Bonett, (1993) on the responsibility of employee coping and accomplishment in voluntary employee withdrawal was carried out in California. Stayers and leavers were both presented using descriptive statistics where 93 employees were involved. Employees were accurately categorized into stayer and leaver groups according to their growth, coping, work achievement, and work contentment from 86% of the results. According to (Huberty, 1984) 51.7% of the application of the maximum chance criterion shows that less classification errors resulted from using a linear discriminant classification rule than would be anticipated by chance classification alone. The study was done in California and not in Kenya.

Muller-Leonhardt, Shannon, Vogt and Schurmann, (2014) conducted a research in the United States on CISM approach in intricate structures: cultural adjustments and security consequences in healthcare. The American Psychological Association's moral guidelines were followed when conducting the study. Participants in the research were made aware of its purpose, although participation was not required. The data was created using Vogt's German ATM version and included of two surveys (Vogt, 2007). The study's sample of respondents included 12% male and 86.7% female, which was indicative of the company as a whole. This research was carried out in the USA, and not among Kenyan NPS personnel. A study was done on the CISD procedure for the LACoFD: Automatic and effective by Hokanson and Bonnita, (2000) in the U.S.A. Peer and mental health members were selected from the CISM team from the department where a 26-question survey was developed. The average age of the participants was 40 years from the valid data obtained from the LACoFD emergency workers of 2,124. Debriefing process was found helpful by most individuals as demonstrated by the data. Debriefing process would be recommended to others since it showed that those individuals debriefed recovered faster than those not debriefed. This study was done in LACoFD employees in the U.S.A and not with the NPS employees in Kenya.

A study on the calm before the storm, the need for CISM policy and procedure in law enforcement was carried out by (Zettlemoyer, 2006) in Law Enforcement Management Institute of Texas. Data was collected from 25 Texas law enforcement officers. 60% of the entire study according to the results, showed that, the agency had a critical incident policy. 84% of the overwhelming respondents showed that some form of critical incident debriefing or management was required to solve the condition. The law enforcement officers completed the research through written survey. The study was done in Texas U.S.A and not in Kenya.

Research was conducted by Pack, (2012) on the critical incident stress debriefing of social workers in the New Zealand. Thirteen social workers responded to the interview, ten of whom had the double involvement as a debriefed and a

community-based worker who had been debriefed following a critical incident. Those from both sets of experience commented on the experience on facilitation of debriefing and being debriefed. Rather than a compulsory organization support, durability concepts were reviewed to build into CISM policy with debriefing being a choice. A fundamental part of a unified CISM policy accompanying the provision of CISD, was seen as an essential part in playing a role for those individuals with ongoing clinical supervision. This study was carried out in New Zealand with social workers and not in Kenya with NPS employees.

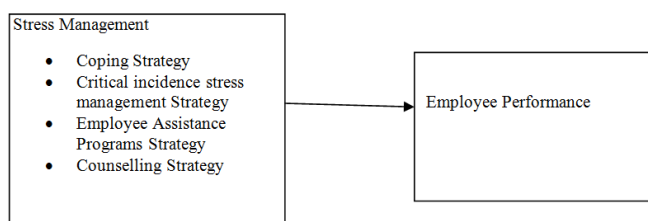
A study was carried out by Turney, (2014) on Police supervisory aspects that affect character towards critical incident stress management program in the U.S.A. In this study, the relationship between the supervisors of law enforcement and the notion the manager had towards critical incident stress management program was explored. Graduates from the Federal Bureau of Investigations National Academy and who were law enforcement supervisors were solicited according to the study. The assessment process for the CISM program and the selection of geographic data were aided by a modified survey instrument. Descriptive and statistical analysis such as variance, statistical tests, and multiple regression analysis using a backwards-stepwise methodology, were employed in the research of the data gathered. The outcome depicted that the supervisor's attitude toward the CISM program was somewhat correlated with line-level patrol officer, inspector, or investigator status as well as length of service as a law enforcement officer of record. The longer the duration of any program is, the more favorable the supervisor's character should be toward it. This research was undertaken in the United States, not Kenya.

Compton and McManus, (2015) carried out a study on employee assistance program: evaluating success in Australia. The study was conducted with a total of 50,500 employees who were in the process of EAP services. A study was done in 44 organizations providing EAPs to their employees. According to the results of the study, organizations profit widely from the existence of EAPs by providing a wide range of mental issues. As disclosed to a great extent by the study, a close relationship between EAPs and Human Resource Management have proven to be of helpful in addressing wider organizational challenges. The research was done in Australia and not in Kenya.

Benett, Blum and Roman, (1994) carried out a study on presence of drug screening and human resource management practices in the U.S.A. Facts were gathered by representatives of human resource supervisors at worksites in Georgia. Private sector worksites with 250 employees were established from the Dun's marketing identifier as a population frame. Analysis used correlation matrix including descriptive statistics. As suggested by the findings of the study, organizational and labor market attributes were found to be associated with the existence of inclusive and focused workforce management policies embraced to look into employee substance abuse. As shown by the data on the industry economic sector, worksites impacts, labor market attributes, and substance abuse related policy, are expected to be present. The study was carried out in U.S.A and not in Kenya.

