

**AN INVESTIGATION INTO WORK STRESS MANAGEMENT IN THE NAMIBIAN
POLICE FORCE IN THE KHOMAS REGION**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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Contents

ABSTRACT	v
DECLARATION	vi
DEDICATION	vii
ACKNOWLEDGEMENTS	viii
CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY	1
1.0 Introduction	1
1.1 Setting the context of the study	1
1.2 Background to Namibia and the Khomas region	4
1.3 Statement of the problem	4
1.4 Objectives of the study	8
1.5 Hypotheses Testing	9
1.6 Significance of the study	10
1.7 Limitations of the study	10
1.8 key terms of the study	12
1.9 The organisation of chapters	13
1.10 Summary	14
CHAPTER 2: LITERATURE REVIEW	15
2.0. Introduction	15
2.1 The Namibian Police Force	15
2.2 Theorising stress	21
2.3 Sources of work stress in Police work	26
2.4 Aspects outside of the work environment	32
2.5 Impact of work stress	32
2.6 Recognising Signs and Symptoms	34
2.7 Managing work-related stress	36
2.8 Summary	40
CHAPTER 3: RESEARCH METHODS	41
3.0 Introduction	41
3.1 Research design	41
3.2 Population	44
3.3 Sample and Sampling method	45
3.4 Research Instruments	46
3.5 Data collection	47

3.6 Data analysis.....	49
3.7 Research Ethics	51
3.8 Summary.....	52
CHAPTER 4: RESULTS AND DISCUSSIONS	53
4.0 Introduction.....	53
4.1 Khomas Region: Location of studies	54
4.2 Response Rate.....	55
Figure 4.1: Questionnaire Response Rate.....	55
Figure 4.2: Interview Response Rate.....	56
4.3 Personal information of participants	57
4.4 Data collection	62
4.5 Analyses of data.....	63
4.7 Summary.....	86
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	88
5.0 Introduction.....	88
5.1 Conclusion: The Results and Objectives.....	88
5.2 Recommendations for action.....	93
5.3 Recommendations for further studies.....	98
5.4 Final Conclusions	99
REFERENCES.....	101

TABLES AND FIGURES

List of Tables

Table 1: Profile Distribution of respondents used in the study.....	55
Table 2. Results from correlation coefficient of modules of work stress and job performance...70	
Table 3. Strategies for managing work.....	73

List of Figures

Figure 1: Geographical map of Namibia.....	15
Figure 2: Model of work-related stress.....	26
Figure 4.1: Questionnaire Response Rate.....	52
Figure 4.2: Interview Response Rate.....	53
Figure 4.3 Gender representation of the Respondents.....	54
Figure 4.4, Respondents' level of education.....	58
.Figure 4.5: The race groups of the respondents.....	59
Figure 4.6: The symptoms of work stress in the Namibian Police Force.....	65
Figure 4.7 Sources/causes of work stress among police officers.....	67
Figure 4.8 Impact/ effects of work stress on the Namibian police force employees.....	68

APPENDICES

Permission request letter to conduct study from NBS	Appendix 1
Researcher's Authorization thought letter to the Police Force.....	Appendix 2
Research Permission letter from the Police Force.....	Appendix 3
Research letter to the Respondents.....	Appendix 4
Research Questionnaire.....	Appendix 5
Namibian Police Stress Management Presentation Document.....	Appendix 6
Language editing letter.....	Appendix 7

ABSTRACT

Introduction: Numerous incidents related to work stress have been reported in the media. Aggressiveness and use of force are some of the evidence in reports of the Namibian Police Force. As with many other countries, police officers in Namibia have a higher propensity to be stressed because of the nature of their work where they are constantly encountering trouble, crisis and conflict in the work environment. The present study was aimed at investigating work stress management in the Namibian Police Force in the Khomas Region. 150 employees were chosen using stratified random sampling and judgmental sampling methods. The sample size for this study was not large enough to generalise to other regions or towns, which were not part of this study since the study was only conducted in the Khomas region.

Methods: The methods used to collect data were both qualitative and quantitative which involved questionnaires and interviewing the respondents. To analyse the qualitative data, the researcher categorized the data into themes. Additionally, the Statistical Package for Social Science (SPSS) version 15.0 was used in analyzing Quantitative collected data.

Results: The results of the study revealed that work stress does exist in this organisation due to the stressful nature of police work. Causes of work stress were related to things such as the shortage of staff and lack of resources, work load, poor remuneration and poor working conditions, resulting in negative impacts such as alcohol and drug abuse, absenteeism and turnover. Work stress management was revealed to be poor in this organisation.

Recommendations: It is therefore recommended that, the physical conditions of workplaces be improved to suit the work environment, workloads be in line with workers' capabilities and resources. Additionally, employees' roles and responsibilities should be clearly defined and employees should be allowed to partake in decisions and actions affecting their jobs. Similarly, various interventions to manage occupational stress should be implemented. There is also a need to conduct further research which incorporates a sample which will give a holistic view on the true nature, complex sources and effects of work-related stress to the Namibian Police Force employees.

Keywords: Work stress, Management, Stress, Stressors, Namibian Police Force, Civilians and Police Officers.

DECLARATION

I Ruth Ntwala Lubinda (**Nee: Mbangu**): Student Number 200926322 an adult Namibian female who is currently a final year student at the Namibia Business School doing a Masters of Business Administration in Management Strategy and currently busy with a thesis with the topic titled “An investigation of work stress management in the Namibian police force in the Khomas Region” declares as following:

The above-mentioned topic of research was chosen or decided by me without force from anyone. I would further like to declare that the contents of this thesis were written by me after reading a lot of books on the topic as indicated on my reference lists, using the knowledge, guidance and help I got from my research project supervisor Dr. Albert Isaacs. No part of this thesis may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g. electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or The University of Namibia in that behalf.

I, Ruth Ntwala Lubinda, grants The University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, which The University of Namibia may deem fit. This is my original work, everything was done by me, and the final thesis was written by me after all efforts including collecting and analysing data, collected through questionnaire and interviews. Any error either, in typing or language usage is mine, as a result of human error. This is nothing else but my honest truth and that is all I declare.

Signed at WINDHOEK

Date:

DEDICATION

I would not be who I am today if it was not for the advice, guidance, support and love from those whom I will always regard as my reasons for being successful.

My parents (mum and late daddy) I am thankful that God gave me caring and loving parents like you. You taught me everything I know today (good and bad) you always taught me that “*education is the key to every door in life*” and for sure I can now see the importance of your teachings. You also said this to me: “*Serve God first, love and fear Him always, and blessings will come your way*” indeed I have received abundant blessings from God by following your advice. I thank you for everything, Daddy you were there for me when I started this course and you waited to see me graduate but God’s plans were different from ours. May you rest in peace, Mum may you live long to see my success.

I therefore, dedicate this research to my beloved deceased dad, **Bernard Mbangi Suulu** and my beautiful and loving mum **Florence Sinte Likando-Mbangi**

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I also want to acknowledge the help of Dr. Albert Isaacs, who moved through all the steps to the completion. As the saying goes **“behind every Successful work, there is a successful and hardworking person”**. Thanks to Dr. Greenfield Mwakipesile for doing the language editing on my thesis. Finally, my special word of thanks goes to my two daughters Bronah and Faith Lubinda, who for some time coped without my physical and mental presence, and without my help in their school work, but still had to proceed with their daily lives without me. I am equally grateful for your support and patience.

CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

Chapter 1 offers an outline of the orientation of the study hence, the statement of the problem, the objectives, significance, and the ethical considerations are covered. The research concentrated on the Namibian Police Force members more predominantly, in the Khomas regions.

1.1 Setting the context of the study

The theory of stress management in life sciences was introduced by Hans Selye in 1936. Police officers are also referred to as law enforcement officers and their work is an occupation that serves the community, and these individuals work long hours under difficult conditions. Law enforcement personnel witness terrible scenes, maintain law and order in the midst of commotion, and put their lives on the line on a daily basis. With all these prevailing demands, one might picture the pressure put on outside relationships, such as marriages.

The stress among police officers is always discussed by the society but very little research has been carried out by the researchers in Namibia. According to Levenson and Roberts (2001, p.1053) “the occupation of law enforcement is considered to be one of the most stressful occupations in America and that, work stress can reverberate through all aspects of life”. Besides, in a study of 943 male officers and 157 female officers, conducted in New England by He, Zhao and Archbold (2002), the following were outlined as the major causes of work stress in the police: stress from the work environment such as: gruesome crime scenes or making a violent arrest. Other causes were: incompatible partner or lack of managerial support; availability of peer support and trust such as: social and family influence. Related to the latter were: work-family conflict; bureaucratic

characteristics of the police organisation such as: impersonal rules, shift work; and accessibility to coping mechanisms such as: substance abuse or detachment.

The major aim of this study is to examine what causes work stress and how stress is managed among the members of the Namibian Police Force with specific focus on the Khomas region. “Stress is a state of physiological arousal which occurs when a stimulus is perceived as a threat to one’s health and performance at the workplace” (Warr & Wall, 2005, p.67.).

Work stress has remained of profuse worry to the organisation, staffs, and other stakeholders of the Police. Work stress academics come to an understanding that work stress is a serious problem in many organisations (Varca, 1999; Ornelas & Kleiner 2003; Cooper & Cartwright, 1994). In organisations such as the Namibian Police Force, police officers work directly with the public members and if they are stressed, the organisation can be negatively affected in a sense that the employees will not perform as expected. Work stress reduces or affects the performances of individuals at work as well as at their homes since people cannot completely separate their work and personal lives (Bowin & Harvey, 2001). Stressful events could raise blood pressure and affect the heart. This is supported by a study which was conducted in America by Cooper, Cooper, and Eaker, (1988) which revealed that, 20,000 employees experience coronary artery disease because of work stress”. Additionally, work stress is believed to be correlated to heart attacks, hypertension and other diseases (Workplace Stress, 2015).

When talking of stress, “we refer to stressors: which are events or conditions that give rise to stress and a state of discomfort: which are tensions or illnesses which are the result of exposure to the stressors” Warr (1975). Stress seems to be everywhere, in personal lives and on the job. It is even possible to experience stress while asleep, for example you may suddenly wake up sweating and tense, worried about the stressful events of the day before, or as a result of a nightmare from which

you awoke feeling frightened and alone. Stress is how a person reacts to a situation (Terry, 1983, p.160). For example, working for extra hours without pay or demoted from a high position is not stress but what causes stress is how a person reacts to the particular situation, and we refer to these causes as stressors. For example, in the Namibian Police Force, poor working conditions, long working hours and low salary structures can result in rude or abusive behaviours. “Stress is a state of physiological arousal which occurs when a stimulus is perceived as a threat when one’s coping resources are inadequate” (Hogg & Vaughan, 1998). The concept of “organisational stress” is commonly used in the same meaning with similar terms such as “job stress” (Caplan, Cob & French, 1975), “industrial stress” (Buzzard, 1973), “occupational stress” (Cooper & Marshall, 1976), “job strain” (Singer, 1975), “work stress” (Warr & Wall, 1975), and “job pressure” (Buck, 1972).

“Stress is also considered a cluster of related experiences, pathways, responses and outcomes caused by a range of different events or circumstances that affect individuals differently” (Manktelow, 2005). In an organisation such as the Namibian Police Force, employees work directly with members of the public, and if they are stressed, the organisation can be negatively affected in a sense that the employees will not perform as expected. Stress reduces or affects the performances of individuals at work; it also affects how they behave and act at home. This statement is supported by Maneze (2005), who stated that work stress has become a challenge for many employers and that it results in increased absenteeism, low productivity and is linked to employee problems like alcoholism, drug abuse, and hypertension in addition to cardiovascular problems.

A research on “Toxic Work”, which was conducted by Reinhold, (1996, p.10) stated that “stress increases a person’s vulnerability to illness such as heart attacks, high blood pressure, back pain, fatigue, and cancer”. According to Cornelius, (2006), the South African Police Service (SAPS)

members are among the most highly stressed police officers in the world as a consequence of the highest rates of crime and violence in Africa.

1.2 Background to Namibia and the Khomas region

Namibia is a semi-arid country in Southern Africa, which covers an area of 824 116 square kilometres. It is surrounded by Angola in the north, Zambia in the north-east, Botswana to the east and South Africa in the south. The Kavango River separates Namibia and Angola, the Zambezi River separates Namibia and Zambia, while the Orange River separates Namibia and South Africa. Namibia is divided into fourteen (14) administrative regions: the Zambezi, Erongo, Hardap, Karas, Kavango West, Kavango East, Khomas, Kunene, Ohangwena, Omaheke, Omusati, Oshana, Oshikoto and Otjozondjupa (National Planning Commission, 2003).

Khomas refers its name to the Khomas Highland, a high plateau landscape and is centred in the capital city Windhoek. It is encircled by the Otjozondjupa region to the north, the Erongo region to the west and the northwest. To the south is the Hardap region, while in east is the Omaheke region.

1.3 Statement of the problem

Numerous incidents related to work stress have been reported in the media. Aggressiveness and use of force are some of the evidence in reports of the Namibian Police Force. As with many other countries, police officers in Namibia have a higher propensity to be stressed because of the nature of their work where they are constantly encountering trouble, crisis and conflict in the work environment. Atkinson, (1995) concurs with this statement by stating that, in the police force, stress is worsened by the fact that the police members experience extremely high levels of trauma. According to Anderson, Litzenberger and Plecas (2002), “work stress contributes to exhaustion,

job dissatisfaction, early retirement, a enfeebled immune system and a general upsurge in illness among the police members”. One can also say there is a higher propensity of stress in the Namibian Police Force when looking at the incident that happened in Katima Mulilo on the 2nd of August 1999, when a group called the Caprivi Liberation Army (CLA), attacked the then Caprivi region, leaving eleven people including eight police officers dead (Sankwasa 2012). Another example of where police members experienced high levels of stress was when they attended a traffic accident at Okahandja in Namibia on 02 September 2012, whereby four to five cars collided, nine (9) people died, and 18 were seriously injured (Shivute, 2007).

It has also been observed that, Police officers at the charge offices and police stations are burdened by a shortage of personnel who are skillful of taking statements. Other challenges contributing to work stress among police staff in Namibia is by a lack of resources such as: transport, communication radios, office equipment (computers or lap-tops), and so forth, in addition to work overload, overcrowding of police cells, and working long hours without extra payment.

In a study titled: occupational stress in the Namibian Police Force: an exploratory study from a psycho-spiritual perspective, which was conducted by Kangunga in 2016, it was detected that “the number of sick Police Force members admitted to state hospitals and psychiatric hospitals were cumulative every day”.

According to the 2013/2014 Police Annual Report, “the Subdivision Social Services, under the Gender and Welfare Services Directorate in the Namibian Police Force, attended to thirty-eight cases of stress, thirty-two cases of depression, forty-six cases of mental health and twenty cases of psychological problems.” This report further indicated that, for the 2013/2014 financial year, alcohol abuse was regarded as the major contributing factor of other social issues among the police personnel, a lot has been reported about police officers who have ended their lives either by shooting

themselves or hanging themselves and that twenty-three cases of suicidal thoughts were attended to under the period of review is a testimony to this.

Similarly, in an article on “Police stress Research” which was done by the National Institute for Occupational Safety and Health (NIOSH) working group in the Indian Police Journal, (2004, p.12), it was revealed that according to the National Police Suicide Foundation, every 22 hours, a police officer in America takes his or her own life. This can lead to the predictable assumption that police officers are not able to cope effectively with work-related stress.

The nature of police work is acknowledged as highly stressful and particularly hazardous (Selye 1978; Alexander, 1999 & Anshel, 2000). Police work is one of the important professions in which employees deal with a range of individuals from different levels of society. Dealing with crime victims and criminals, working shifts and also the criminal justice system are mentioned as operational stressors essential in policing work (Violanti & Paton, 1999; Ellison, 2004; Mikkelsen & Burke, 2006).

The functions of the police encompass preservation of law and order, to safeguard people from attacks and to protect property among others. The society expects the officers to play their varied roles equally. They are helpers, saviours, friends and referees. Then as a law enforcer they arrest or use force to enforce the rule of law. Law enforcement entails the police performing their job, to be on duty even in the scorching heat of summer, pouring rain and freezing winter.

Putting aside personal feelings and dealing with criminals and their victims can be challenging. Many police officers see examples of human indecency and pain on a day-to-day basis. Seeing people, particularly the elderly and children, who are the victims of murder, beatings, robberies, rapes and sex crimes can take a toll on the mental health of officers. Criminal profiling and getting

inside the minds of criminals who perpetrate these types of crimes can also cause mental stress. Police work is a dangerous job. Police officers never know when they show up for work if they will go back home that evening. Carrying a gun can also cause stress for officers and this generates both physical and mental stress. Media reports of police brutality and indiscipline can be perceived as warning signs of work stress, categorically pointing to the mismanagement of this crucial problem so far.

Colbert, Johnson, and Slate, (2007, p.104) asserted that “police work stress has been shown to lead to premature death among police officers”. According to Finn and Tomz (1996, p.7), “shift work, perceived favouritism by administrators, lack of input in departmental policy, lack of training, lack of career opportunities, police culture, and lack of recognition for good work are some of the stressors police officers experience”. As such Colbert *et al.*, (2007, p.103) concluded that “organisational stressors are considered to be the main causes of stress for police officers”. Furthermore, “an increased amount of interpersonal conflict has been noted in the work context; police officers experience feelings of inadequacy, suffer from self-doubt, lowered self-esteem, irritability, depression, somatic disturbances and sleep disorders, all of which jeopardise the quality of services they provide” (Hillhouse & Adler, 1996). Eventually “burnout will set in due to chronic stress and may impact negatively on the relationship to the client” (Kipping, 2000).

Since work stress is more prominent in this profession, it is not surprising that many researchers emphasise the high risk for burnout noted in the policing population (Omdahl & O'Donnell, 1999). Violanti and Aron (1994) underlined the four prominent stress factors in police organisations and identified them as: “the transactions within the criminal justice system; the inherent nature of police work; the public and the organisation’s characteristics”. O’Toole, Vitello, and Palmer, (2006) indicated that “for any organisation to succeed, they must comprehensively understand the stressors within their organisation and be able to identify and mitigate the impacts of those stressors”.

The price of work-related stress is very high in several organisations. For example, the International Labour Organisation (ILO) reports that inadequacies emanating from work-related stress may cost up to 10 percent of a country's GNP (Midgley, 1996). For example, in the US, businesses dedicate US \$69 billion annually on stress-related costs (Manning & Jackson, 1996). "Work-related stress frequently shows job mobility, high unhappiness among the employees, burnout, poor work performance and less effective interpersonal relations at work" (Manshor, Rodrigue, & Chong, 2003). Topper (2007) defines stress as "a person's psychological and physiological response to the perception of demand and challenge". Consequently, "work-related stress if not managed properly may lead to an upsurge in absentee rates, internal conflicts and low employee morale" (Christo & Pienaar, 2006).

In addition, work-related stress affects the physical and psychological being of an individual. "This may lead to heart diseases, hypertension, peptic ulcers, sickness, alcoholism, depression, suicidal tendencies, and anxiety as well as other mental disorders" (Christo & Pienaar, 2006). Therefore, there is need for management to develop appropriate interventions to manage stress in organisations. This study therefore, seeks to investigate the causes of work stress in the Namibian Police Force and its management and then provide recommendations of possible solutions.

1.4 Objectives of the study

The main objective of this study was to carry out an investigation into work stress management in the Namibian police force in the Khomas region.

The Specific objectives of the study were:

- To ascertain the symptoms of work stress;

- To establish the causes of work stress in the Namibian Police Force in the Khomas region;
- To assess the impact of work stress in the Namibian Police Force in the Khomas region;
- To establish the relationship between work stress and job performance in the Namibian Police Force;
- To investigate how work stress is managed in the Namibian Police Force in the Khomas region.

1.5 Hypotheses Testing

Grounded on the presumed fundamental relationship agreed in the theoretical model the following hypotheses were established for testing.

H^0 = There is no relationship between workload and Job Performance;

H^1 = There is a relationship between workload and Job Performance;

H^0 = There is no relationship between absenteeism and Job Performance;

H^2 = There is a relationship between absenteeism and Job Performance;

H^0 = There is no relationship between job difficulty and Job Performance;

H^3 = There is a relationship between job difficulty and Job Performance;

H^0 = There is no relationship between ill health and Job Performance;

H^4 = There is a relationship between ill health and Job Performance;

H^0 = There is no relationship between conflict and Job Performance

H^5 = There is a relationship between conflict and Job Performance.

1.6 Significance of the study

The starting point behind choosing this topic was dual. Primarily, the several occurrences of reported suicides, aggressive behaviours, use of maximum force during arrests, divorce, family murders, and substance abuse within the Namibian Police Force strengthened the need for a full understanding of distress and coping within the law enforcement profession. Secondly the interest in the topic was stimulated by the blueprint of work stress-related employees' problems observed by the researcher, as a previous employee of the Namibian Police Force for almost seventeen years. The researcher observed stress as a hazardous experience that lead to a decline in employees' performance. Considering the nature of their work, there was thus, a need to investigate further.

The findings of this study helped the top management of the Namibian Police in dealing with stress in the Police Force from a more informed perspective. It was the researcher's hope that, if they became aware of some of the causes of and the likely outcomes of stress, they would be able to take action before the situation got worse. The findings from this study will be particularly useful for top management in the Namibian Police Force to understand how they can do better in managing work stress. The results of this study delivered the following to various stakeholders: firstly, the study enabled the consolidation and expansion of knowledge to professionals, the researchers including academicians and other interested members of the public since, there was a dearth of literature on stress management in the Police Force in Namibia.

1.7 Limitations of the study

There were few limitations in this study. A single source of origin was one of the limitations: In this thesis, 150 respondents were drawn from the same region to conduct the research. The single source of respondents made it difficult to determine the research objective well and effectively.

Since the respondents were chosen from one region. The views and needs of others in different regions might be different due to the different working environment in different conditions, hence, the results could not be generalised. The views and needs of members of the Police Force in the Khomas region may be completely different from those from other regions due to the different circumstances. Additionally, the researcher had targeted to interview 50 respondents, however, the researcher was unsuccessful to secure appropriate interviews with some of the target interviewees because of their busy schedules and time constraints thus, only 32 of them were interviewed. Despite the limited interviews, the researcher trusts that the interviews that were conducted, together with other data obtained from the questionnaire would provide a proper foundation upon which to base the outcomes and conclusions of this study.

