



St. MARY'S UNIVERSITY

**THE EFFECT OF POLICE JOB STRESS ON THEIR PERFORMANCE: IN THE CASE
OF THE ETHIOPIAN FEDERAL POLICE COMMISSION**

By:

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June, 2022

Addis Ababa, Ethiopia

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OF THE ETHIOPIAN FEDERAL POLICE COMMISSION**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE
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School of Graduate Studies

This is to certify that the thesis prepared by Fikru Wonde entitled the effect of police job stress on their performance: in the case of the Ethiopian Federal police commission complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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LIST OF ABBREVIATION AND ACRONYM

CATS: Cognitive Activation Theory of Stress

CI: Confidence Interval

EFPC: Ethiopian Federal Police Commission

M: Mean

PSU: Primary Sampling Unit

r: Correlation Coefficient

SD: Standard Deviation

SPSS: Statistical software for social science

β : Unstandardized beta coefficients

ABSTRACT

The police profession is a very risky and susceptible job for a variety of reasons, including traumatic occurrences such as the sad death of friends, the majority of officers living in terrible weather, the use of force, and other issues. Job stress is also an increasing problem for employees in government institutions, particularly among police officers. The main purpose of this study is to evaluate the effect job related stress and stressors on Police Performance of police officers in Ethiopian Federal Police Commission. In this study, quantitative research approaches with explanatory research design were employed among 369 samples of staff from federal police commission using cluster and stratified random sampling technique. Data was collected using self-administered Questionnaire consisting of instrument that can measures job stress, and Police Performance. Data was managed and analyzed using Statistical software for social science (SPSS) version 25. Multiple linear regressions were used to evaluate the effect of job stress on Police Performance and variable with P value < 0.05 were reported. The majority of were males and half of them were age between 29-39 years. Based on the Multiple linear regression, Job stress (work load ($\beta=-.125$), job insecurity ($\beta=-.363$), shift work ($\beta=-.236$) and role ambiguity ($\beta=-.215$) on Police Performance case of Ethiopian federal police commission. Thus, Job stress was job significantly and negatively associated with performance of the officers. Therefore, the federal police commissions analyze and evaluate task assignment in order to prevent work overload. And it is also advisable to allocate an appropriate number of personnel and deploy technology in order to decrease work shifts. Moreover, employees must be able to recognize and thoroughly comprehend their job assignment to improve Police Performance.

Key word: Job stress, Police Performance, Police, Ethiopia

CHAPTER ONE

2. INTRODUCTION

2.1 Background of the study

Policing is one of the most stressful professions in public sector organizations around the world (Bano, 2011; Hammad, 2012). Police profession is highly dangerous and vulnerable profession because of several reasons including traumatic events (Naz, 2013). Researchers have pointed out police as one of the most stressful occupations around the world (Luo, 2012). Stress can cause a multitude of problems in the officer's professional, personal, and social life. Also, it can lead to numerous harms when the officer brings that stress home to his family and it can cause his family to feel discomfort towards his/her job (Naz, 2013).

Having the feelings of stress at work is expected when officers execute a large amount of duties beyond their capacities or if they perform a type of work which has to be performed in accordance with the specific time limits in the situation that exposes to danger (Haines, 2003). Job stress is a frequent problem across occupations and it impacts on Police Performance (Materson, 2007). Stress is conceived as pressure from the environment, and as strain within the person. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others (Michie, 2002)

In Africa, stress is a common element in any kind of job and persons have to face it in almost every walk of life. African organizations particularly in higher management don't realize the impact of stress on employee performance which ultimately results in critical managerial dilemmas. Subha and Shakeel (2009) described "Higher level of stress exists with no managerial concern for solution consequently lowering the employee performance, staking organizational reputation and loss of skilled employees, these situations call for immediate concern from organization management for employing effective stress management practices to increase employee satisfaction and overall employee performance." Work overload and time pressure to complete too much work in short span of time is big source of stress which decrease the performance of employees (Imtiaz & Ahmad, 2009).

Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently, the employees are considered to be very important asset for their organizations (Angle, 1994; Bano, 2011). A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa (Chao, 1990). These moderators were further investigated and strong correlations between organizational commitment and work behavior were found against self-reported and for supervisory report of performance. The problems arise for the organizations when they start perceiving that their organizations are already performing at their level best and with great efficiency furthermore, there is no need for further improvement in their organizations (Chiu Frederick, 1995; Imtiaz & Ahmad, 2009).

Hence keeping in view these barriers must be tackled and addressed as they result in underdeveloped competencies and more over lead towards, finally the organizational ineffectiveness. Ultimate success or failure of an organization is determined majorly by the performance of their employees (O Siu, 2001). However, regardless of these discoveries, genuine research gap remain, particularly with respect to the connection among job stress and Police Performance of police officers (Chen, 2009; Grawitch et al., 2010; Louw and Viviers, 2010;).