A study by Kagwiria, Namusonge and Karanja, (2017) on the impact of career management in organizational performance of businesses registered in the Uasin Gishu securities exchange was done in Kenya. Determining the effectiveness of career management on organizational achievement of businesses registered in the Uasin Gishu Securities Exchange was the reason why this research was carried out. In this study, correlation study and descriptive research design was used. To choose participants from ten stratum of Uasin Gishu Securities Exchange registered companies, stratified simple random sampling strategy was employed in this research. As a target group, 534 top officers of registered firms in the NSE were used. 224 respondents were picked from the registered firms as a sample size. According to the results, all registered companies disclosed that there is a powerful and constructive relationship between career management and organization achievement. Further, the study disclosed that career management is statistically important in explaining organization performance. The study was done in the Uasin Gishu securities exchange in Kenya but not with the NPS employees in Kenya.

CONCEPTUAL FRAMEWORK



III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

In this research, descriptive research design was utilized in an attempt to gather data from police personnel. Descriptive design were chosen, according to Yin (2004), since they are significant for research as well as frequently leading to the creation of helpful understanding ideas and the resolution of pertinent issues. Finding out about stress management and personnel performance at the NPS in Uasin Gishu County is made easier with the use of a descriptive survey design.

B. TARGET POPULATION

TARGET POPULATION

The research group for the study comprised of 400 Kenya Police Service employees working in different police stations in Uasin Gishu County namely: Kiamba, Naiberi, Kesses, Baharini, Cheptiret, Langas and Eldoret Police Stations.

Category	Target Population
Kiambaa Police Station	60
Naiberi Police Station	50
Kesses Police Station	50
Baharini Police Station	55

Cheptiret Police Station	65
Langas Police Station	54
Eldoret Police Station	66
Total	400

Table 3.1: Target Group

C. VALIDITY OF RESEARCH INSTRUMENTS

Construct validity was also employed in this study to evaluate the tools validity. Construct validity, sometimes referred to as operationalization, is the degree to which a construct thought, idea, or behavior was effectively transformed into a functional and operational reality (Alumran, Hou, Sun, Yousef, & Hurst, 2014). The ability to effectively connect operational definitions in a study to the theoretical foundations supporting those definitions is termed construct validity. The capability to extend the measurement representation on to the conceptual domain being measured is associated with construct validity.

D. RELIABILITY OF RESEARCH INSTRUMENT

The following findings were obtained using SPSS version 28.0:

Factor	No of Objects	Cronbach Alpha	Comment
Relevant Coping Strategy	5	0.768	Reliable
CISM Strategy	5	0.795	Reliable
EAP Strategy	5	0.763	Reliable
Counselling Strategy	5	0.730	Reliable
Employee Performance	4	0.733	Reliable
N = 24	24	0.758	Reliable
Cronbach's Alpha			

Source: Researcher (2024)

Table 1.3: Reliability Results

These findings indicate that the general Cronbach's Alpha value for the questionnaire was 0.758. According to Christodoulou, Kalokairinou, Koukia, Intas, Apostolara, Daglas et al., (2016), this exceeded the threshold of 0.7. the existing items in the instrument were kept as the instrument demonstrated high reliability.

E. DATA COLLECTION PROCEDURE

Questionnaire were given to the participants through physical delivery. Respondents were given sufficient time to fill the questionnaires and follow up was done to the respondents who had not responded after the two weeks.

F. DATA ANALYSIS AND PRESENTATION

Numbers that can be found on reports of data collected will utilize summary statistics, predictive statistics and will focus on data analysis. Information gathered was cleaned and

coded into meaningful parameters for ease of analysis and to be read by the computer. Frequency tables, percentages, mean, and variability measures were utilized to analyze and present data gathered with the assistance of SPSS. Inferential statistics applied the multiple regression model to look into the connection that manifest between the research variables.

To check impact of stress management strategies, a regression version was used to check performance of NPS employees in Uasin Gishu County which helped in assessing and recognizing the connection between the research variables.

IV. FINDINGS AND DISCUSSION

The purpose of the study was to look into the effectiveness of stress management approaches on the productivity of NPS employees in Uasin Gishu County, Kenya. the researcher selected the sample from the 400 police officers using random sampling. The Uasin Gishu County Police Commander provided the list of police stations (Monthly Returns, 2022). It was made sure that a sample size of 30% of the study respondents was obtained while selecting police stations to take part in the research. The survey went out to 30% of participants from each police station, meaning that 120 respondents were the target respondents for this study. From each police station, the research engaged 30% participants making the focus participants for this research 120.

DEMOGRAPHIC INFORMATION

AGE

As depicted in Table 4.1 below by the results, the study aimed to look into the age range.