Bureaucratic delays were also the other limitation. Possible restrictions to access some information was also inevitable as some offices such as the Drug Law Enforcement unit, Serious Crime Unit, Special branch and so on are no entry zones. However, since the researcher is a former employee of the organisation to be researched, access to the building was not a big problem. The researcher conducted the study in areas such as the National Police Head Quarters, Human Resources Department, Different Units and Police stations as well as the Subdivision Social and Services under the Gender and Welfare Services Directorate in the Namibian Police Force. Annual reports for the five year period - 2011 to 2015 which could be made available on request were also utilised.

1.8 key terms of the study

Stress: is the physiological and psychological reaction, people exhibit in response to the environment. This means, how a person reacts to a situation.

Stressors: refers to things, factors or situations that cause stress in individuals.

Police Officers: refers to the law enforcement officers whose duties are: to maintain law and order, protect lives and properties of citizens who find themselves within the boundaries of the Republic of Namibia and maintain peace and stability in the country.

Civilians: refers to non-uniformed personnel in the Namibian police organisation who perform other duties not related to police duties e.g. clerks Accountants, Human Resources Practitioners, secretaries etc.

Namibian Police Force: refers to a non-profit making governmental organisation which falls under the Ministry of Safety and Security whose main duty is to maintain law and order and protect the lives and properties of the Namibian citizens and those of foreign citizens who find themselves within the borders of the country.

The Inspector General: means the Inspector-General appointed under Article 142 or 32 (4) (c) (bb) of the Namibian Constitution, as the case may be the head of the force who holds the rank of Lieutenant General

The Force: means the Namibian Police Force established under section 2

1.9 The organisation of chapters

This thesis includes five chapters. The first chapter covers the introduction and gives the background, research problem, research objectives, hypothesis, importance, limitations and the scope of project. The aim of this chapter was to introduce the reader to the topic and to present objectives of the research project.

The second chapter includes the critical literature review which is the secondary research based on academic journals. This literature review covers the definition of work stress management, main concepts and theories of work stress management proposed by researchers and other perceived issues concerned with work stress management.

The third chapter involves research methodology and design. This chapter encompasses the research philosophy of the dissertation and methodology used in the research project. This chapter presents the research methods with their strengths and weaknesses as well as the justification for the chosen methods used in the thesis.

The fourth chapter is concerned with data analysis and findings of the quantitative and qualitative research. The researcher here presents and illustrates the findings of the primary research with accurate links to the secondary research and to the research objectives.

The fifth chapter includes the general conclusions. This is the chapter, where the researcher summarises the findings according to objectives and also points out general issues and concepts that were raised during this research.

1.10 Summary

Chapter 1 discussed the groundwork for this study by giving the background, the problem statement, research objectives, research questions and the significance of the study. The next chapter will cover the literature review.

CHAPTER 2: LITERATURE REVIEW

2.0. Introduction

This chapter focuses on the theoretical framework of the study and different views considered from different authors regarding work stress in an organisation. The focus of this study was on work stress management in the Namibian Police Force. Work stress has become an increasingly common negative outcome of today's vibrant life. Numerous experience work stress as a consequence of work overload, poor remuneration, job insecurity and manpower shortage. This chapter will cover the profile of the Namibian country and the history of the Namibian Police Force. Thereafter it will inquire into previous authors' work regarding work stress, its causes, symptoms, and coping measures and how to manage it.

2.1 The Namibian Police Force

2.1.1 Namibia profile and history of the Namibian Police Force

Namibia is situated in South West Africa, surrounded by the Atlantic Ocean to the west; South Africa in the south; Botswana and Zimbabwe in the east; along with Angola and Zambia in the north. Its surface area is around 824,269 square kilometres. South Africa occupied the German colony of South West Africa during World War I and controlled it as a directive until after World War II when it invaded the territory. In 1966, the collective South-West Africa People's Organisation (SWAPO) paramilitary group began a war of independence for the area that was later named Namibia. Only in 1988 did South Africa agree to end its administration over Namibia in agreement with a United Nations (UN) peace plan for the whole region. In 1990, Namibia became

independent and His Excellency President Dr. Sam Shafiishuna Nujoma was the first constitutionally elected president (Namibia Office information, country profile and politics: 2002).

The population of Namibia is comprised of people of different origins. The main groups in the northern part are the settled farmers of Ovambo, Kavango and the Zambezi (Lozi) (previously Caprivians), in the central part are the Herero/Himba, Damara and Namas. Other ethnic groups are mixed race such as: the Coloured and Rehoboth Baster, white (Afrikaner, German) the Portuguese, San, and Tswana. Below is the Namibian map where its population is scattered around.

Figure 1. Geographical map of Namibia



Source: Namibia Geographic Information service: 2002

The German did the first formal policing in the then South West Africa (today Namibia) country from 1817. Nonetheless, on 1 March 1905 the first police force was established in the form of the

“Kaiserliche Landespolizei für Deutsch Südwestafrika”. During 1907, this force had an establishment of 400 members, the horse and camel was for many years their standard means of transport, moreover, during the same year the force had its first motor vehicle. However, Camels were normally used at places like Stampriet, Tsinsabis and Witdraai. The last group of camels was only withdrawn from the force just after the Second World War (The Namibian Police history, Ministry of Basic Education and Culture, National archives, 2001, p.2).

The period of policing by the Landespolizei ended with the South African attack during the First World War, where after policing again fell within a military arrangement. Five battalions of the South African Mounted Rifleman stayed in the country and assumed policing duties after the withdrawal of the South African main Force. During the overriding time, the hiring of a armed police force started in Bloemfontein, South Africa and throughout February 1916, the new force took over the regulating function with more than 1100 officers. After the First World War and the institution of the South African mandate in Namibia, the military police force was dispersed on 31 December 1919 and the members were taken up in the South West African Police Force. Thereafter, a detective unit was founded in May 1920 (The Namibian Police history, Ministry of Basic Education and Culture, National archives, 2001).

Namibia gained her independence on 21 March 1990, and concurrently with the newly born Namibian nation, a new Namibian Police Force was established. The current Namibian Police force was established by an Act of Parliament, Act 19 of 1990 and falls under the Ministry of Safety and Security. The South-West African Police was replaced by the Namibian Police Force. It is commanded by the Inspector General who holds the rank of Lieutenant General and is selected or appointed by the President of the Republic of Namibia in terms of Article 32(4) (c) (bb) of the Namibian Constitution. The Inspector General is deputised by two Deputy Inspector Generals who

both hold the rank of Major General. These two Deputy Inspector Generals are accountable for Administration and Operations. Entirely police operations in Namibia's 14 Regions are supervised by a regional commander who has the rank of Commissioner. The Khomas region holding the seat of Government and Windhoek being the Capital City is an exclusion as the Regional Commander hold the rank of Major General.

Presently, the Force comprises of officers and non-officers who are appointed under the Police Act by the Inspector General of the Namibian Police Force and also encompasses of police reservists who help in the Force in addition to any temporary and auxiliary members. All police officers fall under a certain respective Directorate, hence, a Directorate cannot carry out its functions by itself thus, all NAMPOL duties are coherently approached with great justice from all parties from different directorates. Each Directorate is comprised of law-making establishments that the Inspector General of the Police, acting through his/her Commissioners, has permissioned to plan, design, and implement certain types of policing projects.

2.1.2 The Namibian Police Role

According to the Police Act, Act No. 19 of 1990, the functions of the force includes the following:

- the preservation of the internal security of Namibia;
- the maintenance of law and order;
- the investigation of any offence or alleged offence; and
- the prevention of crime.

2.1.3 Organisational structure of the Namibian Police Force

In provisos of the legislative mechanism providing for the founding and establishment of NAMPOL, Section 3(1) of the Police Act positions the Inspector General (IG) of the police force, in command of the Force, and advises him to perform functions assigned upon him. Supplementary, Section 3(2) of the Police Act stipulates the functions of the Inspector General which among others include the power for him to:

- Organise or reorganise the force into different components, units and groups.
- Govern the fixed establishment of the Force, the total and grading of posts.
- Regulate the dissemination of the numerical strength of the Force, and
- Improve a plan, setting the urgencies of the Force.

The Namibian Police Force comprises of the following Directorates and Divisions: Communications; Finance, Gender & Welfare, Human Resources; Internal Investigation; Procurement & Logistics; Training & Development; Special Branch; Explosive; Traffic Law Enforcement; Agronomic and Animal Husbandry; Special Operations; Operations Directorate; VIPP Directorate; Special Field Force;; Public Relations; Crime Investigation; Air wing Directorate; National Forensic Science; and Special Reserve Force.

2.1.4 The Mission Statement

The mission statement of the Namibian Police Force summarises the function and direction which the force has adopted in achieving its goals and objectives. Consequently, in accordance with Article 115 of the Constitution of the Republic of Namibia and Section 13 of the Namibian Police Act, the mission statement of the Namibian Police Force is as follows:

“To give the essential quality service as stated in the Police Act with due thought for the important human rights and freedoms, without conceding in upholding the tenets of law and order, safety and security of all persons”.

2.1.5 The Vision Statement

The Namibian Police Force’s vision is as follows: “To protect and serve all people in Namibia”.

2.1.6 The Values of the Namibian Police Force

The values of Namibian Police Force stipulate the behavior and discipline that are anticipated of the members while performing their duties at all times. The following are the values which guide the commanders and members of the Namibian Police Force:

- To deliver quality service.
- To be accountable to the nation and the community which they are serving.
- To respect the supreme law of the Republic of Namibia, and
- To uphold the principles of the rule of law, national commitment and unwavering patriotism.

In conclusion, the Namibian Police Force has 14 police regions and the administration of these regions is directly linked to the Inspector General’s office under the regional commanders who take decisions and manage the administration and operational duties in their respective regions.

2.2 Theorising stress

2. 2.1 Understanding the meaning of stress

In a contemporary society, it is unbelievable to think of people without stress or work stress. This is so because people spend most of their life at work. Subsequently, everyone in the workplace from a lower level employee up to the managers spends most of their time thinking about work and its activities. Henceforth, it will be true to say that the main facet pushing people into stress is the working life. Although Rees and Redfern (2000), proclaimed that “there is no collectively accepted definition of the term stress”, Ornelas and Kleiner (2003), maintained that “stress is the by-product of present life that results from our determinations of trying to balance the demands of the workplace and of family life”. As stated by Robbins (2001) stress is "a dynamic condition in which an individual is confronted with opportunity, constraints and demands related to what he or she desires and aimed at the perceived outcome to be both undefined and important".

Similarly, Van Heerden (2005) defines stress as "people's reaction to excessive pressure." It is not a disease, but if stress is excessive and goes on for some time, it can lead to mental and physical health problems (for example, depression, nervous breakdown and heart disease)". Ornelas and Kleiner (2003) on the other hand argue that "stress is a by-product of modern life that results from our efforts of trying to balance the demands of the workplace and of family life". Last but certainly not least, Tehrani (2002) opposes that "work stress is instigated by uncaring organisational culture, bullying lack of involvement in decision-making' poor communication between managers and employees, and harassment, continual or sudden change, insufficient resources, conflicting priorities and lack of challenges".

All the above given definitions have a common theme which is that there should be a presence of mental pressure. Some definitions were for work-related stress while others were for stress in general. The focus of this study is on work related stress because, work stress has become an increasingly common negative consequence of today's active life. Masses experience stress due to overload, overwork, job insecurity and the increasing pace of life. This chapter looks into previous authors' work regarding work stress, its causes, and its impact on job performance. It also looks into how it has been identified in literature and how to manage work stress.

2. 2.2 The meaning of work stress

Brown (2001) defines work stress as “a situation arising from the reaction of people towards their tasks and results in changes that force persons to cope, change and disturb their normal performance”. Therefore, what Brown is saying is that when a person is confronted with a situation which poses a threat and perceives that she or he does not have the capability or resources to handle the stressors, especially with high workload, work-life balance etc., there is a resulting imbalance termed stress. According to the Health and Safety Executive (HSE, 2011) stress is an “opposing response people have to extreme pressures or other sorts of demand placed on them”. Work-related stress is thus understood to occur when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. This definition emphasises the relationship between individuals and their working environment and helps to explain why a situation that one person regards as a stimulating challenge causes another to experience a damaging degree of stress.

In elaborating the issue of stress, Albrecht, (2010), acknowledged the four types of stress that befall people at the work places and these include: time stress, anticipatory stress, situational stress and encounter stress. Albrecht further elaborated on these types of stress as follows:

Time Stress: Albrecht, (2010), stated or related this type of stress “to a situation where persons lack enough time to finish all of their allocated duties and that such employees or persons struggle and are troubled by the number of things they are supposed to do”. This is supported by Fried, (2008), who asserted that “workers under time stress fear about deadlines and most of the time hasten to avoid being late”.

Anticipatory Stress: This defines the stress that employees go through concerning their future especially when they worry about the fact that something might go wrong in the near future. According to Albrecht, (2010), “such stress is generally concentrated on a particular incidence within the organisation, which directly impacts the employees and in most cases these employees do not have control or influence over such things”. When we refer to the police setup, we can give an example of the way promotions are handled in the force.

Situational Stress: this is believed to transpire when individuals are in a threatening situation over which they have no control. Albrecht, (2010), indicated that, “in many occasions, this happens due to a crisis that transpires in the organisation and that situations of this nature may comprise of conflict of interest, loss of acceptance or change in status in an individual's group”. Additionally, “when people make enormous mistakes in front of their managers or their colleagues, it makes them stressed” (Albrecht, 2010).

Encounter Stress: “People get stressed when they are nervous about regarding intermingling with a particular group of individuals or a particular person” (Albrecht, 2010). This author further stated that “this type of stress frequently occurs in a condition where workers interact with clients or

customers who may be in some form of distress”. It is evident therefore that police officers are very acquainted with this kind of stress because of the kinds of people and problems they deal with.

2. 2.3 General causes of work stress

Usually police officers carry out their duties and responsibilities with dedication and courage, but some stresses are too much to take, and every officer has his or her edge of failure. For others, it may come in the form of a particular shocking experience, such as a horrible accident or homicide, a cruel crime against a child, the death or serious injury of a colleague or the shooting of a suspect or innocent civilian. This opinion is supported by Gulle, Tredoux and Foster, (1998) who pointed out that, “the job outline of a police officer comprises of watching a fellow officer killed in the line of duty, killing somebody in the line of duty, recovering injured or dead bodies from motor vehicle accidents, witnessing domestic or public violence, as well as responding to circumstances involving child battery”.

In a study conducted by Gul (2008) on police officers’ depression on their profession and scrutinising the stressors in policing, it was revealed that police officers who make violent arrests were more likely to feel negative or unhappy about their work. Correspondingly, Gershon, (1999), pointed out that “police officers’ stress can harmfully influence their job performance”. It is therefore evident as supported by Delprino, Karen and Cheryl (1995) that, “the stressful nature of police work, along with other occupational demands can have a great impact on the family life of police officers”.

In a study which was conducted on managerial stress, it was discovered that, “mid-level managers are more stressed than the top-level managers” (Albrecht, 1988, p.34). It was further revealed that ‘the cause is that mid-level managers are dominated by the pressure of top managers and the

resistance of lower staff” (Baltas & Baltas, 1990, p.292-293). Therefore, they are faced with some inevitable health problems. These cases apply to those in the ranks of inspectors and chief inspectors in the Namibian Police Force, since they fall in the mid-level managers.

Different studies conducted on this matter exposed different causes of work stress. For example, in a study conducted on the American police officers by Storch and Panzarella, (1996) and on the other study conducted on Deputy Marshals by Newman and Ruckeer-Reed, 2004, (as cited in Martinussen *et al.*, 2007), it was learnt that “organisational factors such as bad management or work conditions were mentioned more frequently than the likelihood of exposure to violence as being the biggest causes of work related stress”. However, in another study conducted by Biggam *et al.*, (1997) on the Scottish police officers, it was revealed that “things such as the shortage of staff and lack of resources were the leading causes of work stress”.

According to Cherry (1976, p.11-28), in a study of 1,000 conducted amongst British men, it was found that “55% of professional workers, and only 15% of semi-skilled and unskilled workers reported work-related “severe nervous strain” (e.g. anxiety or unpleasant emotions)”. Furthermore, Warr and Payne (1975) established out that 18% of professional, managerial and administrative employees allied to 9% of male semi-skilled and unqualified manual labours experienced stress” this was revealed in their British sample which also reported that “they experienced work-related unpleasant emotional strain, sometime the previous day”. Consequently, “there is indication that managers are probable to suffer from work-related stress at advanced levels than other professional groups” Lindorff (1994, p.245-236).

2.3 Sources of work stress in Police work

Police officers experience every day and ongoing stressors in their work. These stressors range from increasing stress (constant risk on the job, the need for adherence to often restricting and conflicting regulations, public perceptions that may be incorrect) to serious events such as mass disasters, shootings and violent crimes. While these stressors are intrinsic and accepted by officers, they need not necessarily lead to burnout or other psychological problems including substance abuse, marital problems, anxiety, depression or post-traumatic stress disorder. The following are possible stressors for police workers as cited in Trauma Centre (2009):

- **Within the organisation characteristics:** lack of supervision, lack of positive reward, restrictive policies, excessive paperwork, and poor equipment.
- **Criminal Justice practices:** unfavourable court decisions, recidivism, court delays and continuances, adversarial nature of the justice system.
- **Public practices:** one-sided press accounts of police work, accusations of violence and discrimination, opposing local government decisions such as funding.
- **Police work itself:** uneven work schedule, danger inherent in the occupation, incapability to resolve and close many problems in the community, seeing human suffering' role conflict (e.g. arresting of offenders while wanting to maintain their rights), seriousness of the consequences of one's actions, critical incidents such as shootings or mass disasters, cumulative nature of stress

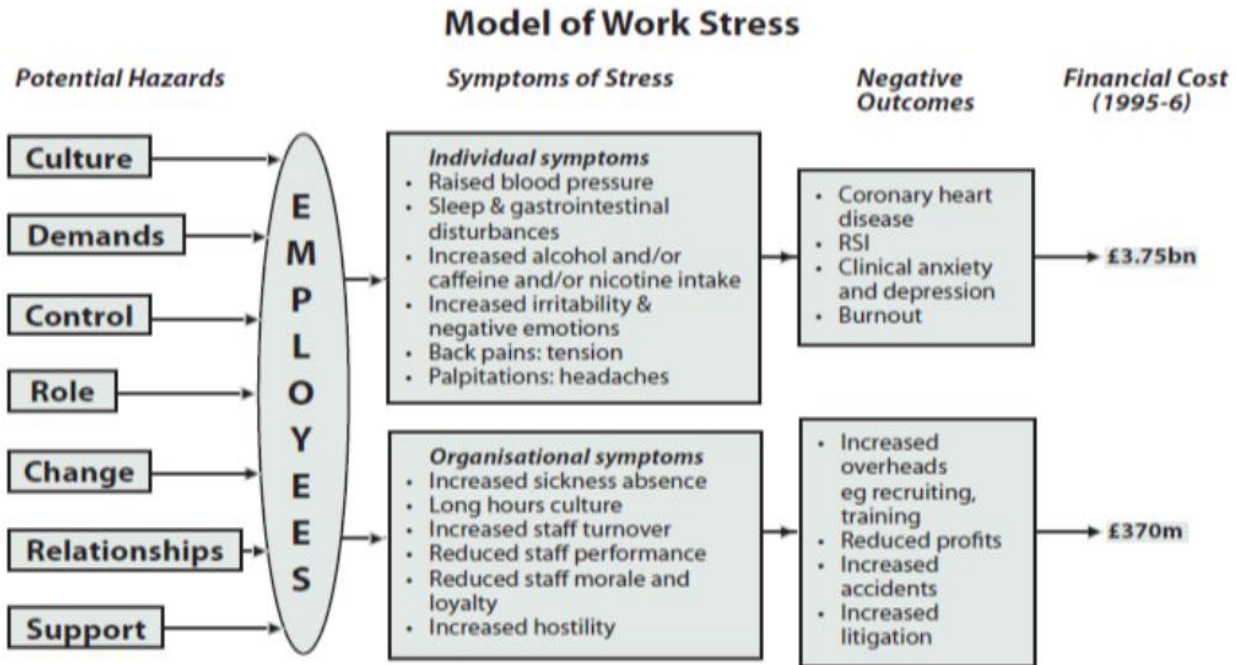
“When compared to the other occupations, the police job is considered highly stressful” (Sever and Cinoglu, 2010). In their study, Sever and Cinoglu (2010) found that “highly stressful officers are 4 times more likely to commit domestic violence and that, when police officers are involved in negative and critical situations at work, they are more likely to act violently at home”.

Even though the experience of stress is personal and is mediated by the personal assessment of a situation by the individual, there are on the other hand a number of practical factors that can be identified as potential causes of work-related stress. The HSE has identified six categories of potential stressors, which can be linked to the situation of the Namibian Police Force and its employees. These, of course, will differ in degree and importance depending on the particular job, nonetheless, the six categories of potential stressors are discussed as follows and presented in figure 2 underneath:

- **Demands:** This comprises of issues central to the job such as working environments (for example temperature, noise, lighting or ventilation), shift work, long or unfriendly working hours and workload.
- **Control:** here they refer to how much say and independence a person has over the way in which he carries out his job; low levels of job control are typically linked to high levels of stress.
- **Relationships:** by this they are talking about relationships with superiors, subordinates and colleagues can all play a part in an individual's stress levels; low levels of trust and support are likely to increase stress. In addition, conflict, harassment and bullying in the workplace are all related to delicate stress.
- **Change:** this means that the way in which change is introduced, managed and communicated to staff can impact on levels of stress, as unnecessary or badly planned change results in excess pressure on workers.
- **Role:** it is believed that stress may be activated when an individual does not have a clear understanding of his role within the organisation, when there is conflict between roles or uncertainty with regards to position and degree of responsibility over others.

- **Support:** This talks about the amount of support and job training available, as well as encouragement, sponsorship and resources provided by colleagues and management.

Figure 2: Model of work-related stress



Source: Palmer & Cooper (2001)

The above stress model can be linked to the effects of how work-related stress on health and how the stress manifests in a number of ways as follows:

- **Physiologically:** it is important to know that anxiety, endocrinal or immunological reactions within the body can lead to symptoms of physical and mental illness. Related to stress model, one of the symptoms of stress on individuals is sleep disturbances, negative emotions, back pain and tension which might lead negative outcomes such as coronary heart diseases, RSI and burnout.

- **Cognitively:** working conditions and situations are interpreted by the individual as stressful and therefore pathogenic.
- **Emotionally:** actually, inconsequential incidents are experienced as devastating, dangerous, or even life-threatening. Connected to stress model, one of the symptoms of stress on organisational symptoms is reduced staff performance, reduced staff performance and increased staff turnover, which might lead to reduced profits and increased accidents as an outcome.
- **Behaviourally:** excessive work strain promotes potentially damaging behaviours, such as smoking, alcoholism, eating disorders, or self-harm. Linked to stress model, one of the symptoms of stress on individual symptoms is increased alcohol intake, which might lead negative outcomes such as coronary heart diseases and burnout.