2.2 Statement of the Problem

Policing is one of the most stressful professions in public sector organizations around the world (Bano, 2011; Hammad, 2012). The Profession is highly dangerous and vulnerable profession because of several reasons including traumatic events like loss of friends tragically, most of officer living in bad weather and use of force leads to the liability and due to different factors (Naz, 2013). Job stress is also an increasing problem for employees in government institutions, particularly among police officers (Somers & Birnbaum, 2000). Workplace stress can lead to increased health/medical costs, higher rates of absenteeism and turnover, more accidents, and worse performance.

It is obvious that in economically advanced countries government and police institutions have done a lot of work to identify the sources of police stress to deprive the negative effects that emanated from police job related stress. The Police officers are exposed to different stresses which emanated from supervisors' unjustified and stringent commands, strictly hierarchical

nature of administration, lack of adequate time to spend with their families, colleagues, and their relatives which related with Police Performance of the officers. In Ethiopia Different researchers conducted in different topic related to stress, and performance data collected from banking, manufacturing, and a study conducted By Abiy Telila(2014) Work Related Stress and Coping Strategies of Ministry of Defense Central Command Referral Hospital Military Health.

KagnuA. Aliye (2016) before his work to investigate the job-related stress and familial relationship among Addis Ababa police commission crime prevention officers, he did not get any available studies which conducted on police job related stress in Ethiopian context. But, contrary to this fact, in this topic a lot of studies have been conducted in different countries in different ways and identified there are so many factors which can exposes police to stress. And this challenges that police officers facing do to their job related, not properly handled through educational support, training and counseling from the concerned authorities it increases negative effects at work, (Haines.C 2003) and the police unable to elicit the major causes of stress and react accordingly have dully crippled his work efficiency and motivation (Chapin et al 2008 as cited in Kula, 2011).

Assumed these, research on Federal police officers to date is scarce in many respects and efforts to examine the effect of job-related stress on Police Performance of police officers are simultaneously minimal. The gaps of prior studies police officers can be viewed from the following important points, thematic areas, and researcher areas. One of the limitations of prior studies as argued by some researchers is that existing inquiries in police institutions pay due emphasis to certain another variables like Working environment, Working relationship knowledge and skill affects their police performances, letting aside the job stress dimensions of the officers. In connection with this, Anne Tembur (2017) in their study of factors affecting job performance in national police service argued that — The study established that knowledge and skills for police officers have a profound effect on provision of right job competencies that have a far-reaching impact on job performance.

The other gap is to the best of the researcher's knowledge concerns research is not conducted to explore the Effect of police officers job stress on their performance: the case of Ethiopian Federal Police Commission. Relying on the aforementioned the researcher has been motivated

to examine “The Effect of police officers job stress on their performance: the case of Ethiopian Federal Police Commission”.

An additional to the above-mentioned justifications, it is also imperious to justify the need to conduct the study in federal police. Accordingly, the federal police are found to be the major organization involving stressful actives like Counter terrorism, organized crime, border security as stated "Ethiopian Federal Police Commission Establishment Proclamation No. 720/2011.

2.3 Research Question

This research tries to address the following questions: -

1. What is the effect of work load on employees' performance of police officers in Ethiopian Federal Police Commission?
2. What is the effect of Job insecurity towards employee performance of police officers in Ethiopian Federal Police Commission?
3. What is the effect of work shift towards employee performance of police officers in Ethiopian Federal Police Commission?
4. What is the effect of Job ambiguity towards employee performance of police officers in Ethiopian Federal Police Commission?

2.4 Objectives of the study

2.4.1 General Objectives

The overall objective of this study to examine the effect of job-related stress on Police Performance of police officers in Ethiopian Federal Police Commission

2.4.2 Specific Objectives

The following specific objectives are what this study attempts to answer at the end

- To investigate the effect of work load on Police Performance of police officers in Ethiopian Federal Police Commission.
- To study and examine the effect of Job insecurity towards Police Performance of police officers in Ethiopian Federal Police Commission;
- To study and examine the effect of work shift towards Police Performance of police officers in Ethiopian Federal Police Commission; and
- To study and examine the effect of Job ambiguity towards employee performance of police officers in Ethiopian Federal Police Commission

2.5 Significance of the study

2.5.1 To the Federal police commission and its police components

As the researcher try to explain above, the police job related stress on Police Performance may be innovative area of study in Ethiopian context and needs so much more studies by the academia to resolve the negative impacts in criminal justice system due to low Police Performance of police personnel within the community. This study could be helpful specifically to the fellow police officers, police organizations in general in identifying the causes, consequences and coping mechanisms to manage the negative outcomes of job-related stress on the Police Performance. The study can also use as input for police managers to establish ergonomic to minimize the effect of job stress on the Police Performance and its importance also not belittled for training institutes to develop curricula to train the police personnel how they overcome problem related to stress to fully capitalize their skill to their organization.