Age	Frequency	Percent	Cumulative Percent
20-30 years	26	23.00%	23.00%
30-40 years	55	48.67%	71.68%
40-50 Years	23	20.35%	92.03%
Over 50 years	9	7.97%	100%
Total	113	100%	

Table 4.1: Age Bracket of the Respondents

According to the research, 23.67% of the respondents, or 26 people, were between the ages of 20 and 30, while 48.67%, or 55 people, were between the ages of 30 and 40. Furthermore, 23 out of the total respondents, or 20.35% of them, were between the ages of 40 and 50. Nine or 7.97% of the respondents were older than 50. These results suggest that the predominant participants are in the 30- to 40-year-old age range. This suggests that the predominant participants were youthful individuals who could readily appreciate NPS processes and, as a result, contributed fresh concepts through ingenuity and creativity.

EDUCATION LEVEL

As results are presented in Table 4.2 below, the research aimed to ascertain the educational attainment of participants.

Education level	Frequency	Percent	Cumulative Percent
Primary	-	-	-
Secondary	51	38.35%	39.10%
College	50	37.60%	76.70%
University	32	24.06%	100%
TOTAL	113	100	

Table 4.2: Education Level

This analysis shows that no respondent had primary education while 38.35% or 51 respondents had attained Secondary education. Additionally, 37.60 % or 50 respondents had attained college level while 23.31% or 31 respondents had obtained tertiary education credentials. This analysis indicates that majority of police officers are well qualified for their work.

WORK EXPERIENCE

As shown by the results in table 4.6 below, the research aimed to determine the cumulative years of experience the participants had in the NPS for documentation of accumulated history.

Years Worked	Frequency	Percent	Cumulative Percent
Less than 5 years	15	13.27%	13.27%
Between 5-10 years	27	23.89%	37.16%
Between 10-20 years	41	36.28%	73.45%
Over 20 years	30	26.55%	100%
TOTAL	114	100	

Table 4.6: Work Experience

According to this survey, 23.89% of respondents, or 27 people, had worked for the NPS for between five and ten years, while 13.27% of respondents, or 15 people, had worked there for less than five years. Furthermore, the bulk of respondents—36.28 percent, or 41 respondents—had worked for ten to twenty years, while 26.55% of respondents, or 30 respondents, had worked for more than twenty years. According to this investigation, the majority of respondents had sufficient work experience and were informed about how the police station they work for operates.

RESEARCH HYPOTHESIS

H₀₁: Coping strategy does not have relevant effect on employee accomplishment at the NPS in Uasin Gishu County

From the output, it was found out that the P – value of ‘coping strategy = 0.870’, indicates that this indicator variable lacks statistical significance at a confidence level of 95%. We consequently acknowledge the null hypothesis that coping strategy is not significantly relevant in impacting employee accomplishment of NPS in the Uasin Gishu County. The coefficient for coping strategy was -0.018. This suggests that there is an inverse correlation between employee performance of NPS and coping strategy and therefore increased

employment of coping approach will lead to decreased employee accomplishment of NPS.

H₀₂: Critical incidence stress management strategy does not have relevant effect on employee accomplishment at the NPS in Uasin Gishu County

From the outcome, it was concluded that the P – value of ‘critical stress management strategy = 0.009, implies that this predictor variable is statistically significant at a confidence level of 95%. We therefore reject the null hypothesis and accept the alternative hypothesis that critical incidence stress management strategy is statistically significant in influencing employee performance of NPS in the Uasin Gishu County. The coefficient for critical incidence stress management strategy was – 0.306. This implies that there exist a negative relationship between employee performance of NPS and critical stress management strategy and hence increase in use of critical incidence stress management strategy will lead to decreased employee performance of NPS.

H₀₃: Employee assistance programs strategy does not have relevant effect on employee performance at the NPS in Uasin Gishu County

From the results, it was established that the P – value of ‘employee assistance programs strategy = 0.264’, implies that this predictor variable is not statistically significant at a confidence level of 95%. We therefore accept the null hypothesis that employee assistance programs strategy is statistically significant in influencing employee performance of NPS in the Uasin Gishu County. The coefficient for employee assistance programs strategy was - 0.118. This implies that there exist a negative relationship between employee performance of NPS and employee assistance programs strategy and hence increase in use of employee assistance programs strategy will lead to decreased employee performance of NPS.

V. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

NPS require high involvement of management due to the sensitivity of the nature of work at a police station. Frequent workplace flexibility was seen to be key to increasing officer’s productivity resulting to increased employee performance.

NPS require officers to adhere to time management for successful execution of their duties. The fact that NPS are opened all the time shows the need for police officers working at the station to observe time management as well as reflection and mental silence for total concentration.

Police officers encounter very involving work i.e. criminal cases that could result to when having stress, therefore boosting stress management could improve their duty execution and result to improved employee performance.

Police officers at the NPS encounters risky situations in execution of their duties, hence coping mechanism really affect their performance. Additionally, counselling advices are of great held for officers who are traumatized.

B. RECOMMENDATIONS

The study therefore recommends that measures should be put in place by the NPS to provide professional counselling services and psychological help services to manage stress of the employees. Mentorship and guidance programs contribute to building confidence and job security and in turn lower stress levels.

Employees in the NPS should be provided with adequate counselling advices since this was found to be an effective solutions to curb stressors that affect employees.

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