As stated, “Stress is an integral part of the life of a professional police officer. Police often encounter stressful situations in their daily work, and these stressors have cumulative effects.” (Maynard & Maynard, 2010). As a matter of fact, every person is subject to stress, but police officers are at greater risk than other people. Factors like, dangerous missions, overloaded shift hours, hierarchical and disciplined structure, affect police officers’ psychology, physiology, and their family relations. According to Otto (2002), “when there is an occurrence of a crime such as murder, suicide, robbery or traffic accident, usually police officers are the first people to reach the scene and last to leave, and as a result, they frequently see the brutality of injury or death”. An example of this can be the horrific accident which took place on 02 September 2012 on the Okahandja-Otjiwarongo road in Namibia, which involved a collision of four to five cars where nine (9) people died, and 18 others were serious injured” (Shivute, 2007).

It is evident here that, police members go through high levels of stress seeing seriously injured bodies in addition to dead bodies. In cases like this, they are first to arrive at such scenes and can only leave once all injured people are transported to the hospitals, dead bodies to the mortuaries and all property is safely secured. At times they have to sleep overnight at such scenes to guard the vehicles.

Tyson, Pongruengphant, and Aggarwal, (2002, p.454) indicated that “the interaction between an individual’s characteristics as a worker and the work environment can be the cause of stress”. On their part (Joyce, Shaw, Snowden, Catterall, Mann & Harkin, (2001, p.11) stated that “things such as lack of control, lack of rest breaks, unrealistic targets, volume of work, unfair delegation of work and deadlines or even a slow work pace and staff shortages can result in stress”. Additionally, “a work schedule is regularly seen as a basis of stress by the individual as they rarely or ever have control over this facet” (Cox *et al.*, 2002, p.5).

It is also revealed that shift working and long working hours have negative effects on individual’s health” (Behr, 1995, p.46) and this is a problem in the Namibian Police Force because most of the police officers work shifts and long hours. It should therefore be noted that “working days exceeding eight hours and a working week of more than 40 hours are considered as the base criteria for long working hours” (European Foundation, 1996, p.17). Police officer working shifts are required to work eight hour shifts yet in most cases they end up working ten to twelve-hour shifts.

It was revealed in a research conducted by Dembe, Erickson, Delbos and Banks, (2002) that “working 12 or more hours per day can increase the risk of work illness or injury by 37.8%, while working 60 or more hours per week could increase the risk by 23%” (p. 589). In another study, it was discovered that “a working week of three to four days of 12-hour rotating shifts over a period

of seven months, results not only in a reduction of sleep but also a lack of subjective alertness and an increase in self-reported levels of stress” (Cox *et al.*, 2000, p.79).

In a study carried out among nurses, it was found that, “lack of expected career advancement and promotion was one of the causes of the stress, in particular, in organisations that emphasise the relationship between career development and competence or worth, where issues such as: role ambiguity, role conflict, training or skills development, and obsolescence were mentioned as most stressors” (Cox *et al.*, 2000, p.71). Role ambiguity therefore is defined by Cox *et al.*, (2000, p.70) “as a general confusion concerning the appropriate objectives, lack of clarity with regard to set expectations and a general uncertainty about the scope and responsibilities of the job”. Mzolo, (2004, p.34) asserted that “fear of unemployment can put pressure on the work force”. This is supported by Porter, (1990, p.6) who indicated that “stress related to job insecurity is fuelled further by restructuring, mergers, takeovers, closures, poor pay”.

Another cause of work stress among police officers can be prolonged unattended factors. Several police officers in the Namibian Police Force, are former plan fighters and some from the South West African Territorial Force (SWATEF) and thus have experienced battle fights at one time or the other. Most of these members are war survivors. An example here can be that of the Cassinga attack in Angola by South African forces on 4 May 1978, where more than six hundred Namibians lost their lives. It is recorded in history that others lost body parts such as: their arms, legs, eyes, and so on, many were left as orphans and yet upon returning to Namibia, no counselling was given to these members and adding salt to injury they were recruited in the force together with the same people they were fighting against.

2.4 Aspects outside of the work environment

It has been established that problems outside of the work environment can also contribute to stress. “These problems cannot only make it complicated for the individual to deal with the pressures of work, but also pressure his/her performance to a certain degree. The extent of the influence depends on various intrinsic as well as extrinsic factors” (Taylor, 1999, p.77). According to Cottrell, (2001) “death or sickness in the family, a temporary setback or other personal problems may worsen the situation and influence the way in which the individual copes with the pressures of work” (p.158). Furthermore, relationship problems outside of the work context, including a poor support structure; instability between work and family or personal life, self-esteem, financial pressures, the economic outlook of the country and current political state of affairs all pressure the individual to a certain extent.

2. 5 Impact of work stress

Work related stress can also affect an organisation negatively, this was discovered in a study which was conducted by Michie, (2002) detailing that employees at the workstation are objects of stress and that both employers and employees were affected by this occurrence. It was also revealed that, besides the 600 million working days lost every year (European Agency for Safety and Health at Work, 2002, p.10), “an estimated third of sick leave taken by employees has been coupled to stress, with stress-related illnesses, costing European organisations an estimated £7 billion each year” (Pearce, 2001, p. 8). High staff turnover can reduce work performance, it is believed by the researcher that poor timekeeping and customer complaints are all reflected as the results of work stress effecting the organisation directly. This is supported by Luthans (2002) who specified that “there is a relationship between work-stress and absenteeism and turnover, where an employee who is stressed would react by getting drunk and in the end stay away from work for some time and this

may result to loss of work” (p.414). Additionally, alcohol and drug abuse are some of the negative impacts of work related stress. It is believed that “stress is linked to alcohol and drug abuse in all employees at all levels in organisations and that both alcohol and drug abuse are being used by a number of employees to hide from the rigors of a stressful work” (Mathias & Jackson, 2000, p.655).

According to The Health and Safety Executive (HSE, online: 2001), “increased absenteeism as a result of work-related stress could also have a negative consequence. In support of this, in a study done by the Health and Safety Executive it was projected that stress-related illness was responsible for the loss of 13.4 million working days in Britain during the 2001/02 year (HSE 2002). This begins with a particular employee taking sick leave, this would result in a situation where the workload of this employee is then shared amongst the remaining staff members and the end result is that those employees will experience an incapability to handle the added workload, stress and exhaustion will then build up, henceforth their health will be destructively affected, leading to more absenteeism” (HSE, online: 2001). Incidents of this nature are not good for the Namibian police officers as this would result in slow crime investigation, piling up of court cases, and delays in the delivery of justice.

Another impact identified is costs on the recruitment and training of new police officers. Pearce (2001, p. 8) indicated that “a reduction in staff morale, poor staff performance and staff seeking alternative employment are part of the effects that organisations with high occupational stress have to deal with and that in the end, added expenses are incurred due to the cost of the recruitment and training of new staff”. Also, dangerous stress is costly due to the fact that stress leads to reduced productivity, encourages absenteeism and lead to high turnover. Additionally, Cooper and Payne, (2008), stated that “stress can make a worker become bitter toward his or her employer apart from disrupting employee engagement”.

2.6 Recognising Signs and Symptoms

According to Weiss, (2012), “it is essential that stress in individuals can be identified as early as possible in order to work out the best possible treatment to the situation”. Blackwell (1998) affirmed that “stress shows itself in a number of ways such as high blood pressure, ulcers and the like. On the other hand, Cohen and Single (2001) list symptoms of stress under five categories namely the emotional, physical, behavioural, mental and health”. These categories are broken down by Cohen and Single (2001) as follow:

- **Emotional:** covered here is anxiety, nervousness, worries, depression, anger, irritability, guilt, moodiness, and loss of enjoyment of life, loss of humour, aloneness, lack of self-assurance, separation, and job displeasure.
- **Physical:** examples here are feeling restless, feeling uptight, jumpy, high blood pressure, back and neck muscle tension, lack of energy, dry mouth, headaches, insomnia, dizziness, loss or increase in appetite, and ringing in the ears.
- **Behavioural:** this covers effects such as annoyance, suddenness, hyperactivity, short temper, fierceness, alcohol abuse, use of drugs, evading difficult situations, loss of sex drive, and overburdening.
- **Mental:** examples here are frequent lapses of memory, constant negative thinking, being very critical of oneself, inability to make decisions, difficulty getting things done, distorted ideas, very rigid attitudes and difficulty in concentrating.
- **Health:** this includes high blood pressure, higher than usual susceptibility to colds and flu, migraines, irritable bowel symptoms, ulcers, stomach disorders, heart attacks, angina, strokes, asthma and skin rashes.

Additionally, it is stated that “loss of interest in work is the first sign that can be used to tell that an employee is too stressed (Weiss, 2012). Weiss further indicated that “stressed employees might feel bored; become too anxious; depressed and irritable at the workplace and also that, they might look worried, unhappy; miserable; lose concentration; become inattentive and sad away from the normality”.

As a result, Weiss (2012), advises that it is a good and important thing to conduct a self-assessment in order to identify your own stress citing that it is important to observe symptoms such as feeling weary; exhausted; drained; tired; having trouble in sleeping and stomach upsets or even panic attacks”. In support of this Long (2006) indicated that “unexplained muscle tensions and headache are signs of too much stress in a person”.

Based on the above given symptoms of stress, the Namibian Police Annual Reports were studied to establish the existence of work stress in the Namibian Police Force. The reports revealed that the Social Services Subdivision attended to the following cases which are related to stress, in the following financial years as indicated below:

CASES	FINANCIAL YEARS				
	2010/2011	2011/2012	2012/2013	2013/2014	2015/2016
1. Substance Abuse		46	14	116	18
2. Marital or Relationship problems/Divorce		43	20	38	-
3. Depression		11	3	32	03
4. Suicide attempts		6	6	23	02
5. Mental illness		8	11	46	03
6. Domestic violence		1	4	15	-
7. Chronic illness		-	11		02
8. Anger management		-	3	7	-
9. Stress		-	6	38	-
10. Emotional problems		-	3	13	-
11. Cardiac		-	1		
12. Trauma		-	2	1	04
13. Hypertension		-	1		-
14. Psychological/Gambling problems		-	-	20	02
15. Absent without leave		-	-	11	01
16. Financial problems		-	-	36	-
TOTAL		115	70	396	35

2.7 Managing work-related stress

In this study coping and managing will be used interchangeably. First it is important to understand the meaning of coping or managing stress. Coping is therefore “defined as the thoughts and behaviours an individual uses to manage internal and external demands of situations that are appraised as stressful” (Folkman & Moskowitz, 2004). Robbins (2004), stated that “stress can be managed in two approaches namely: the individual and organisational approaches”. This writer designated that “the specific method include workout which employees or persons can do such as: handling stress by attending aerobic classes, riding bicycles, walking, practicing yoga, swimming, jogging, playing tennis and swatting squash balls” Additionally the same author indicated that

“individuals can manage stress through relaxation and explained that when employees relax the response for stress will also be reserved in the human mind-body system”.

Then again, Johnson (2001), stated that “management should use the three-tier intervention to manage stress at the work place”. According to this author, “the first step is to assess the workplace factors that contribute to stress; secondly, implement management measures to reduce work place stress; and lastly, one has to monitor the progress with an objective of developing an appropriate intervention to manage stress”. In support of this, it is believed by other authors that primary interventions include redesigning jobs to modify work place stressors, increasing workers decision-making authority” (Jackson & Schuler, 1983) or “giving colleagues support groups” (Defrank & Cooper, 1987; Kolbell, 1995).

Furthermore, other writers have indicated that “there are many interventions used in managing stress in organisations and that the interventions, which are commonly used, include the primary, secondary and tertiary interventions” (Murphy & Sauter, 2003). According to these authors, primary interventions highlight on identifying the possible causes of stress and their consequent risks to employees; secondary interventions are designed to provide training to the employees and that they are aimed at reducing the severity of stress meaning, treating signs before they lead to serious health problems in an individual and the organisation at large” (Murphy & Sauter, 2003). Tertiary interventions on the other hand, “are interventions, which takes care of individuals who are already suffering from the effects of stress. These mediations comprises of psychoanalysis and worker assistance programs, consulting a stress manager or psychological health professionals to assist employees to manage stress” (Arthur, 2000).

Equally, Lucey (1994) alleged that “stress can be managed in an organisation by increasing employees’ independence in their job, providing better working conditions, increasing or

decreasing personal responsibility, job rotation and transfers, allowing more flexible working hours by the used of flexi time, including social and fitness clubs and establishment of a counselling service”. Similarly, Claude and Cole (1992), recommended that “in order for organisations to manage work stress successfully, management should contemplate on doing the following:

- Provide secure and fair personnel practices and ensure work environment is free of hazards
- Provide work which allows some personal choice in the way it is carried out and the sequence in which it is carried out.
- Inspire employees’ contribution in decisions which have emotional impact on them
- Establish clear goals and objectives and provide satisfactory feedback on performance
- Inaugurate new workers systematically and offer training as an on-going updating process
- Review performance gaps at the time of occurrence and provide consistent rewards for effective output;
- Design job to have even work pressures and provide opportunities for employees to try new duties and different tasks; and
- Encourage group working procedures and friendly work relations

This entails that if the methodologies and measures outlined above are carefully applied, the organisation could go a long way to reducing the level of stress on employees. Supporting the above views, Aldana (1996), launches a direct relationship between personal habits and perceived stress, by stating that “healthy habits comprising of regular exercise, healthy nutrition, and regular sleep unswervingly influence an individual's view and resistance to stress”. This author emphasized that “evading unhealthy lifestyle choices such as alcohol and drug abuse, gambling, as well as abusive relationships will supplementary reinforce one's ability to deal with stress”.

Furthermore, Vieet, (2011), suggests on “the four different measures through which individuals can cope with workplace stress namely: behavioural coping, cognitive coping, problem-focused coping and emotion-focused coping”.

- **Behavioural coping:** This states the physical actions that an individual encompasses in when dealing with stress and this helps that particular individual to handle stress. Vieet, (2011), gives an example in this regard as to “where one has a lot of work and the deadline is approaching, they may decide to reprioritize their efforts or seek additional help”.
- **Cognitive coping:** this strategy is defined as the thoughts instead of the behaviours or emotions, engaged by an individual to deal with stress. According to Krohne, (1993), “when using a Cognitive coping mechanism an individual will apply a mental filter to focus on the positive side of something rather than the negative side”.
- **Problem-focused coping:** this coping measure targets to locate the source of the problem and define the solutions and thus, regularly helpful in work situations. This approach depends on using energetic ways to directly attack the situation that caused the stress, here an individual should concentrate on the problem. It is thought that “problem-focused approaches are effective in dealing with stressors such as “HIV infections” (Moskowitz, Hult, Bussolari, & Acree, 2009), “discrimination” (Pascoe & Richman, 2009).
- **Emotion-focused coping:** this coping measures is exceptionally useful in handling situations that cannot be changed and when an individual needs to accept reality, for example news of a fatal illness or death in the family. This helps an individual to handle stress by evading negative emotional reactions related with stress such as anxiety, depression, and frustration. Nonetheless, the studies have exposed that emotion-focused approaches are often less active than using problem-focused approaches in comparative to health outcomes” (Penley, Tomaka, & Weibe, 2012). This is believed to be so because, it

does not provide a long-term resolution and may have negative side effects as it postpones the person from dealing with the problem.

This is supported by Epping-Jordan *et al.*, (1994), who established that “patients with cancer who used avoidance strategies who were disagreeing that they were very ill, worsened more quickly than those who faced up to their problems”. These authors also established that, “people who used emotion-focused strategies such as eating, drinking and taking drugs reported poorer health outcomes”.

2.8 Summary

In summary the majority of authors in the review of literature depict stress as something which poses a threat to output in addition to costing organisations immeasurably. On the other hand, some authors admitted that some people work productively under pressure and that individuals react differently to related stressors.

From the beginning up to the conclusion of the chapter, the researcher established the existence of work stress, its causes, impacts and means of managing it. The proof shows that work stress can be either a positive or a negative influence on employee’s productivity. For several people, low to moderate aggregate levels of stress allow them to perform their jobs better by increasing the work concentration, attentiveness and capability to respond. Nevertheless, a high level of stress, or even a moderate amount continued over a long period, ultimately takes its toll on employees and pressure results in a decrease in overall performance and work satisfaction.

CHAPTER 3: RESEARCH METHODS

3.0 Introduction

This chapter deals with the methods by which the researcher designed and conducted the study to obtain the data on the project and meet the study objectives as stated in Chapter 1. This section further, summaries the research method, research design, the population under study, the sampling processes, and the tools that were used to collect data. The reliability and validity of the research instrument are also addressed. The last highlight of the chapter deals with ethical considerations pertaining to the research as observed and practiced by the researcher.

3.1 Research design

Babbie and Mouton, (2001), defines research design “as a plan or an outline of how a researcher intends to conduct the planned research (p.74). This study employed a mixed method approach.

Mixed methods study encompasses using both qualitative and quantitative procedures to conduct studies around a matter. According to Johnson and Onwuegbuzie (2004), this investigation model helps linking the gap between qualitative and quantitative methods and that using a mixed research methodology provides the researcher the greatest opportunity of answering the research questions. Agreeing to these opinions is Tashakkon and Teddlie (2003) who stated that mixed method examination is immensely beneficial and permits the researcher to answer mutually positive and experimental questions. Based on these reasons and in order to respond to the research objectives the researcher saw it fit to use a mixed method approach.

Quantitative research methods includes gathering data which can be analysed statistically. For this study, substantial numerical information in the form of questionnaires were collected. This method was used because it assisted in answering questions amongst others regarding correlation between work stress and job performance. This approach was engaged using questionnaires which were constructed, distributed and collected. Data was then also analysed. According to Denzin and Lincoln (2000) questionnaires are best for quantitative research as they allow for the examination and quantity of contributory or correlational relations between variables.

In the same vain, qualitative tools were also employed to give more credibility to the quantitative findings. Conferring to Bim (2004) qualitative research is carried out after quantitative research as it gives more cogency to the discoveries, hence qualitative data was gathered through semi-structured interviews. The researcher first employed an exploratory survey research design with a qualitative research method and this produced descriptive data. The qualitative information gotten was generally the people's own written or spoken words collected through non-structured questions. Qualitative research, as defined by Creswell (2007), is intended to discover a problem or issue. Known that the response to work stress is idiosyncratic it was important that supplementary research of stress be done qualitatively through storylines in order to comprehend the lived familiarities of respondents (Bryman, 2016).

In the qualitative approach, semi-structured interviews were used as well as document analysis, to collect details of the current attitudes, knowledge and experiences of the Namibian Police Force employees on managing work stress. It was intended that interviews could be voice recorded. This

was however not achieved due to fear of voice recognition, hence, the researcher took down field notes during the interviews, and thereafter results were analysed using content analysis.

Additionally, secondary data sources were used in this project. Useful information was obtained from various publications such as textbooks, journals and previous studies on the subject. Below are the research instruments which were used:

- **Questionnaires** were the main method used in data collection. This was a good method to collect data because it does not put respondents under the pressure of giving immediate information, as in the case of interviews. Questionnaires of more than three pages were applied to selected respondents. The questions were formulated in such a way that they were easily understood by all respondents and so that information could be captured without problems.
- **Interviews** were conducted as a data collection method in some cases since they are direct, flexible and best for interaction behaviours. Through interviews, information was gathered on the researched problem, and body language was also observed. “An interview is literally an interview, an inter-change of views between two persons conversing about a theme of mutual interest” (Kvale, 1996, p.14). Follow up interviews were conducted after observations and documental analysis had been completed and the existence of work stress had been identified. Questions which were additionally formed depended on the assumptions that the researcher was able to make from the questionnaires that the 150 police officers completed and from the observation and documentary data. One on one interviews were conducted with 32 respondents.
- **Direct observation:** This type of observation entails that the observer watches and listens to events directly. According to Yin, (2003) “visiting the field to collect the data through other evidence, i.e. interviews, creates an opportunity to make direct observation”. Thomas

(2003) additionally, stated that direct observation has the advantage of getting the information from natural or unplanned events”. However, Patton, (2002) is of the view that “the direct observation method also has some limitations containing: the distortion of data because people’s behaviour is subject to change particularly when they feel that they are being observed; information is limited to what is observed in the setting; the observation only focuses on the external behaviour as the observer cannot explore people’s feelings and perspectives”.

- **Document analysis:** A document refers to any material that gives information about the investigated incidence. Saunders *et al.*, (2007, p.143), indicated that “document analysis makes use of administrative records and documents as the main source of data”. This strategy was, well-thought-out suitable to be useful in combination with other approaches as the researcher endeavoured to gain prior knowledge and understanding on the subject matter. In this study, document analysis involved going through the police annual reports for the period from 2011-2015.

3.2 Population

Mark (1996) defined a population “as the collection of individuals, families, groups, organisations, communities and events that the researcher was interested in finding out about”. Babie (1992) defined a study population “as the aggregation of elements from which the sample was actually selected”. On the other hand, Strydom and De Vos (1998) defined a population “as a set of entities for which all measurements of interest to the researcher were represented”. Additionally, population refers to “the entire set of individuals or elements that meet the sampling criteria” (Burns & Grove, 2009). For the purpose of this study the population was 7000 employees from the Namibian Police Force’s members stationed in Khomas region. The Namibian Police Force employs approximately

15 000 (fifteen thousand) staff members including civilian staff as well as uniformed personnel. About 7 000 (seven thousand) of them are stationed in different Units, Directorates and Offices in the Khomas region. Hence, the population of this study was 7 000 members of the Namibian Police Force in the Khomas Region.

3.3 Sample and Sampling method

A sample is defined by Brink (1996 p.133) and Polit & Hungler (1999 p.227) as “a subset of a population selected to participate in the study, it is a portion of the entire, nominated to partake in the research project”. In this study, a subset of 150 respondents were selected out of the entire population of the Namibian Police Force staff in Khomas region.

According to Polit and Beck (2010) as well as Burns and Grove (2009), sampling is “a procedure of choosing persons who are representative of the populace being studied”. For this study a stratified random sampling was used to select 100 police officers below the management level within the ranks of Constable to Inspectors Using stratified random sampling the researchers divided the population into subgroups on the basis of variable chosen, such as gender, age or level of education. Stratified random sampling was selected because it requires a smaller sample, which also saves money.

This sampling technique also helps in protecting against an unrepresentative sample such as an all-male sample from a mixed-gender population. The respondents included young adult males and females, in different ranks such as the lower level ranks and middle management level ranks.

Additionally, purposive sampling was used in selecting the fifty (50) police officers, encompassing, those who have suffered from work stress, those in the management level within the ranks of Chief Inspectors up to Commissioner, including the Social Workers in the Namibian Police Force, giving

a total of 150. “Purposive sampling is achieved by choosing a precise case which clarifies some features or processes that are of concern for a specific study” (De Vos *et al.*, 2011:230).

Using the purposive sampling technique, also known as judgmental sampling, the researchers chose respondents based on the knowledge of the subject matter the respondents possess which best enabled the researchers to answer the research questions. This design was chosen because it gives researchers an opportunity to develop as much understanding as possibly can into the key point under investigation. Additionally, when using purposive sampling researchers attain a lower margin of error since the information they collect comes straight from the source. Some employees who were undergoing work stress counselling, those who had past experience on this and some of their colleagues and immediate supervisors were identified by the Gender and Social Welfare Directorate and hence, selected purposely in order to delve deeper on the subject matter.

Taking the challenging survey environment into account, the sample size was determined by using Krejcie and Morgan’s (1970) formula for determining sample size. With the confidence level of 95%, margin of error of 8% and with a targeted population of seven thousand (N=7000), the sample size was computed as one hundred and forty-seven (147) which was then rounded up to 150. Stratified sampling procedure, which is a probability technique was then used to select the participants. With the application of a stratified random sampling, the employees of the force were picked without bias.

3.4 Research Instruments

The study used the following research instruments to collect the data: questionnaires, interview guides, observations and documentary review. Quantitative and qualitative approaches are the methods in which data was collected.

The data was collected from questionnaires and interviews using a guide with semi-structured questions. All in all 150 police officers participated in the survey and these comprised of 100 police officers below the management level and 50 police officers at the management level. Survey questionnaires were generated and used to complement the information obtained through the semi-structured interviews. Questionnaires had structured questions, whereas interview questions were non-structured.

Questionnaires were administered to the participants through their supervisors who collected them back once they were filled in and data was also collected through personal and telephonic interviews from those in the high ranks like the commissioners and above due to their busy schedules. The questionnaire that was used in the research was comprised of 5 main sections.

The first section tackled demographic factors which included: the gender, age, level of education, employment department, and years of experience and employment level. The remaining four sections comprised of questions with responses on a 5-point Likert-type scale developed from the one used earlier by McCarty *et al.*, (2007). This was modified to suit the purpose of this study.

3.5 Data collection

Data was collected through the use of a questionnaire and interviews for primary data, along with document analysis for secondary data. The researcher first of all got an approval from the Inspector General of the Namibian Police Force to conduct the research, thereafter, an explanation letter on how the research would be conducted was made available in English as the medium of communication and as the official language of Namibia.

Questionnaires were administered to the respondents with an accompanying letter explaining the purpose and procedure of the study, motivating and assuring respondents' anonymity and

confidentiality and indicating the approximate time for completion thereof. The letter also indicated that, respondents had the right to withdraw at any time and were thus, not obligated to participate against their will. To ensure anonymity, the questionnaires were marked with indications of a number from 1 to 150 since no participant's names were required. Secondary data was collected from the original sources, such as reports, books, journals and articles.

A questionnaire as defined by De Vos *et al.*, (2000, p. 152) is a number of questions directed to interviewees for response. This is served as one of the research tools to gather information. The researcher availed the time to deliver the questionnaires personally. The researcher developed structured questions that were deemed appropriate for the study. The structured questions also known as forced-choice questions, had a number of alternate answers providing the advantage of being quicker to answer as well as making statistical data analysis easier. Non-structured questions were avoided in the questionnaire, as they could be difficult to compare, analyse and interpret. The Questionnaire is included under Appendix 5.

The respondents were beseeched through their station and unit commanders. The purpose of the study was explained and their collaboration was supreme to the success of this study thus, they were encouraged to complete the questionnaires on the day of distribution. The primary reason was to decrease the amount of problems that could arise regarding the consistency of the data gathering process. The following factors were considered beforehand (cf. Burns & Grove, 2001, p.229). Some respondents might have asked to take the questionnaire home to complete and may have returned it later or not at all, whereas others would have completed it the same day; a number of respondents would have completed the questionnaire themselves, whereas others may have asked a family member to write the responses that the respondent dictated; and in some cases, the questionnaire may possibly have been completed by a subordinate rather than by the respondent themselves.

These circumstances could possibly lead to unfairness in the responses, influencing the findings of the study. Although difficult to ascertain, the researcher did not find any reason to believe that the accurate measures of the variables was altered.

Additionally, the interviews were undertaken in an open and friendly environment and were led by non-structured questions. Open ended questions were used in this type of interview and this assisted in probing for more information when essential. “Using open-ended questions allows creativity, expressiveness and richness of detail” (Neuman, 2000, p. 261). The purpose of probing was to enlarge the answers of a question and to get as abundant information as possible. The semi-structured process allowed the researcher to investigate answers and build on responses. This method was suitable and associated with the reasons stated by Saunders *et al.*, (2007, p. 315), that “where it is necessary for you to understand the reasons for the decisions that your research participants have taken, or to understand the reasons for their attitudes and opinions, it will be necessary for you to conduct qualitative interview”. The researcher took down field notes during the interviews, which were utilized later, during data analysis. Hence, using non-structured questions for interviews and structured questions for the questionnaires offered a comprehensive collection of responses.

3.6 Data analysis

Data analysis refers to breaking up the data into manageable themes, pattern, trends and relationships (Mouton, 2011). The study was conducted by means of both a questionnaire and interviews hence, large amounts of data were gathered and this opened challenges in data analysis as the researcher tried to identify important designs and tendencies and reduce the capacities of information into a coherent framework.

3.6.1 Quantitative Data Analysis

The study was conducted by means of both a questionnaire and interviews. Quantitative data was analysed using the Statistical Package for Social Science (SPSS) version 15.0 through the use of simple descriptive statistics. To simplify the analysis, the tool used to analyse data on causes, symptoms, impacts and mediations were measured using a 5-Point Likert-type scale. The questionnaire data files were uploaded to the SPSS program, a SPSS file was generated Using this data, frequency analysis and cross tabulation analysis was carried out.

For this study quite a few methods were used such as correlation analysis, percentage analysis, regression analysis, samples and diagrams.

Percentage analysis: was used to create the connection between hypotheses and samples, percentage analysis was also used to show the relative scope of percentage of items rather than total size.

Regression Analysis: this was used to find out the type of relationship between five variables, hence factor analysis was carried out. In this study in order to find what correlation existed job performance and other dependent variables, the regression was used.

Correlation analysis: this scrutiny measure the relationship between two data that are believed to be independent of the element being measured. Furthermore, Contents of the qualitative data as well as data collected from document analysis was coded and categorised into themes to enable the researcher to respond to the objectives. Qualitative analysis addressed the issues of work stress management and its impact on the Namibian Police Force, whereas, quantitative analysis addressed the issue of the relationship between work stress and job performance in the Namibian Police Force.

To interpret the findings, descriptive statistics: pie charts, graphs and tables were then used to depict the findings from the quantitative data in detail.

3.6.2 Qualitative Data Analysis

Content analysis was used to analyse the data collected from the semi-structured interviews, this involved rereading the notes for the interviews and noted responses of the interviewees. The materials from a set of interviews were categorized or broken up into themes. Themes and sub-themes were then established from significant statements and words. The particular interviewee that made each comment was also recorded accurately according to themes. These themes were then analysed and the responses grouped together where appropriate. Hancock (2002) indicated that, coming up themes and sub-themes is the best way when analyzing qualitative data. The various themes which emerged were grouped into major and minor themes and results are in chapter 4.

3.7 Research Ethics

Ethics is concerned with what is right or wrong, proper conduct versus misconduct. It is therefore essential that “the research is conducted with ethical consideration of the respect for persons, democratic values and quality of education research” Bassey (1995). This is done by recognising with respect the respondents’ contributions and time spent participating. “In recent years, researchers have become increasingly aware that research using people may accidentally harm them not just physically but by humiliating them, violating their privacy, and so on” (Booth, Colomb, & Williams, 2008, p. 83). For this very reason, ethical considerations were taken into account when conducting this research study.

Leedy and Ormrod (2010) stated that “researchers should not expose research participants to unnecessary physical or psychological harm”. Furthermore, Leedy and Ormrod (2010) stated that “researchers must keep the nature and quality of participants’ performance strictly confidential”. This means that ethical issues of participants’ rights and privacy need to be considered in a research. For this very reason, ethical considerations were taken into account when conducting this research study. Permission to conduct the study was first obtained from the head of the Police Force and the respondents involved were informed in advance that the information gathered in the study would remain confidential and participants’ identities would also be kept anonymous. All steps were taken to avoid plagiarism. The researcher made sure to reference any material taken from other previous authors' work. After the conclusion of the research, the data will be kept in a safe place in the researcher’s office for a period of 5 years, and after that it will be destroyed. A copy of the completed research report will be made available to the management of the Namibian Police Force upon request, after final approval thereof by the University of Namibia.

3.8 Summary

This chapter dealt with the research design that was followed in this study, addressing the population, sampling procedure, data collection instruments and data collection procedure. Ethical concerns which could have affected the survey were also attended to. The next chapter presents the results and their discussion.

CHAPTER 4: RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents the findings and understanding of data collected through in-depth interviews in addition to the data collected by means of a questionnaire. The aim of the study was to summarise and present findings starting with the analysis and discussion of the data and how it is related to the dissimilar concepts used in chapter two of the study. The analysis is presented according to different themes that have been taken from the theoretical chapter. The themes are put in italics for ease of reading.

Information in this chapter is divided into two sections. The first part which is section A gives demographic information of the respondents which helps to illustrate the characteristics of respondents in relation to work stress management in the Namibian Police Force. The second part which is section B-F, deals with the analysis of data on each of the research objectives hence, the interpretation of results will be presented in this chapter while the recommendations and the conclusions will be presented in Chapter 5.

The main objective of this study was to carry out an investigation into work stress management in the Namibian police force in the Khomas region.

The Specific objectives of the study were:

- To ascertain the symptoms of work stress;
- To establish the causes of work stress in the Namibian Police Force in the Khomas region
- To assess the impact of work stress in the Namibian Police Force in the Khomas region;

- To establish the relationship between work stress and job performance in the Namibian Police Force;
- To investigate how work stress is managed in the Namibian Police Force in the Khomas region;
- To establish measures to be implemented in managing work-related stress.

4.1 Khomas Region: Location of studies

Namibia is divided into fourteen (14) administrative regions: the Zambezi, Erongo, Hardap, Karas, Kavango West, Kavango East, Khomas, Kunene, Ohangwena, Omaheke, Omusati, Oshana, Oshikoto and Otjozondjupa (National Planning Commission, 2003). Khomas region being one of the 14 regions of Namibia and with its name referring to the Khomas Highland, a high plateau landscape and cantered in the capital city Windhoek is bordered by the Erongo region to the west and the northwest and by the Otjozondjupa region to the north. To the south is the Hardap region while in east is the Omaheke region.

Khomas Region is regarded as a high-class region among all fourteen (14) regions of Namibia because it is the only region where you will find the Head of State, Cabinet Ministers, Parliament, Embassies and the Inspector General of Police. Geologically Khomas region is very small and only covers a land mass of 36,805 km² with a very high population density of approximately 450, 000. When it comes to policing, Khomas region comprises of the following police stations: Windhoek, Wanaheda, Katutura, Otjomuise, Nauchas, Groot-Aub, Dordabis, Hosea Kutako and Kappsfarm Police Station with some small mobile stations plus, expert units such as: Serious Crime, Protected

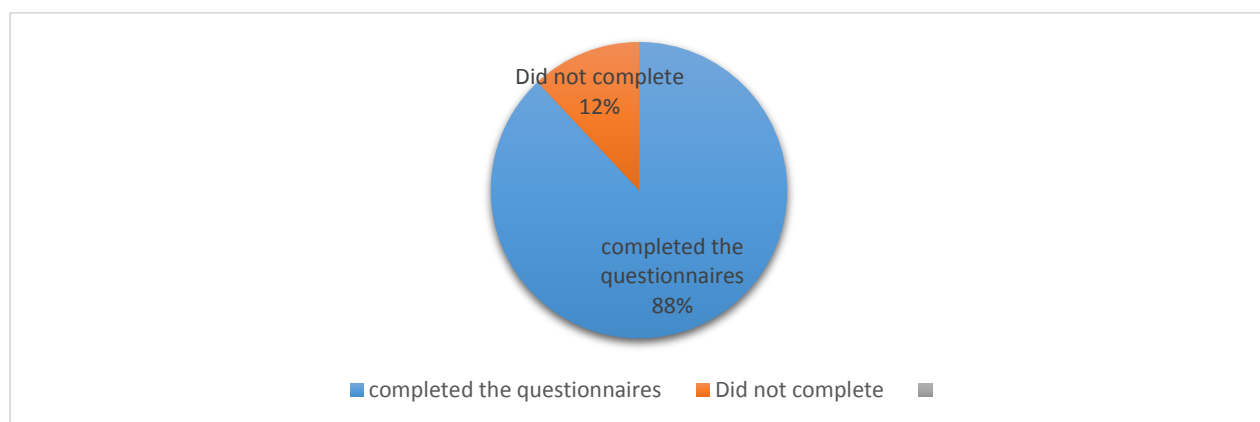
Resources unit, Anti-Stock Theft unit, Tourist Protection unit, Gender and Child Protection Unit, Anti-Drug Law unit, Anti-Motor vehicle theft unit and Scene of Crime amongst other.

The region seems to be multi-ethnic and multilingual as the researcher spotted respondents of different languages. In spite of English being used as an official language, it was observed that there are employees from different linguistic and cultural backgrounds who were speaking their mother tongue in and outside the workplace. There are employees of different mother tongues, for instance Rukwangari, Otjiherero, Silozi, German, Damara>Nama and Oshiwambo (with its dialects such as Oshikwanyama, Oshindonga, Oshikwambi etc.) as well as Afrikaans and Portuguese.

4.2 Response Rate

Although it was indented that a total of 150 respondents complete the questionnaires, only 132 (one hundred and thirty-two) respondents completed and returned questionnaires accounting for 88%, see figure 4.1 below.

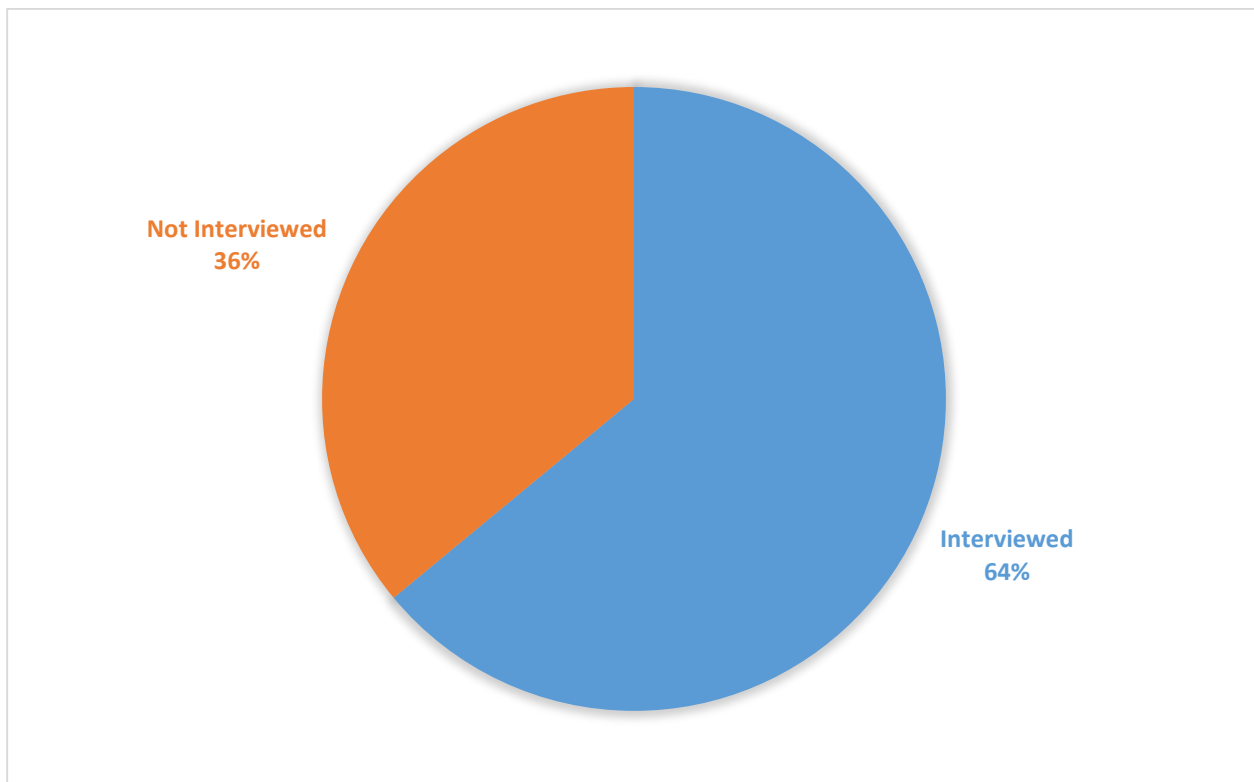
Figure 4.1: Questionnaire Response Rate



Source: Researcher's Data 2016

After receiving the questionnaire, it was seen important to investigate more on the problem, hence, the researcher intended to interview 50 police officers at the management level (from the rank of Inspector to Commissioner) one to one basis, however, in the end only 32 (64 %) adhered to their appointment and were therefore interviewed. Each respondent was asked seventeen main questions (Annexure 1) concerning work stress management. When the discussion required better understanding of the problem or opinion, additional follow up questions were asked. The average time of each individual interview was 30 minutes. The interview response rate is shown in figure 4.2 below.

Figure 4.2: Interview Response Rate



Source: Researcher's Data 2016

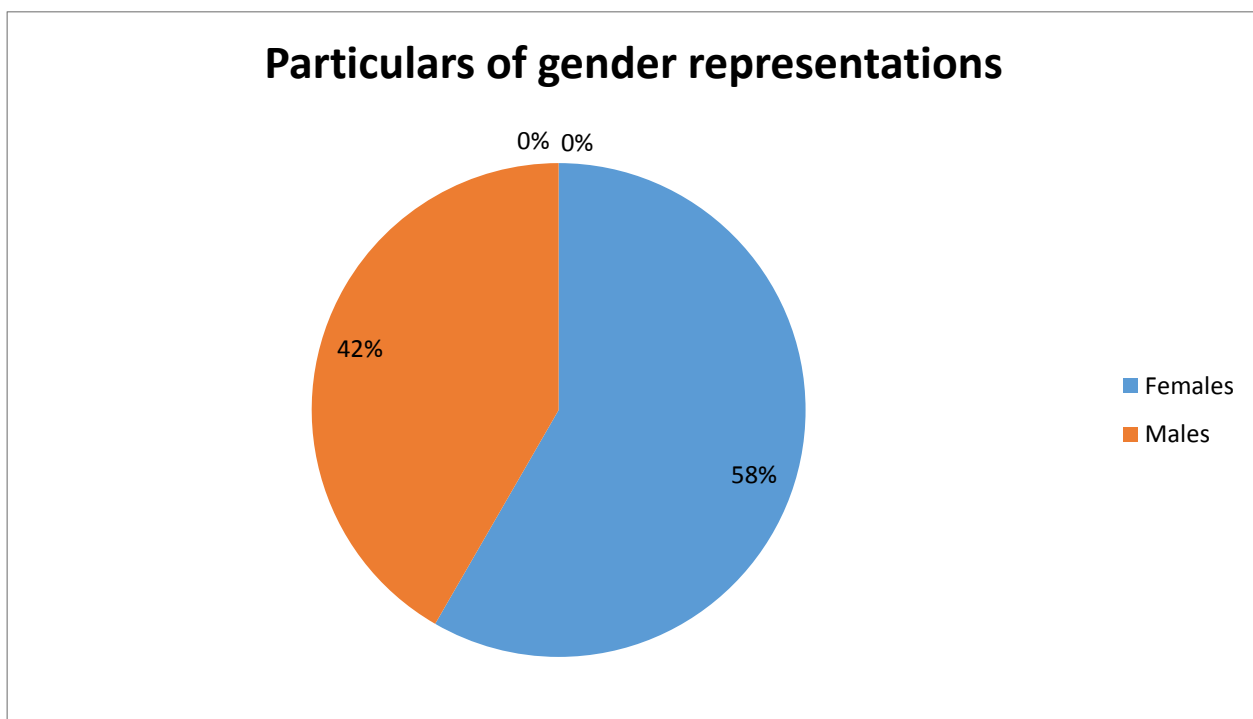
4.3 Personal information of participants

Background information regarding respondents in this study has been presented in Pie Chart 1 and Table 1 below, which shows the profile distribution in this regard.

4.3.1 Profile of Participants

Figure 4.3 Gender representation of the Respondents

a) Gender



Source: Researcher's Data 2016

A total of one hundred and thirty-two (132) respondents responded to the questionnaire, regarding gender with seventy-seven (77) of them being females and accounting for 58 % and fifty-five (55)

being males accounting for 42% of the respondents. The gender composition seems to be a bit higher for females but this is due to the fact that the employees of the Namibian Police Force, like any other government institution in Namibia has more females than males, therefore, this is regarded as giving a balanced view of both sexes.

Table 1: Profile Distribution of respondents used in the study

a) Age

Variables	Frequencies	%
20 – 24 Years	15	11.35
25 – 30 Years	28	21.21
31 – 40 Years	49	37.12
41 Years and Above	40	30.30
TOTAL	132	100

b) Number of Years (Work Experience)

Variables	Frequency	%
1 – 5	9	6.81
6 – 10	36	27.28
11 – 15	27	20.45
16 – 20	22	16.67
20 Years and Above	38	28.79
TOTAL	132	100

c) Rank

Variables	Frequency	%
Constable	62	46.97
Sergeant	31	23.48
Warrant Officer	14	10.61
Inspector	12	9.09
Chief Inspector	9	6.82
Deputy Commissioner	3	2.27
Commissioner	1	0.76
TOTAL	132	100

Source: Field conducted survey, 2016

The members were besought to specify their age brackets, from the above figure it is evident that the majority of the respondents were those in the age bracket between 31 and 40 years, accounting for 37.12% (49). This was followed by those in the age ranges of between 41 years and above accounting for 30.30% (40). The third ranked group was those in the range of 25 and 30 years with a number 28 accounting for 21.21%, while 11.35% (15) were between 20 and 24 years of age.

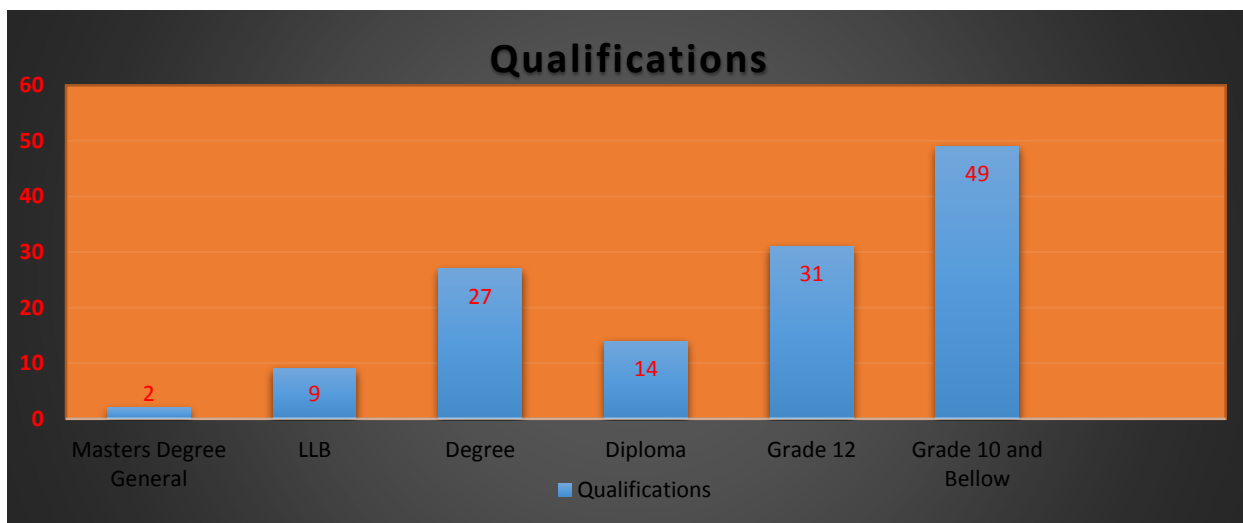
With regards to the number of years the respondents had worked, 38 (28.79%) had worked for 20 year and above, while. 36 (27.7%) had between six to ten years' experience. Additionally, 27 (20.45%) had worked between 11 and 15 years, 22 accounting for (16.67%) had worked between 16 and 20 years and only nine (6.81%) had worked for between one to five years. The findings therefore entail that the respondents were knowledgeable enough to offer valued responses that relate to the study, considering the fact that some of the respondents had stayed in the Namibian Police Force for longer than ten years.

Furthermore, in terms of their ranks, 62 (46.97%) were Constables, 31(23.48%) Sergeants, 14 (10.61%) Warrant Officers, 12 accounting for (9.09%) Inspectors, 9 (6.82%) Chief Inspectors, 3 (2.27%) had attained the rank of Deputy Commissioner and 1(0.76%) Commissioner. From the profile it is noticeable that these respondents were relatively experienced and were mature to respond professionally to issues raised in the study. Having a group of respondents rich in experience was beneficial to the study since the respondents were well knowledgeable with the operations of various police units. Of the 32 interviewed respondents, only one was a full commissioner, three were Deputy Commissioners, 9 Chief Inspectors, 12 were Inspectors, 2 were Warrant Officers, 1 Sergeant and 4 were Constables.

4.3.2 Academic Qualifications

The respondents were asked to indicate their level of academic qualifications. Figure 4.4 shows the study’s findings.

Figure 4.4, Respondents’ level of education

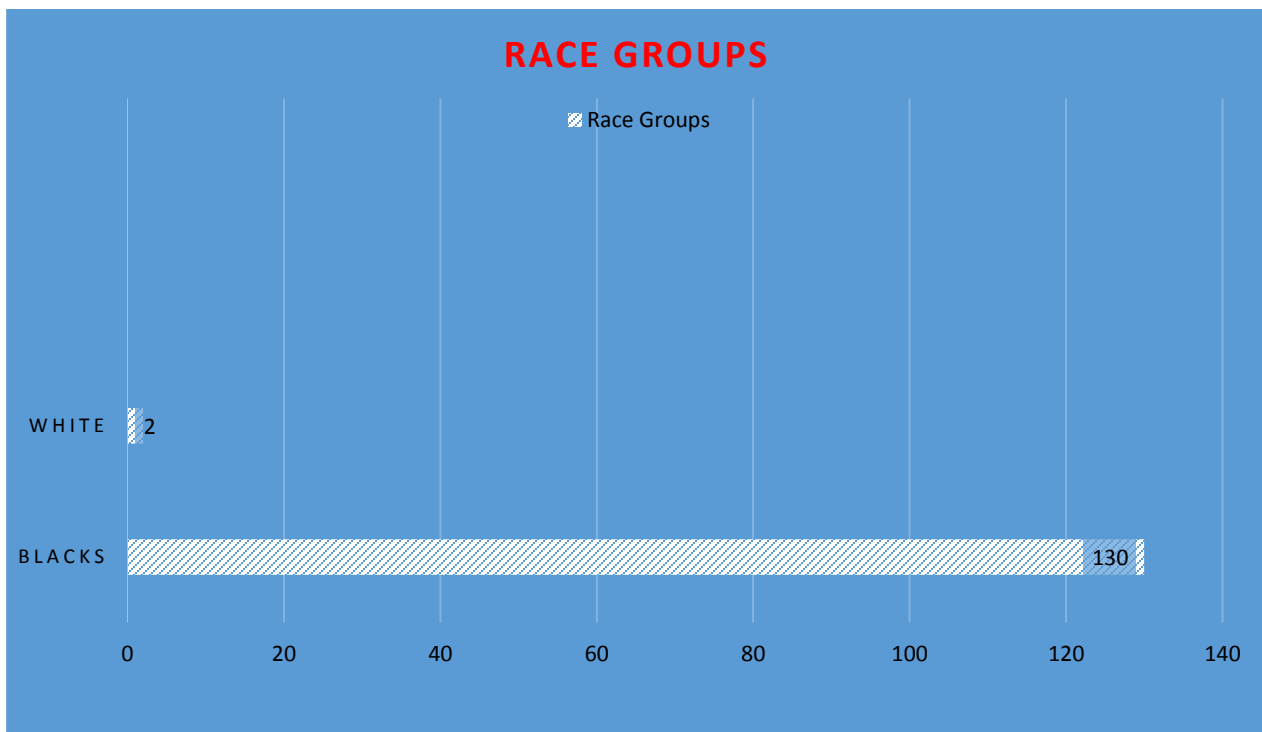


Source: Field Survey 2016

The above figure indicates that the highest qualification held by the respondents was masters' qualifications and the lowest qualification respondents had was a below grade 10 and below as indicated by the highest number of 49. Out of 132 respondents, 2 of them were respondents with Masters in Law, 9 with LLB Graduate, 27 of them were respondents with Police Science Degree, 14 with Diplomas or Degrees in other Courses, 31 with Grade 12 certificates and 49 only had Grade 10 Certificates and below. The findings indicate that Namibian police officers are learning.

Most of those with Grade 10 Certificate and below were liberation war fighters, who were about to go on retirement and had little chances of being promoted. This could be viewed to be negative and likely to increase work stress in the Namibian police force hence measures to manage it are essential.

Figure 4.5: the race groups of the respondents



Source: field conducted survey 2016

The above figure indicates the race groups of the respondents. Out of the total of one hundred and thirty-two (132) respondents, 130 of them were blacks and 2 were Caucasians. This clearly shows that all race groups living in the areas where these selected places are located were represented.

4.4 Data collection

This study was directed first by obtaining permission from the Permanent Secretary of the Ministry of Safety and Security. After obtaining the consent, a pilot study was conducted with three respondents representing low ranked, middle ranked and high ranked officer namely: one Constable, one Warrant Officer and one Deputy Commissioner within the organisation to examine the reliability and validity of the instrument. Thereafter, a convenience random sampling of 150 employees from the different units was asked to complete questionnaires of which only 135 returned the questionnaires and 132 of them were analysed. Subsequently, a judgmental sampling of 50 respondents were selected of which only 32 were interviewed, since 18 respondents did not turn up for interviews. One on one interviews were conducted as well as the observations done. The instrument was divided into two parts. Part A encompassed of demographic information of the respondents, and Part B entirely concentrated on the sources, symptoms, effects, and interventions of work stress management.

The interviews were undertaken in an open and friendly environment and were dominated by semi-structured questions. The semi-structured process allowed the researcher to probe answers and build on responses. This approach was appropriate and aligned to the reasons stated by Saunders *et al.*, (2007:315), that “...where it is necessary for you to understand the reasons for the decisions that your research participants have taken, or to understand the reasons for their attitudes and opinions, it will be necessary for you to conduct qualitative interviews”.

To measure the respondents' perceptions, a 5-Point Likert-type scale was designed basing on the one used earlier by McCarty, Zhao and Garland (2007). This was improved to be appropriate to the research purpose. The scale was used to measure the opinions of the respondents on the causes, symptoms, impacts', and interventions of work stress. The scale was ranked ranging from 5 (strongly agree) to 1 (strongly disagree) and from 5 (Always) to 1 (never), and the results are shown in figures 4.6, 4.7, 4.8, 4.9 and table 4.2 respectively.

4.4.1 Response

The 132 questionnaires which were duly completed and returned gave a return rate of 88%. This is considered good for this type of research. This response was consistent with similar surveys involving stress management (Chang and Lu, 2007; Otto and Schmidt, 2006).

4.5 Analyses of data

The data was analysed using the statistical package for social science (SPSS) version 15.0. The data was analysed by the use of simple descriptive statistics. The findings of the analysis regarding the gender representatives, age, educational level, profiles of the respondents and the race is indicated in figures 4.1, 4.2, 4.3, 4.4, and 4.5 correspondingly. Additionally, to facilitate the analysis, the instrument used to analyse data on causes, symptoms, effects and interventions of work stress management were measured using a five-point Likert scale.

On issues of the symptoms of work related stress, effects or impacts of work related stress and the coping mechanisms, respondents were requested to indicate how often they felt or experienced a certain stress indicator during a typical week. They were requested to select from Never, Almost never, Sometimes, Most of the time and Always.

SECTION B: Symptoms of work-related stress, **SECTION D:** Effects of work related stress **and SECTION F:** Work stress coping measures. These parts of the questionnaire displayed how work stress affects different parts of respondent’s life. Hence, they were requested to tick the response that best indicates how often they experienced each stress indicator during a typical week. Below is an example of the following five-point Likert scale which was used:

Please tick the answer that best fit you, your feelings or your reactions.

Indicators: 1= Never, 2= Almost never, 3= Sometimes, 4= Most of the time and 5= Always

	Never	Almost never	Sometimes	Most of the time	Always
I feel like committing suicide					
I drink alcohol or use drugs in order to sleep/ relax					
I talk to someone about my problems					
I have temper outbursts which I cannot control					

Furthermore, on issues of the causes of work related stress and the relationship between work related stress and job performance, using a five-point Likert scale, the respondents were requested to indicate how much they agreed or disagreed with each statement. Underneath is an example of the following five-point Likert scale was used.

Indicators: 1= Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5= Strongly Agree

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I am disturbed by witnessing serious injury or death					
I am insecure about my job					
My performance at work reduces when I am stressed					
We have excessive workloads					

The findings from the five-point Likert scale are presented below. See figures 4.6, 4.7, 4.8, 4.9 and table 4.2 respectively for the findings.

4.6 Analysis of the results

4.6.1 Quantitative data results and analysis

The study aimed at answering the following questions: What is work stress? What are the causes of work stress in the Namibian Police Force? What are the symptoms of work stress? What are the impacts of work stress in the Namibian Police Force? What measures are in place in this organisation to help work stressed employees? How is work stress managed in this organisation? What coping strategies are often adopted in this organisation to deal with work stress? What can be done and by who to manage and reduce work stress in the Namibian Police Force? Based on these questions a questionnaire was developed and this also helped in formulating questions used in the oral interview.

Data was then divided into four themes namely: a) the symptoms of work stress, b), the causes of work stress, c) the effects or impacts of work stress, d) the relationship between work stress and job performance and e) the management of work stress in the Namibian Police Force. Due to confidentiality, no names were used in the findings hence; those who took part in the interviews were identified as respondent 1 up to respondent 32. Results from questionnaires were first be presented in the form of tables, graphs, pie charts below, and thereafter the results from the interviews were also be deduced in a narrative form. Only the first seven highest ranked contributing factors will be discussed in detail.

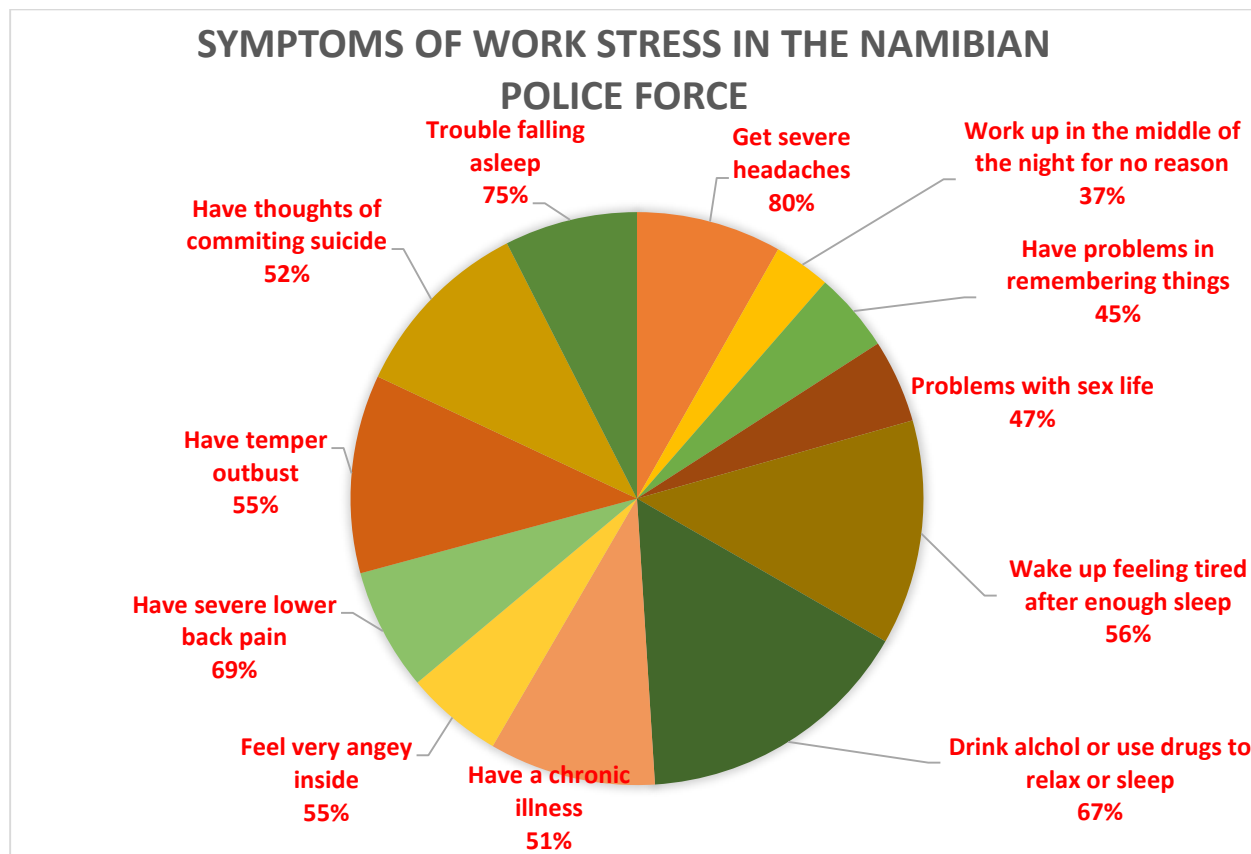
4.6.1.1 Theme 1: The Symptoms of work stress in the Namibian Police Force

The respondents were requested to indicate how stress affects different parts of their lives by indicating the answer which best specifies how often they experience each stress indicator throughout a typical week. The findings on the symptoms of work stress in the Namibian Police Force, indicated the following as the most prevalent symptoms of work stress in the Namibian Police Force: That they drink alcohol or use drugs to relax or sleep 67 %, this was followed by the fact that no matter how much sleep they get they wake-up in the morning feeling tired which was rated with a 56%, have temper outbursts which cannot be controlled was accounted for by 55%, thoughts of committing suicide accounted for 52%, chronic illness such as high blood pressure, heart disease, diabetes, or stroke 51%.

The respondents were also asked to indicate whether a headache is a sign of work stress among the employees, the results showed that 80% of the respondents agreed that most employees experience headaches as a sign of experiencing work stress, another symptom identified was trouble falling asleep which was rated with a 75% and severe or chronic lower back pain 69%. The least symptoms

according to the findings from the respondents were: feeling very angry inside 55%, having problems with my sex life 47%, having trouble remembering things 45% and waking up at least once in the middle of the night for no apparent reason 37%. See pie chart below:

Figure 4.6: The symptoms of work stress in the Namibian Police Force



Source: Field Survey 2016

These findings are supported by Long (2006) who indicated that when a person is stressed they might feel weary, exhausted, drained and tired. The author further stated that stressed people might have trouble sleeping and show other physical symptoms such as stomach upsets or even panic attacks in addition to mysterious muscle tensions and headaches.

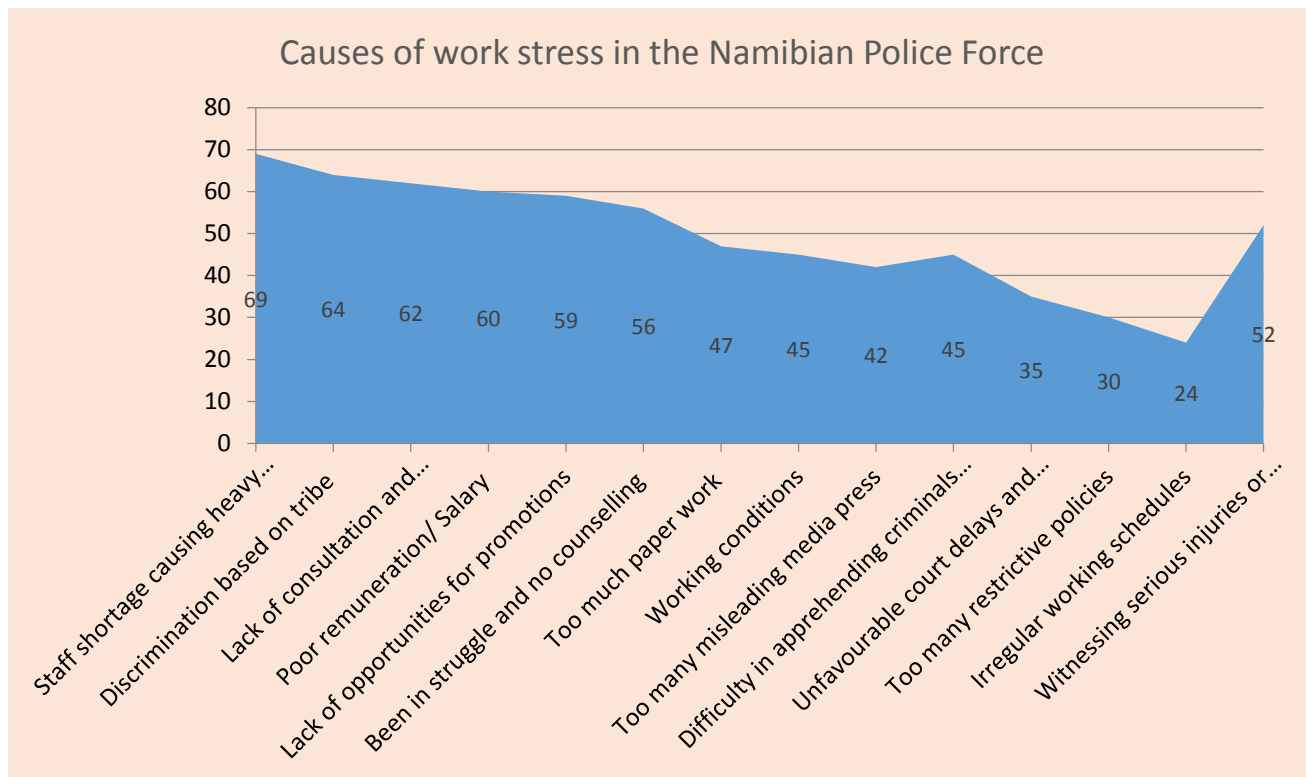
4.6.1.2 Theme 2: Causes of work stress in the Namibian Police

It was important in this study to find out what situations or conditions cause the most distress in the Namibian Police Force employees. Respondents were therefore requested to tick the answer that best fitted them, their feelings or their reactions. The results in the diagram below reflect that staff shortage resulting in work overload is the highest contributing factor with a (69%). These findings harmonize with the outcomes from the study in the public sector in Botswana by Ongori, and Angola (2008), on observations of the personnel on inconstant workload as the source of work stress where, 82% of the respondents established that indeed overwork remained the foundation of work stress which was a trendy experienced at the workstation.

Similarly, Cooper and Payne (2008) stated that overworking is one of the major sources of work stress. Additionally, other factors such as discrimination based on tribe (64%), lack of consultation (62%), poor remuneration (60%), lack of opportunities for promotions (59%), being in struggle and received no counselling (56%) and witnessing serious injuries or shooting incidents (52%) were rated as some of the main sources of work stress among the employees of the Namibian Police Force.

The findings also revealed the following factors as the least work stress contributing factors: unfavourable court delays (35%), too many restrictive policies (30%), and irregular working schedules (24%). The findings are hereby presented in the following diagram.

Figure 4.7 Sources/causes of work stress among police officers

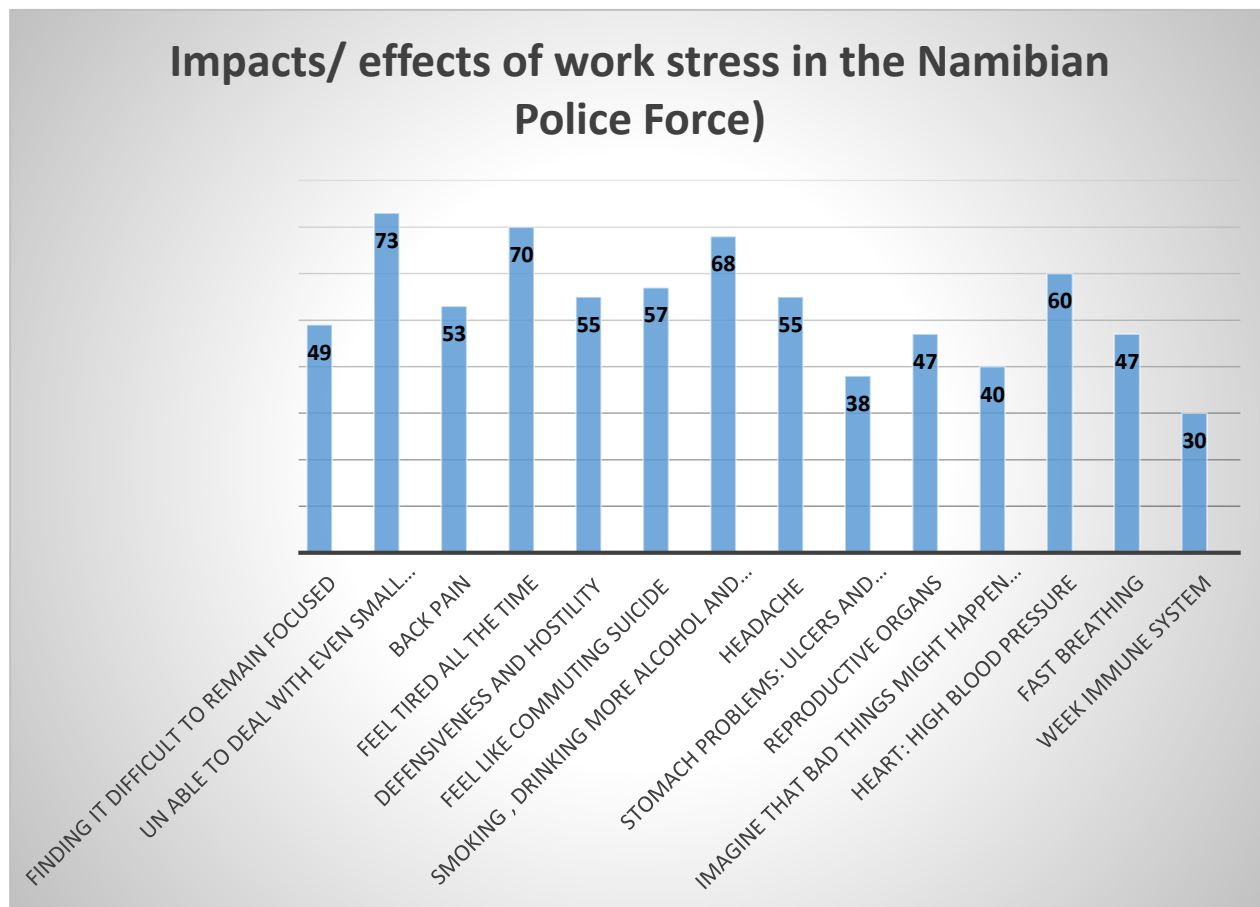


Source: Field Survey 2016

4.6.1.3 Theme 3: The impact of work stress

The purpose for this part of the questionnaire was to find out how work stress affects different parts of employee's lives. Respondents were asked to tick the response which best indicates how often they experience each stress indicator during a typical week. Similar to the part of the symptoms of work stress, respondents were responding using the keys: never, almost never, sometimes, most of the time and almost always.

Figure 4.8 Impact/ effects of work stress on the Namibian police force employees



Source: Field Survey 2016

From the results gathered it was revealed that the most symptoms experienced by most employees in the Namibian Police Force were the following: unable to deal with even small problems was ranked the highest with (73%), followed by feeling tired all the time (70%), smoking or drinking more alcohol (68%), heart problems (60%), feeling like committing suicide (57%), defensiveness and hostility (55%), back pain (53%) and headache (50%).

The following were rated as the least symptoms being experienced rated as having problems with sex life (47%), stomach problems (38%) and weak immune system (30%).

4.6.1.4 Theme 4: Relationship between work stress and job performance in the Namibian Police Force

On this part of the questionnaire, the researcher wanted to find out as to whether there is a relationship between work stress and job performance among the employees of this organisation. Job performance was defined as “the level of production of an individual employee, in relation to his or her peers, on several job-related conducts and results” (Babin and Boles, 1998, p.82). Respondents were therefore, asked to tick the response based on how they agreed or disagreed with the given statement. The results are now displayed below:

4.6.1.4 a. Hypothesis testing

The study revealed that indeed there is a strong relation between work stress and job performance as shown in table 1 below.

<i>Variables</i>	<i>r</i>	<i>N</i>	<i>P</i>
Work stress and Job Performance	-0.43	150	0.001

Table 1. Relationship coefficient between work stress and job performance

Concerning the above table 1, relationship coefficient between work stress and job performance, (P=0.001) and it the $r = -0.43$ which is negative, this entails that there is a straight relationship between work stress and job performances.

The study also revealed that, there is connection between the modules of work stress and job performance among employees of the Namibian Police Force. Particularly, the findings revealed that there is an important relationship between workload and job performance ($r = -0.46$, $P < .000$), job difficulty and job performance ($r = -0.30$, $P < .000$), as well as absenteeism and job performance ($r = -0.38$, $P < .001$) and between ill health and Job Performance ($r = -0.44$, $P < .001$). Concisely, the

findings have demonstrated that there is weighty correlation between workload, job difficulty, absenteeism, ill health and job performance among employees of the Namibian Police Force. The below **Table 2** shows the results from correlation coefficient of components of work stress and job performance among police officers.

Table 2. Results from correlation coefficient of modules of work stress and job performance

<i>Hypothesis</i>	<i>Variables</i>	<i>r</i>	<i>Sig</i>
H ₁	There is a relationship between workload and Job Performance	0.46	0.000
H ₂	There is a relationship between absenteeism and Job Performance	0.38	0.001
H ₃	There is a relationship between job difficulty and Job Performance	0.30	0.000
H ₄	There is a relationship between ill health and Job Performance	0.44	0.001
H ₅	There is a relationship between conflict and Job Performance	0.17	0.001

As indicated in table 2 above, the significance value $P < .001$ confirms that there is weighty connection between absenteeism, job insecurity, workload and job performance within the employees of the Namibian Police Force. Furthermore, the r^2 values of .464 which indicates that 46% of variations in the employees' job performance is caused by workload and the r^2 values of .443 which indicates that 44% of variations in the employees' job performance is caused by job insecurity. This clearly indicates in another viewpoint that the rest of 64% is an invention of other variables that may or may not be part of the theoretical model of the global study but might not be included in the present study

4.6.1.4. b. Regression analysis.

Furthermore, in order to test the hypothesis, a multiple regression analysis was used to find experiential evidence for the expectations, and also to identify the utmost important prognosticator dominions. Below are the results of regression analysis from each module of stress.

Independent variables	Working	Organisational	
	environment	Style	Job
security			
Age	0.146*	0.036	-0.167*
Gender	0.150*	0.032	0.067
Educational level	-0.196**	-0.136**	-0.067
Working experience	0.146*	0.039	0.033
Rank/Position	0.196*	0.024	0.057
Conflict	0.174**	0.031	0.154*
Job Workload	-0.464**	-0.221**	-0.117
Absenteeism	-0.216**	-0.154**	-0.382***
Job complexity/difficulty	-0.304**	-0.066	-0.286**
Career development	-0.3	-0.186**	-0.296**
Job Status (<i>part-time/fulltime</i>)	0.086	-0.126	-0.031
Ill health	-0.226*	-0.176	-0.443**

Notes: * significant at the 0.05 level, Notes: **significant at the 0.01 level and *** significant at the 0.001 level, N=150

This study discovered that work stress associated with absenteeism is negatively and significantly related to job performance, as indicated by a (dependent working environment, stand. $b = -0.216$, $p < 0.001$, dependent organisational style, stand. $b = -0.154$, $p < 0.001$ and dependent job security, stand. $b = -0.382$, $p < 0.001$). Whereas the work stress resulting from workload, ill health, career development and job complexity wields an undesirable impact on only two characteristics of job performances.

This outcome coincides with that of Dessler (2000) who states that for organisations work stress consequences included decreases in the quantity and quality of job performance, increased absence and turnover, increased grievances and health care costs. Although, the same author noted that work stress is not essentially dysfunctional because some individuals work well only when under a slight stress and that at times some individuals are more productive when a deadline approaches (Dessler 2000).

4.6.1.5 Theme 5: Managing Work stress in the Namibian Police Force

Respondents were requested here to indicate by ticking on a five-point scale, the strategy they used to manage work stress. When questioned: how do you cope with stress? The table below shows the outcome of the survey. The keys used were: never, sometimes, often, very often and always

Table 3. Strategies for managing work stress

MANAGING STRATEGIES	N= %	S =%	O =%	VO =%	A =%
Get drunk	10	4	15	67	4
I talk to someone about my problems	66	12	14	7	1
Stay indoors alone and avoid any communications	22	50	12	10	6
We have time for sport activities and I use that time	30	9	4	35	22
Listen to music	11	19	60	6	4
Go for a walk, drive or shopping with a friend	12	50	21	11	6

We have training sessions on work stress	88	12	0	0	0
Watch television, go to a movie, or read a newspaper	22	12	48	7	11
Ignore the situations as it happens to everyone	2	45	32	12	9
Sit alone in the peaceful outdoors	27	12	44	5	12
Tell a Social Worker	61	11	13	12	3
Practice deep breathing, meditations, autogenic, or muscle relaxation	78	8	6	5	3
Discuss situations with a spouse or close friend	67	10	5	6	12
Exercise (run, swim, bike, jog) or others	55	18	12	9	6
Get deeply involved in some other activity	13	59	7	12	9
Pray, go to church or talk to a pastor	11	9	62	12	6
Take a nap	9	10	1	2	78
Get outdoors, enjoy nature	12	18	20	42	8
Write in a journal	57	12	7	12	12
Become aggressive	5	10	5	73	7
Use negative self-talk	4	7	8	65	16
Swear at others to release my stress	22	56	6	7	9
Take a tranquilizing drug	12	55	15	10	8
Avoid social contact with others	21	50	12	10	7
Try to anticipate the worst possible outcomes	11	12	64	6	7
Yell at spouse, kids, or friends	12	22	66	11	4
Drink a lot of coffee or tea	8	34	12	37	9
Think about committing suicide or killing someone	10	8	6	73	3
Smoke tobacco or cigarettes	3	7	16	52	22
Eat too much or too little	7	13	14	45	21
Chew my fingernails	19	44	13	15	9
Overeat or underreact	21	50	11	13	5
Become irritable or short-tempered	8	9	64	14	5
Cry excessively	19	44	8	12	17
Kick something or throw something	14	45	18	11	12
Drive fast in my car	12	18	48	16	6
Consult my supervisor	42	23	8	18	9
Seek medical help	56	19	12	4	9
Share my problems with a colleague	52	21	13	11	3

Stay away from duty	7	6	12	71	4
Become violent towards colleagues or family member	23	64	7	3	3
I drink alcohol to forget the problems	21	12	18	44	5
I use drugs to feel strong so that I can face and solve my problems	16	46	13	11	14
I seek professional advice	64	12	4	11	9
I do my own research (i.e. internet articles)	71	9	7	9	4
I feel It is best if I don't tell even my closest friend how I'm really feeling.	66	7	8	11	8
When I have an important personal problem I can't solve, I do not seek professional help.	53	14	2	22	9
I feel like I really can't trust anyone, so I keep my personal problems	3	7	11	70	9
Other:					
	73	8	6	10	3

Keys: N=Never, S= Sometimes, O = Often, VO = Very Often and A = Always

Source: Field Survey 2016

The table above represents the findings from the study on how the respondents opt to manage work stress. It can be concluded from the table above that most of the employees experiencing work stress in the Namibian Police Force have different ways of managing their work stress, most of them opt to get drunk as a means of managing stress as indicated by 67%, quite the reverse, 10 % of the respondents indicated that they never got drunk as a measure of managing work stress. The study also revealed that 73% of the respondents often thought about committing suicide or killing someone, 73% indicated they very often became aggressive, 71% indicated that they stayed away from work as measure of managing work stress, whereas, 70% often felt like they really cannot trust anyone, so they keep their personal problems.

When considering the positive work stress management measures, on the fact as to whether they talk to someone about their problems, 66 % indicated that they never talked of their problem

compared to only 3% who showed that they always did so. Inferring that, the mainstream of the respondents do not so often share their difficulties as an approach of managing work stress. This entails that most of the respondents keep problems to themselves which is not a good way of managing work stress.

Furthermore, 64% of the respondents indicated that never strived for medical help, 61% indicated they never opted to talk to social workers, 78% indicated they never practiced deep breathing or meditation, and 71% never thought of conduct their own research on work stress management. In addition, 35% indicated that, they very often and 22% always have time for sport activities and they use that time.

Nonetheless, some of the respondents 78% indicated that they watch television, go to a movie, or read a newspaper as a measure of managing work stress. Also 62% indicated that they pray, go to church or talk to a pastor as a means of managing work stress even though 11% indicated they never pray, go to church or talk to a pastor as a means of managing work stress, 44% acknowledged that they very often opted to drink alcohol to forget the problems. Additionally, 55% showed that they never exercise (run, swim, bike, and jog) or others as a means of managing work stress.

This implies that the respondents are not using correct measures to solve or manage work stress and contradicts with Naxon (2008) who asserted that, deep breathing, exercise, long hot bath and dancing assists in lessening stress.

In a study conducted by WHO (2007), it was suggested that the avoidance of work-related stress is an important responsibility and that it includes a process which encompasses the spotting of signs of work related stress and taking introductory actions, scrutinizing risk factors and risk groups, planning an action, applying the action plan and weighing the interventions.

The researcher is therefore of the opinion that greatest way to handle or manage work stress is to eradicate it at its source. It is therefore important to identify problems and manage them absolutely and proactively, rather than reactively.

When looking as to whether indeed work stress does exist in the Namibian Police Force, the researcher looked at and compared statistics from the 2009/2010 up to 2015/2016 annual reports of the Namibian Police Force. The findings are thus presented in the table below:

4.6.5 Comparisons of the work stress cases attended by Social Services Division

Cases attended	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2015/2016
Substance abuse	24	Figures not indicated or given in the Annual Report	46	14	116	18
Depression	22		11	03	32	03
Suicide attempts	08		06	06		02
Rehabilitation			5			
Mental illness	03		8	11	46	03
Terminal illness			-	02	12	
Chronic illness	23		-	11		02
Anger management			-	03	07	
Stress			-	02	38	04
Hypertension			-	01	-	
Cardiac			-	01	-	
Suicidal thoughts			-	-	23	
Absent without leave	13		-	-	11	01
Financial problems	03		-	-	36	
Trauma			-	-	1	04
Psychological problems/ Gambling	02	-	-	20	02	
TOTAL	98	N/A	76	54	342	32

Source: Field Survey 2016

The table above with the information obtained from the Namibian Police Annual Reports highlights work related stress cases attended to by the Social Services Division under the Social Welfare Directorate. The division attended to quite a number of cases as indicated in the annual plans, however, only those related to work stress have been indicated in the table above for the study purposes.

The 2015/2016 annual report was not yet released at the time of the investigation, only three quarterly reports were checked, the final quarterly review was not checked as it was still being compiled pending information from other regions hence, the 2015/2016 financial year gives incomplete information. The 2010/2011 annual report did not specify the number of cases attended too, it only states that the subdivision rendered services through caseworks, family and group work, therapy and community work.

It is can be observed therefore that, the cases of substance abuse, depression, suicide attempts, mental illness in addition to stress are fluctuating and are the ones leading the list of the cases attended too. The study revealed that the subdivision attended to 24 of substance abuse in 2009/2010, 46 in 2011/2012 and 116 in 2013/2014 financial years. This shows that instead of this problem being reduced, it is escalating and thus more have to be done or the way the problem is being handled must be changed.

The study also revealed that cases of depression are among those affecting the police officers more, this is indicated with a 22 in the 2009/2010, 11 in the 2011/2012 and 32 in the 2013/2014 financial years. Suicide attempts have been indicated as 8 for 2009/2010, 6 for 2011/2012 and 6 for 2013/2014 financial years. Although the suicidal attempts have slightly decreased, the suicidal thoughts have been recorded as 23 in the 2012/2014 annual report. It should also be noted that these

records are only for the cases attended by the subdivision social services hence, figures might be higher than this as some might not have been reported.

However, the subdivision social services indicated that they are busy tackling the issue of work stress and that one of the measures they have come up with stress management presentations in order to manage stress; prevent suicide and advises employs to Avoid, Alter, Adapt and Accept, (Appendix 6).

4.6.2 Qualitative data results and analysis

Oral Interview Results

After collecting and analysing the research questionnaires, the researcher then compiled oral questions which were used in semi-structured interviews. The purpose of the research interviews were to explore the views, involvements, opinions and inspirations of the respondents on work stress and work stress management.

This was predominantly suitable for exploring delicate topics, where respondents would have not want to talk about such subjects in a group or would not be able to answer in the research questionnaire, since this allowed the researcher and the respondents to swerve to track responses in additional detail. The findings from the interviews are now presented below:

The respondents identified the lack of resources, work load, poor remuneration, poor working conditions as the most common sources of work stress. Other causes were rising anticipations from community, difficult work environment, media treatments, lack of involvement decision making job insecurity and lack of counselling.

On the other hand, the effects of work stress indicated by many respondents were: Alcohol and drug use, heart problems, headache; disturbed sleep, dizziness, back pain, elevated blood pressure, exhaustion, diarrhea, stomach ache, suicidal thoughts, negative thoughts, lacking the confidence and temper outburst. Whereas, the respondents indicated that the most work stress management strategies they used were: seeking social and spiritual support as well as engaging in physical activities.

Sources of work stress

The lack of Resources

One of the stressors that was emphasized during the interviews was scarce and unsuitable tools and methods for investigations. They recognized the straight approaches and techniques used for examination for the postponement in investigations, and articulated it as a reason for heaped up work. For example, a mutual answer detected was inaccessibility of breath analysers for drink and driving cases, lying detector machines and vehicles in the police station. This can result to work stress because it is problematical to deliver high production with limited resources.

Respondents repeatedly regarded that the lack of resources drove to work stress. Most police officers were leaving the Force either by way of resigning to go for greener pastures, death or discharged on conditions of ill health, while the workload continued to increase resulting in lack of human resources. This made it challenging for those remaining to adjust to the arduous working environment. Monetary support from the government were also cut back to augment cost-effectiveness. Hence, resources such as vehicles, firearms, radios, dockets and offices became inadequate to meet increasing demands. Another respondent stated that “*recruitment in the*

Namibian Police Force has been reduced if not stopped completely, while the population we have to look after, continues to increase”.

Workload

The utmost shared possible stressor distinguished during the interview was work overload. Most respondents interviewed talked about the volume of work they had to accomplish all through the day which included responsibilities like maintaining law and order, investigations of crime, court duties and emergency circumstances. They stated that excessive work in too less time was exceedingly challenging. They consistently stated that manipulating these challenging responsibilities were a basis of work stress. They emphasized that there was a shortage of division of work among personnel due to lack of man power and that this steered to work excess.

Poor remuneration

Another possible stressor spoken during the interview was lack of appropriate remuneration and allowances. Respondents solidly established that they were lacking of sufficient pay and allowances especially, the danger, appropriate housing and transport allowances. They supplementary stated that due to the nature of their work, their lives were in danger. However, the salaries and allowances they received could not allow them to buy houses or cars for themselves. This leaves them with no choice but to be renting among criminals and getting into taxis with criminals. They universally sensed that policing is an occupation which encompasses risk of one's life and for this reason they needed better salary and benefits.

Poor working conditions

The interview conclusions also exposed that extremely long working hours was a foremost stressor for the respondents. Extended and unpredictable working hours as a source of work stress was ascribed to the nature of the work which commands the police staffs to be watchful and available throughout the day. Supplementary, the acceleration in crime rates in Windhoek as the capital city might be recognized to the upsurge in the amount of work and long hours of work.

According to Davey et al. (2001), long working hours is greatly prognostic of work stress. These conclusions can be supported by an experimental quantitative research which was conducted in India which quantified that work overload and long working hours were sources of work stress amongst police workers (Naik, 2012; Tyagi & Dhar, 2014).

Other Sources of Work Stress

Some of the respondents specified that the society have great anticipations on police officer. This alone generated an additional workload, as police officers felt slightly ineffectual to carry out their responsibilities. Added issue that seemed noticeable during the interviews was the unworkable demands from the community such as conclusion of investigations in a period of one week. Lack of equality in the Police Force was also found to be related to work stress. The example given was granting chances for growth to only a few. Some articulated that transfers and promotions were based on preferences and bias, hence they believed there was unfairness and discrimination. They indicated that surviving in such an uncomplimentary environment was difficult and leads to work stress.

Also, respondents pronounced community's negative opinion towards police as a source of work stress. Most of the respondents felt they were hated by the community and instead they wanted to be seen as friendly defenders.

Another disturbing factor as indicated by the respondents was media actions (print and audio-visual). Respondents were of the view that mass media circulated and painted negative views about the police officers and the police organisation. They stated that media reports of purported police transgression affected their positions in the general public. Media, according to the respondents, only emphasized on what police personnel could not accomplish and do not mention anything when they have achievements. They additionally indicated that journalists bump into them with questions, the answers to which they are restricted to give and extremely confidential. Police officers are human beings just like other public servants. One of the respondents indicated that, other public servants do similar injustices like fighting with their partners, drinking, have family conflicts and so on, but are treated differently by the media. This therefore generates a rift between media and police, and in the end tarnishes the police officer's images.

Finally some of the stressors mentioned were lack of participation in the decision making process; feelings of job insecurity and lack of counselling. Lack of participation in the decision making might be expounded by the bureaucratic structures that the Police organisation follows. Lack of counselling was mostly mentioned by those who were in the liberation struggle. They cited the fact that, they were involved in shootings with the then enemies and at times saw their colleagues being shot at, but after independence, they were just recruited in the Police Force without any counselling. Some further stated they lived under stressful conditions during the war and yet they were not well integrated into the society after returning from exile.

Effects of work stress

The study revealed the following physiologically symptoms as mostly experienced by the respondents or those who are stressed. Headache, dizziness, back pain, and raised blood pressure, also psychologically, the excessive majority of the respondents stated being short-tempered when faced with work stress, as well as drinking too much, exhausted, unhappy, and nervous. Some respondents even indicated that they had the affinity to have suicidal thoughts, destructive thoughts and lacking the sureness to try new things.

Work Stress Management Strategies

The findings revealed that respondents felt that there were no proper strategies in place to manage work stress in this organisation. Most of the respondents alleged that there was no arranged counselling sessions for affected employees and that in most cases employees themselves had to seek medical attention from their family doctors. Nonetheless, respondents further indicated that they used their own different approaches to manage work stress. Most respondents specified that they opted to drink alcohol in order to relieve their work stress, while others stated that they engaged in physical activities by playing sports, such as football, basketball, jogging and swimming during their relaxation time. A few of the respondents stated that their strategy was seeking social and spiritual support from family members, friends and pastors.

In addition to supports from families and friends, a number of respondents used different strategies such as engaging in dissimilar spiritual activities such as praying, reading the bible, listening to religious music, singing hymns and other church activities. Although, respondents indicated that there was a Chaplain (referred to as a Pastor) in the Namibian police, in addition to few Social

Workers, respondents felt that these staff were not enough considering the staff complement of the Namibian Police Force. In addition, they stated that, this group of Social Workers were not enough and were only station in Khomas region hence, it was difficult for them to attend to most affected employees considering the fact that there are employees in fourteen regions of the country.

In the end respondents proposed that the way forward for a stress free organisation, would be to introduce pre-stress and post stress counselling sessions for all employees in each region, regardless as to whether they are police officers or civilians. They were also of the view that long working hours be reduced and that more police officers be recruited. Additionally respondents feels that employees must be taught different skills on how identify and to handle work stress.

Some of the proposals by the respondents in this study are harmonized with what Bloisi *et al.*, (2007) stated that work stress can be reduced or minimized by ensuring that time is managed, help is pursued when necessary and that emotion- focused strategies are used. Also, in managing work stress it has been stated that “it important to learn the skills of relaxation, motivation, and increasing self-confidence” Michie (2002, p.69-70).

4.7 Summary

This chapter presents the end of the investigation by covering a presentation and discussion of the results of the study. The study used both quantitative and qualitative methods in order to understand the causes of work stress, its symptoms, causes and its management in the Namibian Police Force. The conclusions are connected to the researcher’s analysis in addition to the fact that they are also coordinated with the main research objective, which was to have an understanding of what causes

work stress, what are the symptoms, what are the effects and how work stress is and can be managed.

The academic framework helped the researcher to understand the topic at hand while, the experimental findings permitted the researcher to see this from the Namibian Police Force's viewpoint. Finally, the analysis formed a link between the concepts and the empirical findings. After conducting this study, it can be determined that some employees of the Namibian Police Force do feel stressed like other employees in different organisations although the sources can be different. Though the study used a combination of both qualitative and quantitative approaches, the emphasis was more on the qualitative approach using interviews, for the reason that that the objective was to achieve in depth rather than a breadth of information. The experimental insight of the study is a pure illustration that work stress is a prevalent problem amongst the Namibian Police Force members and needs to be taken into thoughtful consideration. The next chapter presents the conclusions, recommendations and areas for future studies based on the results and the literature reviewed.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter concludes the study by giving an analysis of the outcomes and repercussions of this study, permissible to consider the implications for effective change. It scrutinises the need for more organisational effort to address work stress-related issues, continuous development of stress management, and additional proportional research in other regions within the Namibian Police perspective. Ultimately, this study will contribute as a universal qualified reference.

There are three parts in this chapter. In the first part, the researcher summarises findings from the research literature and from the current study to establish that work stress management is a consensual issue, encompassing efforts from both individual officers and organisational management to fight the undesirable effects of work stress. The first part also therefore, highlights the need for more organisational acknowledgement of the problems and application of more effective intermediations.

In the second part, the researcher revisits the commentaries and proposals from individual interviews and questionnaires to establish the need for uninterrupted development of work stress management, ending with recommendations to the Namibian Police Force management and the last part concludes the thesis.

5.1 Conclusion: The Results and Objectives

As mentioned in Chapter 1, the main objective of the study was: to investigate how work stress is managed in the Namibian Police Force in the Khomas region: to establish the symptoms of work

stress, to assess the impact of work stress in the Namibian Police Force in the Khomas region; to establish the relationship between work stress and job performance in the Namibian Police Force; and to make recommendations on how to manage work stress in the Namibian Police Force.

5.1.1 Findings from the research literature

One cannot deny the fact that work stress is a growing problem among working people in the police force in the Khomas Region. The literature reviewed confirmed the existence and causes of work stress. An example is that of a study conducted by Gul (2008) on police officers' depression on their profession and scrutinising the stressors in policing, which revealed that police officers who make violent arrests were more likely to feel negative or unhappy regarding their work. In agreement, Gershon, (1999), pointed out that "police stress can harmfully influence their job performance". It is obvious as supported by Delprino, Karen and Cheryl (1995) that, "the stressful nature of police work, along with other work-related demands can have a great impact on the family life of police officers".

A study conducted by Sever and Cinoglu (2010) found that "highly stressful officers are four times more likely to commit domestic violence and that, when police officers are involved in negative and critical situations at work, they are more likely to act violently at home". In another study which was conducted on managerial stress, it was discovered that, "mid-level managers are more stressed than the top-level managers" (Albrecht, 1988, p.34). Therefore, it is of great importance to know the causes of work stress in order to manage it effectively. According to Joyce, Shaw, Snowden, Catterall, Mann and Harkin, (2001, p.11) "things such as lack of control, lack of rest breaks, unrealistic targets, volume of work, unfair delegation of work and deadlines or even a slow work pace and staff shortages can result in work stress".

In different studies which were conducted on this matter, different causes of work stress were uncovered. For example, in a study conducted on the American police officers by Storch and Panzarella, (1996) and in the other study conducted on Deputy Marshals by Newman and Ruckeer-Reed, 2004, (as cited in Martinuessen *et al.*, 2007), it was learnt that “organisational factors such as bad management or work conditions were mentioned more frequently than the likelihood of exposure to violence as being the most causes of work related stress”. However, in another study conducted by Biggam *et al.*, (1997) on the Scottish police officers, it was revealed that “things such as shortage of staff and lack of resources were the leading causes of work stress”.

According to Otto (2002), “when there is an occurrence of a crime such as murder, suicide, robbery or traffic accident, usually police officers are the first people to reach the scene and last to leave, and as a result, they frequently see the brutality of injury or death”. The literature also revealed that alcohol and drug abuse is one of the negative impacts of work related stress. According to Luthans (2002) “there is a relationship between work-stress and absenteeism and turnover, where an employee who is stressed would react by getting drunk and in the end stay away from work for some time and this may result in loss of work” (p.414). Work stress can also result in negative effects for both the individual and for the employer as it is believed that “stress is linked to alcohol and drug abuse in all employees at all levels in organisations and that both alcohol and drug abuse are being used by a number of employees to hide from the rigours of stressful work” (Mathias & Jackson, 2000, p.655).

5.1.2 Findings from the research literature and from the current study

When establishing the symptoms, the researcher wanted to know the main causes of work stress in the Namibian Police Force. The findings from the current study revealed the following: most

respondents indicated that they drink alcohol or use drugs to relax or sleep which accounted for 67% of the responses. This clearly showed that work stress, alcohol and drugs abuse are related to each other since most respondents indicated that they either drink or smoke whenever they are stressed. This was followed by the fact that no matter how much sleep they get they wake-up in the morning feeling tired, which was rated with a 56%, have temper outbursts which cannot be controlled was accounted for 55%, thoughts of committing suicide accounted for 52%, chronic illness such as high blood pressure, heart disease, diabetes, or stroke 51%.

On the issue of the causes of work stress management, the study revealed that staff shortage resulting in work overload was the highest contributing factor with a (69%). Additionally, factors such as discrimination based on tribe (64%), lack of consultation (62%), poor remuneration (60%), lack of opportunities for promotions (59%), and being in struggle and received no counselling (56%) were graded as some of the main sources of work stress among the employees of the Namibian Police Force, particularly in Khomas region.

When evaluating the impact of work related stress, the following factors were identified: the employees were unable to deal with even small problems and this factor was ranked the highest with (73%), this was followed by the fact of employees feeling tired all the time (70%), smoking or drinking more alcohol (68%), heart problems (60%), feeling like committing suicide (57%), defensiveness and hostility (53%), back pain (10.15%) and headache (50%).

Finally, when the respondents were questioned on how they opt to resolve or manage work stress, the revelation was quite scary for an employee who are entrusted to maintain law and order and protect the lives and properties. 67% of them indicated that they opted to get drunk as a means of managing work stress, 73% of the respondents often thought about committing suicide or killing someone, 71% indicated that they stayed away from work as measure of managing work stress, 66

% indicated that they never talked of their problem compared to only 3% who showed that they always did so. Furthermore, 64% of the respondents indicated that never strived for medical help, 61% indicated they never opted to talk to social workers, 78% indicated they never practiced deep breathing or meditation, and 71% never thought of conducting their own research on work stress management. Nonetheless, some of the respondents, 78% indicated that they watch television, go to a movie, or read a newspaper as a measure of managing work stress. Also 62% indicated that they pray, go to church or talk to a pastor as a means of managing work stress.

When investigating the relationship between work stress and job performance, the study revealed that indeed there is a strong relationship between work stress and job performance. The also findings demonstrated that there is a weighty correlation between workload, job difficulty, absenteeism, ill health and job performance among employees of the Namibian Police Force.

The above findings from the current studies are in agreement and add to the information retrieved from the Police annual reports which were seen by the researcher. The Police Annual reports revealed that, the cases of substance abuse, depression, suicide attempts, and mental illness in addition to work stress were fluctuating and were the ones leading the list of the cases attended too. Finally, the results from the interviews conducted also concurred with that one from the questionnaires, hence, it is assumed that there is really a problem in the Namibian Police.

It was nonetheless, discovered that there are measure in place in the Namibian Police Force when it comes to the management of work stress, the interviews and documents seen proved that indeed the managers were concerned about the wellness of the employees with workshops and presentations taking place in the regions. However, the challenge is that the staff attached to do this task were few compared to the number of employees. Secondly it was revealed in the studies that the subdivision social welfare is not decentralised, all staff are stationed in Khomas region and one

wonders how long does it take for them to cover all other regions. Travelling costs to go to various region would also be a hindrance in successfully performing their duties.

5.2 Recommendations for action

The following were the objectives of this study: to ascertain the symptoms of work stress; to establish the causes of work stress is managed in the Namibian Police Force in the Khomas region; to assess the impact of work stress in the Namibian Police Force in the Khomas region; to establish the relationship between work stress and job performance in the Namibian Police Force, to investigate how work stress is managed in the Namibian Police Force in the Khomas region and to establish measures to be implemented in managing work-related stress.

Based on the findings, the research revealed that the main symptoms of work stress in the Namibian Police Force were: excessive use of alcohol or use of drugs, fatigue, temper outbursts, thoughts of committing suicide and chronic illness such as high blood pressure, heart disease, diabetes, or stroke. It is therefore recommended that the management be aware of these symptoms among employees, encourage colleagues to observe such symptoms and attend to such whenever observed among the employees.

The finding of the causes of work stress revealed that most sources were: staff shortage resulting in work overload, discrimination based on tribe, lack of consultation, poor remuneration, lack of opportunities for promotions, and being in struggle and received no counselling. These were graded as some of the main sources of work stress among the employees of the Namibian Police Force, particularly in Khomas region. It is therefore suggested that the organisation's culture be changed to help reduce work stress, the management should ensure that staff compliment is increased to

reduce workloads, and that workloads are in line with workers' capabilities and resources, the management should design jobs to provide meaningful tasks.

Additionally, the researcher recommends that the management clearly defines employees' roles and responsibilities, gives employees opportunities to partake in decisions and actions affecting their jobs, improve communications to help reduce uncertainty regarding career development and future employment prospects. Furthermore, to provide opportunities for social interaction among employees. It is also imperative to establish work schedules that are well-matched with demands and responsibilities outside the job and offering supportive services that could help reduce work stress. The researcher therefore suggests the following measures to be considered as some of the key strategies:

- **Clarify task assignments:** As Williams and Huber (1986) suggested, in order to decrease work stress among employees, managers should make clear task assignments and the responsibility of the employees and clearly spell out standards for performance evaluation when it comes to promotion in order to avoid conflicts which often arise from unclear work schedules.
- **Flexi time:** Allowing workers to start or end the workday earlier or later can reduce work stress, especially for working parents. Flexi time can also reduce the stress of commuting in rush hour traffic.
- **Job sharing:** This allows at least two people trained to perform each job, enabling each employee to have time off without losing productivity.
- **Work from home:** According to an analysis of two-decades of studies involving nearly 13 thousand employees, conducted by researchers at Pennsylvania State University, working from home results in higher morale and job satisfaction and helps lower employee stress

and turnover. According to lead author Ravi S. Gajendran 2007, the prime reason is that working from home provides employees more control over how they do their work.

Working at home also helps workers better manage work/family demands.

The impacts of work related stress exposed from the study were that: employees were unable to deal with even small problems, some felt tired all the time, some were smoking or drinking more alcohol. Health and emotional related impacts were: heart problems, suicidal thought, defensiveness and hostility, back pain, and headache. This necessitates that manager must look for possible ways to manage work stress if not avoiding it as most of these impacts can result in absenteeism, poor work performance or loss of lives.

The study discovered that indeed there is a relationship between work stress and job performance, and that there is a weighty correlation between workload, job difficulty, absenteeism, ill health and job performance among employees of the Namibian Police Force. This entails that manager must look for possible ways to manage work stress in order to improve on employees' work performance and additionally they must works on means to reduce workload.

The results on how work stress is managed in the Namibian Police Force in the Khomas region revealed that though the Police Force, most respondents indicated that they opted to get drunk as a means of managing work stress, some often thought about committing suicide or killing someone, others stayed away from work as measure of managing work stress, 66 % indicated that they never talked of their problem compared to only 3% who showed that they always did so. Furthermore, some of the respondents indicated that never attempted for medical help, or to talk to social workers, other said they pray, go to church or talk to a pastor as a means of managing work stress. This

shows that employees are not using the right work stress management techniques has more awareness campaign and trainings should be provided to employees.

The study revealed that indeed the management of the Namibian Police Force is trying their best they still have to more because as it stands the Division Gender and Social Welfare is only based in Khomas region and with just few staff who have to travel around 14 regions when the need arises. And this becomes a challenge considering the fact that the government is trying to cut on costs. It was also evident from the study that some of the employees were not aware that there were social workers in the force, more so on what were their roles. This entails that more awareness must be done regarding the existence of these staff as well as their functions within the Namibian Police Force. The following are also recommended as measures to manage work related stress.

- **Decentralise the Directorate of Gender and Social Welfare:** Stress management workshops needs to take place regularly in all regions considering the nature of the police work. Scheduled workshops that educate employees on the sources of stress, effects on their health and how they can reduce stress can be effective if backed by practical stress management techniques that employees can use on and off the job. This is according to Dr. Michael Baime of the Penn Program for Stress Management. The employer needs to find a reputable wellness vendor that offers employer-based stress management programs.
- **Introduce healthcare support:** Many corporations have begun to contract health care specialists to help with issues such as finding doctors to address health-related diagnosis and arranging transportation to medical appointments. Exercise and relaxation techniques can all help lower the stress response in the body and improve the well-being of workers. Physical activities at work can increase productivity. This can result in employees with

healthier weight, lower blood pressure, increased energy, better sleep schedules and improved stress management skills.

- **Host build in exercise breaks:** Light to moderate exercise such as walking or yoga can lower the cortisol levels that can lead to stress. A short walk each day may refresh employees during the work day, reducing stress and increasing productivity.
- **Introduce onsite support groups:** Stress can be alleviated when employees share concerns about work issues, life crises, family issues, health care giving and stress management methods. These support groups can be ongoing and include employees at all levels. Identifying specific employees for participation in wellness programs is inappropriate, discriminating and stigmatising.

Reducing environmental stress may include reconfiguring the workplace to include natural lighting, improving air flow, providing quiet rooms for massage or yoga sessions and reducing noise levels. When noise levels are reduced through the use of well-designed ceilings and furniture or sound masking machines, employee focus is projected to increase. Under work stress, the competence of police personnel can be badly affected and hence they cannot be able to work efficiently and as per the anticipation of the organisation. So, management needs to think on this issue seriously and employ some more new police personnel to reduce overload and working hours of the police personnel. The physical conditions of workplace must also be improved to suit the work environment.

The traditional approach of counselling employees is not enough to manage stress. Organisational failure to manage work-related stress might corrode the organisational profitability through lawsuit, illness and mortality. However, managers in various departments stand to gain if they can identify the signs of work-related stress among the employees at an early stage. This would help in reducing

the stress before its impacts create problems on an individual employee. Organisations can use the services of professionals like, counsellors to identify the symptoms of work stress in employees well in advance. The findings of this study indicated the signs of stress as employees experience emotional anxiety, increase of job dissatisfaction, headache, moodiness, and anger.

The interventions, which are commonly used in many organisations, have been categorised as primary, secondary and tertiary. Primary interventions are the best in managing work-related stress at an early stage. If these primary interventions are taken seriously to a certain degree, stress in organisations will be reduced.

However, the current practices of managing stress by using the traditional stress interventions alone needs to change drastically. Organisations will have to adapt the new paradigm of managing work-related stress by adapting organisational change to control the rise of stressors. This would allow management to monitor the stressors at an early stage. In addition, managers must manage work stress in an all-inclusive way and minimise its effects that are felt across the organisation.

Thus, the Namibian Police Force should also regularly conduct an audit of its practices, policies, procedures, and systems to ensure that it provides an enabling working environment that protects the well-being of the work force. Management should be able to identify the troubled employees and provide them with an appropriate level of support.

5.3 Recommendations for further studies

This study has demonstrated that work stressors do exist in the Namibian Police Force, and managers in various departments and units in this organisation must come up with various interventions to manage occupational stress. The researcher therefore feels, there is need for a

systematic research on practical and efficient interventions to manage work-related stress in this organisation to be undertaken to give a practical viewpoint on how to manage stress.

Although this study has contributed to the existing body of knowledge, there might be various limitations that need to be addressed in future by other scholars. For example, the sample size for this research was not large enough to generalise to other regions or towns, which were not part of this study since the study was only conducted in the Khomas region. There is need to conduct further research which incorporates a sample which will give a holistic view on the true nature, complex sources and effects of work-related stress to the employees. This research will motivate managers in various organisations to develop appropriate coping mechanisms to manage work stress.

Furthermore, work stress is found at every corner of the house, company, organisation and the world at large. In addition, this problem cannot be solved if it is not identified. Every problem has to be identified first for it to be solved, therefore, the researcher recommends that more studies are done on this topic, with the help of doctors and social workers who work hand in hand with the stressed personnel.

5.4 Final Conclusions

The main objective of this study was to find out the symptoms of work stress, its causes, the impact and how stress is managed or coped with, within the Namibian Police Force. The researcher is of the opinion that the problem of work stress was not fully solved by this study. This is because the sample was only limited to the Khomas region, consequently its application to other parts of the country may not be conceivable without doing similar study to authenticate the findings. However, this study may offer an opportunity for more inclusive studies encompassing other regions to help

ascertain the causes of police work stressors and coping stratagems. Concerning the employee's work stress management styles and steps, it is believed that sharing of feelings and sentiments contribute to the reduction of work stress, however it was revealed from this study that most employees keep their feelings to themselves.

What was learnt from this study is that, when it comes to work stress related matters, the problem was lack of knowledge among employees as to whether they were stressed or not. As a result, many did not seek help, or would rather manage their work-related stress wrongly because they were not aware. All organisations should be aware of the existence work stress and come up with ways and means of managing it. This would help employees to know about work related stress, know how to handle it, live and work with work stressed employees.

The weakness or shortcoming of this study was that the study was conducted in one region only, hence, the findings cannot be guaranteed. However, the strength was that information was obtained from the Directorate of Gender and Social Welfare, which helped much in this study. This study can therefore, be taken as an eye opener for the management to take work stress more seriously and consider taking the study further in all regions to have unbiased findings.

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06 May 2016

To whom it may concern

Ms Ruth Ntwala Mbangi of student number: 200926322 is registered for a Master in Business Administration – Management Strategy at the University of Namibia through the Namibia Business School.

This letter serves to inform you that her research proposal was reviewed and successfully met the University of Namibia requirements.

The student has been granted permission to carry out postgraduate studies research. The University of Namibia has approved the research to be carried out by the student for purposes of fulfilling the requirements of the degree being pursued.

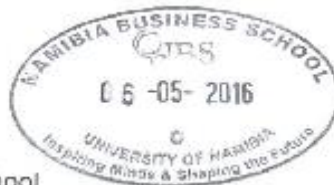
If you have any queries please do not hesitate to contact the Business School at the University of Namibia.

Thank you so much in advance and many regards.

Yours sincerely



PP
Albert Isaacs, PhD
Associate Dean
Namibia Business School
University of Namibia
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340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: + 264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@edu.na – Trust reg. no T263/05

The Inspector General
Namibian Police Force
Ministry of Safety and Security
Private Bag 13281
Windhoek
Namibia

23 June 2016

Dear Sir

SUBJECT: AUTHORIZATION SOUGHT TO CONDUCT RESEARCH IN THE MINISTRY OF SAFETY AND SECURITY, DEPARTMENT OF THE NAMIBIAN POLICE FORCE.

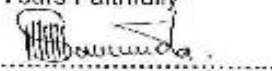
I am a former employee of the Namibian Police Force, first as a Police Officer for close to 12 years (1996-2007) and then as a civilian (Human Resource Practitioner) for almost 6 years. (2007-2013). I am busy with a Master's Degree, a course which I started in 2012 while still being employed by the Namibian Police Force. I hereby request the Inspector General's permission to conduct research for my **Masters in Business Administration (MBA)** qualification specializing in **Management Strategy** at the University of Namibia under Namibia Business School.

I completed my course work, and the only module remaining for me to obtain the aforementioned qualification is a Business Research. The topic of my Research paper is: **An investigation of work stress management in the Namibian Police Force in Khomas Region.**

I therefore request the Inspector General to grant me permission to conduct my research in the Ministry of Safety and Security: Department of Police, assuring the Inspector General that ethical consideration will be observed in this study. Attached is the letter from the University of Namibia (Namibia Business School: NBS).

Thank you in expectation.

Yours Faithfully



Ruth N. Mbangi-Lubinda

Human Resources Policy Analyst (061-2873041/0813464439)
Office of the Prime Minister
Department Public Service Management
Directorate: Organisational Development and Grading



REPUBLIC OF NAMIBIA



POL 718

Namibian Police Force

MINISTRY OF SAFETY AND SECURITY

Tel. No: (+264 61) 209 3111
Fax: No: (+264 61) 220 621

Enquirer: Comm. Kashihakumwa / W/O (I) Paulus

Our Ref: PS/6 R.N.M. Lubinda
Your Ref:

OFFICE OF THE INSPECTOR-GENERAL
Namibian Police Force
Private Bag 12024
Ausspannplatz
WINDHOEK
Namibia

The Head
Gender and Welfare Directorate
Namibian Police Force
Private Bag 12024
AUSSPANNPLATZ

REQUEST FOR PERMISSION TO CONDUCT RESEARCH WITHIN THE NAMIBIAN
POLICE FORCE: MS R.N.M. LUBINDA

1. Receipt of your letter dated 23 June 2016 on the above subject matter is hereby acknowledged with thanks.
2. Ms R.N. Mbangi Lubinda requested permission to conduct a research on "Investigating of work stress management in the Namibian Police Force in Khormas".
3. The request is approved. Hence, the member is hereby directed to make further arrangements with the Head of Directorate, Gender and Welfare Directorate to conduct the research.
4. Kindly for your information and inform the member accordingly.

Best regards,

S.H. NDEITUNGA
INSPECTOR-GENERAL: NAMIBIAN POLICE FORCE

LT-GEN



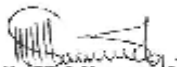
STRESS

Dear Respondent,

Thank you in advance for taking time to complete and be part of this study. Your participation in this study is voluntary. This study forms part of my **Master's thesis, at Namibia Business School (University of Namibia)**, I am conducting a research titled: **An investigation of work stress management in the Namibian Police Force in Khomas Region** and it deals with questions regarding work stress namely: the causes, the impacts and the management of stress within the Namibian Police Force. The objective of this study is to find out how individuals are affected by work stress, what the sources of stress are in this organisation, the symptoms, what the impacts are and how it can be managed effectively. It will take roughly 30 minutes to complete this complete questionnaire set. **(NO NAMES REQUIRED)**

Your involvement in this research is individually voluntary. It is your choice whether to partake or not. Please be guaranteed that all information revealed in the questionnaire will strictly be used confidentially meaning, it will not be made known to anyone with the exception of the researcher. No names are required here and this is also to ensure the privacy of all respondents and to make sure that you remain unidentified. It is important that you respond as honestly as possible. Please respond to every question. It is important to note, that the researcher is interested in your honest opinions, as this will help in achieving the objectives of the study i.e. to assist the management and the whole organisation in being able to handle and manage work related stress. Your support in this study is highly appreciated and it will help further the information we have on matters that affect you as a separate individual and the Force at large.

Kind regards,



Ruth Mbangu-Lubinda
Cell: 081 346 4439

RESEARCH QUESTIONNAIRES

PURPOSE: The purpose of this research instrument is to gather data for a research project. This questionnaire will be administered to a sample of employees in the Namibian Police Force. {**NO NAMES ARE REQUIRED**}

INSTRUCTION: Please indicate your responses on this questionnaire by **CIRCLING** or **TICKING** the responses that **BEST** characterizes you and your feelings or beliefs. After completion please place the questionnaire in the provided envelop and return it to the researcher or to your supervisors. Thank you in advance for participating in this research project.

SECTION A: Biographic information; please tick the appropriate answer:

1. Your Gender:

- a) Male
- b) Female

2. What is your Age bracket?

- a) 20-24
- b) 25-30
- c) 31-40
- d) 41 and older

3. What is your race or ethnic group?

- a) Black
- b) Colored
- c) White
- d) Others (Specify).....

4. What is your marital status?

- a) Single
- b) Married
- c) Divorced
- d) Cohabiting
- e) Widowed

5. The wing/ division you belong to in the Namibian Police Force:

- a) Namibian Police (Nampol) Blue Uniform
- b) Special Field Force (SFF)
- c) Special Reserve Force (SRF)
- d) Crime Investigation Unit (CIU)
- e) Civilian within the Department

- f) Special Brunch
- g) Others (Specify).....

6. What ranks do you hold?

- a) Constable
- b) Sergeant (2)
- c) Sergeant (1)
- d) Warrant Officer (2)
- e) Warrant Officer (1)
- f) Inspector
- g) Chief Inspector
- h) Deputy Commissioner
- i) Commissioner

7. Education Qualification

- a) Grade 10
- b) High School Graduate
- c) University/ Technikon Graduate
- d) Post Graduate
- e) Others (Specify).....

8. Your major field of studies:

- a) Management
- b) Accounting
- c) Law
- d) Economics
- e) Police science
- f) None
- g) Others (Specify).....

9. Approximate Annual Income:

- a) N\$40 000-N\$80 000
- b) N\$81 000-N\$150 000
- c) N\$151 000-N\$170 000
- d) N\$171 000-N\$200 000
- e) N\$221 000 - N\$350 000
- f) N\$351 000 and Above

10. What is your home language?

- a) English
- b) Silozi
- c) Otjiherero
- d) Rukavango
- e) DamaraNama
- f) Afrikaans
- g) Oshiwambo
- h) San
- i) Ovazemba

j) Setwsana

SECTION B: Symptoms of work stress. This part of the questionnaire will display how stress affects different parts of your life. Tick the response which best indicates how often you experience each stress indicator during a typical week. Please tick the answer that best fit you, your feelings or your reactions.

	Never	Almost Never	Sometimes	Most of the time	Almost Always
I have trouble falling asleep					
No matter how much sleep I get, I wake-up in the morning feeling tired.					
I depend on taking pills to get to sleep					
I wake up at least once in the middle of the night for no apparent reason.					
I drink alcohol or use drugs to relax or sleep.					
When I drink alcohol, I like to get really drunk					
I get drunk or "high" with other drugs more than once a week.					
I have problems with my sex life.					
At least once during the week I have a shouting match with a co-worker or supervisor					
My emotions change unpredictably and without any apparent reason					
I have felt so bad that I thought of hurting myself.					
I have Low self-esteem or lack of self confidence					
When people criticize me, even in friendly, constructive way, I feel offended.					
I feel very angry inside.					
I have trouble remembering things.					
My body feels tense all over					
I have a nervous sweat or sweaty palms.					
I have severe or chronic lower back pain.					
I have temper outbursts I can't control.					
I get severe or chronic headaches.					
I feel Nausea					
I need to urinate more than most people.					
I smoke tobacco when feeling stressed					
When I'm resting, my heart beats more than 100 times a minute.					
Compared to most people, I have a very small or a very large appetite.					
I depend on taking pills, medicine, alcohol or other drugs to relax.					
I have thoughts of committing suicide					
I have attempted to commit suicide					
I have emotional problems, such as anger which I cannot express,					

I feel depressed, or guilt					
I have a chronic illness such as heart disease, diabetes, or stroke					
I am experiencing the following:.....					
Lack of energy,					
Dry mouth					
Dizziness					
Ringling in the ears					

SECTION C: Causes of work stress. The causes of stress at work, varies greatly from one individual to another. It is helpful to find out what situations or conditions cause the most distress in employees. Please tick the answer that best fit you, your feelings or your reactions.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I regularly take work home to finish it off because it is too much?					
I work more than the standard working day					
Our organizations does not have sufficient people for the amount of work?					
I am or I know of a colleague who is subjected to abuse, bullying or harassment from other staff, clients or customers					
There are frequent changes within our department without consultations					
We are consulted prior to changes taking place					
I face discrimination based on my race					
I was in the liberation struggle and did not receive any counselling					
I am not considered for promotions no matter how hard I try to work					
Post-traumatic stress: traumatic events such as rape, a natural disaster, or war affects me					
I have enough money to cover my expenses,					
I am faced by major life changes, such as dealing with the attending murder scenes, suicide, seeing dumped bodies and others					
I am disturbed by witnessing serious injury of a colleague or the shooting of a suspect or innocent civilian.					
I have to try doing more than one thing at a time for me to complete my work					
I am afraid of dying from a chronic illness such as heart disease, diabetes, or stroke					
I Feel insecure about my job					

We have excessive workloads.					
There are few opportunities for growth or advancement.					
I am in fear of losing my life whenever I come to work due to the nature of my work					
Lack of social support.					
I do not have enough control over my job-related decisions.					
I am in fear of facing criminals					
There is too much administrative paperwork in my job					
There is too much work to do					
I lack promotion and/or advancement opportunities					
I receive an inadequate salary for the work I do					
We are given feedback on our performance					
I am irritated by court delays and continuances,					
There are too many restrictive policies					
I am annoyed by unfavorable court decisions towards the suspects					
There are too many misleading press accounts of police work in the media					
It is difficult for me to apprehend criminals while needing to maintain their rights					
We have irregular working schedule/overloaded shift hours					
I have difficulty in forgetting, whenever I witness horrific scenes such as: accidents injuries, murder, suicide, robbery, dead bodies and a lot more					

SECTION D: Effects of Stress: This part of the questionnaire will display how stress affects different parts of your life. You might notice signs of stress in the way you think, act, and feel. Circle the response which best indicates how often you experience each stress indicator during a typical week. Please tick the answer that best fit you, your feelings or your reactions.

	Never	Almost Never	Sometimes	Most of the time	Almost Always
How does stress affect your thoughts and emotions? I.....					
1. Feel cranky and unable to deal with even small problems.					
2. Feel frustrated, lose your temper more often, and yell at others for no reason.					
3. Feel jumpy or tired all the time.					
4. Find it hard to focus on tasks.					
5. Worry too much about small things.					
6. Feel that you are missing out on things because you can't act quickly.					

7. Imagine that bad things are happening or about to happen.					
8. I always feel like committing suicide					
How does stress affect your body? I am affected in the following:					
9. Fast heartbeat.					
10. Headache.					
11. A stiff neck and/or tight shoulders.					
12. Back pain.					
13. Fast breathing.					
14. Sweating, and sweaty palms.					
15. An upset stomach, nausea, or diarrhea.					
According to what I know, heard or being advised, stress can affect the.....					
17. Immune system: can make you more likely to get sick more often.					
18. Heart Stress is linked to high blood pressure,					
19. Muscles: can lead to neck, shoulder, and low back pain.					
20. Reproductive organs: Stress is linked to low fertility, erection problems, and problems during pregnancy, as well as painful menstrual periods.					
21. Lungs Stress can make symptoms of asthma worse					
22. Skin: Skin problems such as acne and psoriasis					
23. Stomach: peptic ulcer disease, or irritable bowel					

SECTION E: Work Stress Coping Measures. How Do You Cope With Stress? There are many ways to deal with stress, Indicate below how you use to deal with stress situations or feelings. Please tick the answer that best fit you, your feelings or your reactions.

	Never	Sometimes	Often	Very Often	Always
What do you often do when you feel stressed? How do you react?					
I talk to someone about my problems					
Stay indoors alone and avoid any communications					
Listen to music					
Go for a walk, drive or shopping with a friend					
Watch television, go to a movie, or read a newspaper					
Ignore the situations as it happens to everyone					
Sit alone in the peaceful outdoors					

Tell a Social Worker					
Practice deep breathing, meditations, autogenic, or muscle relaxation					
Discuss situations with a spouse or close friend					
Exercise (swim, bike, jog)					
Get deeply involved in some other activity					
Pray, go to church or talk to a pastor					
Take a nap					
Get outdoors, enjoy nature					
Write in a journal					
Become aggressive					
Use negative self-talk					
Get drunk					
Swear at others to release my stress					
Take a tranquilizing drug					
Avoid social contact with others					
Try to anticipate the worst possible outcomes					
Yell at spouse, kids, or friends					
Drink a lot of coffee or tea					
Think about suicide or killing someone					
Smoke tobacco or cigarettes					
Eat too much or too little					
Chew my fingernails					
Overeat or underreact					
Become irritable or short-tempered					
Cry excessively					
Kick something or throw something					
Drive fast in my car					
Consult my supervisor					
Seek medical help					
Share my problems with a colleague					
Stay away from duty					
Become violent towards colleagues or family member					
I drink alcohol to forget the problems					
I use drugs to feel strong so that I can face and solve my problems					
I seek professional advice					
I do my own research (i.e. internet articles)					
I feel It is best if I don't tell even my closest friend how I'm really feeling.					
When I have an important personal problem I can't solve, I do not seek professional help.					
I feel like I really can't trust anyone, so I keep my personal problems					
Other:					

Thank you once again for the quality time you have spent in completing this questionnaire.

Appendix 6

MINISTRY OF SAFETY AND SECURITY



STRESS MANAGEMENT
PRESENTATION

DEFINITION.....

- × Stress is a personally meaningful experience in which the demands on a person exceed his or her coping resources.
- × Stress is tension or pressures that are a natural part of living our lives.
- × Stress can result both from changes we want as well as from those we don't want.
- × Change in itself can be stressful.

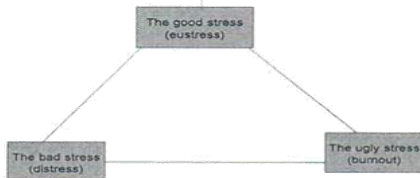
DEFINITION CONT.....

- × Stress can also be defined as a state we experience when there is a mismatch between perceived demands and perceived ability to cope.
- × It is the balance between how we view demands and how we think we can cope with those demands that determines whether we feel stressed or not.

DEFINITION CONT.....

- × What makes something stressful for one person and not the other depends on each person's understanding of the situation.
- × Stress results from your belief that an event is dangerous, difficult or painful, and that you can't (or may not be able to) cope with it.
- × Different things are stressful for different people, and because people have different resources available for coping with stress.

THE THREE SIDES OF STRESS



THE THREE SIDES OF STRESS

The good stress (eustress)

- × Excitement
- × Stimulation
- × Creativity
- × Success
- × Achievement
- × Increased productivity

Stress Management Training

THE THREE SIDES OF STRESS

The bad stress (distress)

- × Poor performance
- × Decreased productivity
- × Failure
- × Unhappy and disharmonious relationships

Bad Stress Symptoms

- × Headaches
- × Indigestion
- × Colds

THE THREE SIDES OF STRESS

The ugly stress (burnout)

- × Overworking
- × Abuse
- × Unresolved/ Prolonged Grief
- × Insomnia

Chronic Illness

- × Ulcers
- × Cancer
- × Depression

STRESS IN THE WORKPLACE

- × Psychologists have found that the main concern of workers, predictably, is salary. Salary cause huge amounts of stress in the workplace.
- × Salary effects the way a person works because they always want promotion and as a result, higher salary. This stress has been linked to chronic stress.

CAUSES/STRESSORS

Among the many stressors mentioned by employees, these are the most common:

- × The way my boss/supervisor treats me
- × Lack of job security
- × Company policies
- × Co workers who don't do their fair share
- × Unclear expectations
- × Poor communication
- × Not enough control over assignments
- × Inadequate compensation/benefits

STRESSORS

- × Urgent deadlines
- × Too much work
- × Long hours
- × Uncomfortable physical conditions
- × Relationship conflicts
- × Co workers making careless mistakes
- × Dealing with rude customers
- × Lack of cooperation
- × How the company treats co workers
- × How the company treats me

PHYSICAL SIGNS AND SYMPTOMS

- × Shortness of breath.
- × pounding of heart.
- × stiff or tense muscles.
- × headaches. upset stomach.
- × clenching jaw or fists.
- × dizziness. trembling.
- × diarrhoea.
- × grinding teeth.
- × sweating.
- × loss of interest in sex
- × tiredness. restlessness.

- × Irritability,
 - × anger,
 - × worry,
 - × trouble concentrating,
- EMOTIONAL SIGNS AND SYMPTOMS OF STRESS**
- × feeling down or depressed,
 - × feeling tense,
 - × inability to relax.

BEHAVIORAL SIGNS AND SYMPTOMS

- × Overeating,
- × loss of appetite,
- × trouble sleeping,
- × accident proneness,
- × using more alcohol or smoking more,
- × avoiding tasks,
- × sleep problems,
- × trouble completing work assignments,
- × fidgeting, trembling, crying

Social signs and symptoms of stress

- × . Avoiding others,
- × isolating, not wanting to be alone,
- × venting,
- × getting easily irritated with others

COGNITIVE SIGNS AND SYMPTOMS OF STRESS

- × Anxious,
- × racing or slowed thoughts,
- × fearful anticipation,
- × poor concentration,
- × and difficulties with memory.

STRESS MANAGEMENT

× **DEFINITION:** refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning.

Intervention is broken down into three steps:

- × *Primary*
- × *Secondary*
- × *Tertiary*

INTERVENTION CONT....

- × **Primary:** deals with eliminating the stressors all together.
- × **Secondary :** deals with detecting stress and figuring out ways to cope with it and improving stress management skills.
- × **Tertiary :** deals with recovery and rehabilitating the stress all together. These three steps are usually the most effective way to deal with stress not just in the in the work place but also in general.

UNHEALTHY WAYS OF COPING WITH STRESS

These coping strategies may temporarily reduce stress, but they may cause more damage in the long run:

- Smoking
- Drinking too much
- Overeating or under eating(eating disorder)
- Zoning out for hours in front of the TV or Computer
- Withdrawing from friends, family, and activities
- Using pills or drugs
- Sleeping too much
- Procrastinating
- Filling up every minute of the day to avoid facing problems
- Taking out your stress on others (lashing out, angry outbursts, physical violence)

HEALTHY WAYS OF COPING WITH STRESS

- **Avoid unnecessary stress** - Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.
- **Learn how to say "NO"** - Know your limits and stick to them. Whether in your personal or professional life, refuse to accept unnecessary/irrelevant added responsibilities. Taking on more than you can handle is a sure fire recipe for stress.
- **Avoid people who stress you out** - If someone consistently causes stress in your life and you can't turn the relationship around, limit the amount of time you spend with that person or end the relationship entirely.

HEALTHY COPING WAYS CONT.....

- **Take control of your environment** - If the evening news makes you anxious, turn the TV off. If traffic's got you tense, take a longer but less-travelled route. If going to the market is an unpleasant chore, do your grocery shopping online.
- **Avoid hot-button topics** - If you get upset over religion or politics, cross them off your conversation list. If you repeatedly argue about the same subject with the same people, stop bringing it up or excuse yourself when it's the topic of discussion.

HEALTHY WAYS CONT.

- **Alter the situation** : If you can't avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn't present itself in the future. Often, this involves changing the way you communicate and operate in your daily life.
- **Express your feelings**: If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don't voice your feelings, resentment will build and the situation will likely remain the same.
- **Compromise**: when you ask someone to change their behaviour, be willing to do the same. If you both are willing to bend at least a little, you'll have a good chance of finding a happy middle ground.

HEALTHY WAYS CONT...

- **Adapt to the stressor**: If you can't change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.
- **Reframe problems**: Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favourite radio station, or enjoy some alone time.
- **Look at the bigger picture**: Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere.

- **Adjust your standards**. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be okay with "good enough."

- **Focus on the positive**. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective.

ADJUSTING YOUR ATTITUDE

- **How you think can have a profound effect on your emotional and physical well-being**. Each time you think a negative thought about yourself, your body reacts as if it were in the midst of a tension-filled situation. If you see good things about yourself, you are more likely to feel good; the reverse is also true. **Eliminate words such as "always," "never," "should," and "must."** These are telltale marks of self-defeating thoughts.

ACCEPT THE THINGS YOU CAN'T CHANGE

- **Some sources of stress are unavoidable:** you can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. *Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.*
- **Don't try to control the uncontrollable:** many things in life are beyond our control— particularly the behaviour of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to the problems.

CONTINUE.....

- **Look for the upside.** As the saying goes, "What doesn't kill us makes us stronger." *When facing major challenges, try to look at them as opportunities for personal growth.* If your own poor choices contributed to a stressful situation, *reflect on them and learn from your mistakes.*
- **Share your feelings.** Talk to a trusted friend or make an appointment with a therapist. Expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation.

MAKE TIME FOR FUN AND RELAXATION

- Make time for fun and relaxation**
- Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. If you regularly make time for fun and relaxation, you'll be in a better place to handle life's stressors when they inevitably come.
 - **Healthy ways to relax and recharge**
 - Go for a walk.
 - Spend time in nature.
 - Call a good friend.
 - Sweat out tension with a good workout.
 - Write in your journal.
 - Take a long bath.

MAKE TIME FOR FUN AND RELAXATION

- Nurturing yourself is a necessity, not a luxury.**
- **Set aside relaxation time:** include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.
 - **Prioritize needs:** don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs.

CONTINUED...

- **Connect with others:** spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.
- **Do something you enjoy every day:** make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.
- **Keep your sense of humour:** this includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

ADOPT A HEALTHY LIFESTYLE

You can increase your resistance to stress by strengthening your physical health;

- ✦ **Exercise regularly:** physical activity plays a key role in reducing and preventing the effects of stress. Make time for at least 30 minutes of exercise, three times per week. Nothing beats aerobic exercise for releasing pent-up stress and tension.
- ✦ **Adopt a healthy diet:** well-nourished bodies are better prepared to cope with stress, so be mindful of what you eat. Start your day right with breakfast, and keep your energy up and your mind clear with balanced, nutritious meals throughout the day.

ADOPT A HEALTHY LIFESTYLE

- *Reduce caffeine and sugar:* the temporary "highs" caffeine and sugar provide often end in with a crash in mood and energy. By reducing the amount of coffee, soft drinks, chocolate, and sugar snacks in your diet, you'll feel more relaxed and you'll sleep better.
- *Avoid alcohol, cigarettes, and drugs:* self-medicating with alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.

STRESS MANAGEMENT PROGRAMS IN WORKPLACE

- × Monitor individual stressors and their causes. Find ways to address/alleviate them .
- × Developing social support is vital in individual intervention, being with others to help you cope has proven to be a very effective way to avoid stress.

STRESS IN THE WORKPLACE.....

- × Avoiding the stressors all together is the best possible way to get rid of stress but that is very difficult to do in the workplace.
- × Changing behavioural patterns, may in turn, help reduce some of the stress that is put on at work as well.
- × Individual counselling – this involves teaching individuals stress control and boost techniques such as relaxation, biofeedback, and cognitive restructuring.

STRESS IN THE WORKPLACE...

- × Participants who master behavioural and cognitive stress-relief techniques report less tension, fewer sleep disturbances, and an improved ability to cope with workplace stressors.
- × Changing the workload for employees. Some may be too overwhelmed that they have so much work to get done, or some also may have such little work that they are not sure what to do with themselves at work.

STRESS IN THE WORKPLACE.....

- × Improving communications between employees also sounds like a simple approach, but it is very effective for helping reduce stress. Sometimes making the employee feel like they are a bigger part of the company, such as giving them a voice in bigger situations shows that you trust them and value their opinion.
- × Improving the physical qualities of the workplace may reduce stress. Improving simple things such as the lighting, air condition and updating technology.

STRESS IN THE WORKPLACE.....

- × Improve team work - having all the employees mesh well together is a very underlying factor which can take away much of workplace stress. If employees fit well together and feed off of each other, the chances of lots of stress is very minimal.



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LANGUAGE & COPY-EDITING CERTIFICATE

28th June 2018

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF RUTH NTWALA LUBINDA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **RUTH NTWALA LUBINDA'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN INVESTIGATION INTO WORK STRESS MANAGEMENT IN THE NAMIBIAN POLICE FORCE IN THE KHOMAS REGION**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Swaziland, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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