Often officers feel frustration because of the challenge of criminals maybe using more technological weapons and other modern materials or using high excessive physical force during committing crime at that time officer mentally disturbed if police officer got stress increase as known that the police performance may be related with stress. Ignorance on how well to handle employees in order to get their optimum results may be one of the reasons why employees are exposed to stressful situations at the place of employment. This study would be useful to managers who'll be better informed as how to treat employee to get high performance from them. As a result of careful perusal of this work, it is hoped that police officers will be better able to identify stressful events, eliminate them wherever possible and control their influence on them.

2.5.2 To the researcher

From my long-time service as a police officer in different level of position and practical work experience, and also as pre my observation, my colleagues experience working in commission as a police officer are seems like they are easily exposed to stress even no study conducted in Ethiopian context. Policing work mainly concentrated on crime prevention and investigation, in their day-to-day law enforcement activates they exposed to health problem such as stress and other psychological problems which affects the work performance of the officer. the other point of view, while the officer is conducting a specific police (military) operation to overcome a

certain situation the police officers sometime use excessive force due to of lack of policing tactical and technical expertise knowledge this study could strengthen my professional overview.

2.5.3 To the other researchers

It is hoped that police officers would be in a better position to recognize stressful situations, eliminate them wherever possible and monitor their impact on their performance as a result of thorough perusal of this work. This should contribute, on their part, to improved work performance. This thesis will later certainly be helpful to researchers who will find any or it as useful points for further research work on the work of law enforcement officers.

2.6 Operational definitions of terms

Job Stress: Stress is often described as a feeling of being overloaded, wound-up tight, tense and worried. We all experience stress at times. It can sometimes help to motivate us to get a task finished, or perform well. But stress can also be harmful if we become over-stressed and it interferes with our ability to get on with our normal life for too long.

Police Performance: This refers to activities expected of a Police officer and how well those activities are executed

Police officers: refers to persons whose work is police profession.

2.1 The Scope of the Study

According to the EFDR constitution article 51 Federal police commission established as federal level however, functions throughout the country. The scope of the study is delimited to the different departments in Addis Ababa and Ethiopian police university located at Sendafa which 36 KM far from Addis Ababa. The reason why the head quarter and main department in Addis Ababa is because the Head quarter consists of deferent type of personnel and department with the verity of duties like under crime prevention, department such as rapid police force ,commando, counter terrorism, anti-riot , custom control, vital installation protection and the other main areas. And also the crime investigation, is consists of tactical investigation and the forensics part, further more police university, supportive main sectors like human resource logistics and staff in Addis Ababa. That is the major reasons for the researcher to take the federal police in Addis Ababa and in Sendafa as the scope of the study besides of time limit and financial constraints.

While measuring police Job Stress conditions, the current study was limited to certain dimensions of Job stress including, the workload, Job Security, Shift work, role Ambiguity the current study was also limited to certain socio-demographic variables: gender, age, and educational level, Police rank, sector and unit of the officers and year of Experience

In measuring Job Performance of police officers, this study took into account the extent to which work overload affect my job performance, the level of Lack of training affects the my job performance what level their performance decreases due to shift works, level of Job insecurity affect job performance, and finally Role Ambiguity problem affects performance of the police officers in federal police commission.

2.2 Limitation of the Study

The current study is confined to police officers in the Ethiopian Federal Police Commission and focuses on police officers in and around Addis Ababa whereas the deployment of federal police deployment is all direction of the county.

2.3 Organization of the study

The present study has five chapters. The first chapter focuses on the background, statement of the problem, objective and significance of the study. The second chapter comprises review of related literatures. The third chapter will be given for methodology of the study. The results/findings of the study are dealt with in chapter four. Chapter five focuses on the discussion, summery, conclusion and recommendations of the study.

CHAPTER TWO

3. LITERATURE REVIEW

3.1 Introduction

In this chapter studies on job stress and Police Performance are reviewed. The review is organized as follows: the first part is about the relationship between job stress and Police Performance copes from different perspectives, secondly theories of stress at work and coping strategies, thirdly overall status of work-related stress and finally the measurement issues with research findings in the area.

3.2 Theoretical Framework

3.2.1 Cognitive Activation Theory of Stress

Although the experience may produce discomfort for the individual, arousal and stress are vital to the operation of complex brains, and the Cognitive Activation Theory of Stress (CATS). Donald and Siu, (2001) suggests that repeated experiences with a stimulus allows individuals to adapt and regulate themselves. The purpose of arousal is to compel the individual to remove the source of the stress “alarm” and the alarm itself, similar to how it has been argued that the function of affect is to direct action (Lazarus, 1991). Or, if not removed, the individual then is able to sustain the activation necessary to handle the stressor. Consequently, the stress experience is part of an adaptive and beneficial system that has survived the test of evolution. CATS argues that because the stress alarm occurs when there is a discrepancy between what is desired and what is reality, individuals will associate a probability with the likelihood of abolishing the alarm and its source. This expectancy will have a strong influence on the level of arousal. At its simplest, if the person has control and expects a desired outcome, then the alarm will not be activated (i.e., stressors will not be felt, psychologically or physiologically). However, if the future is unpredictable and/or an individual does not have the necessary resources to handle the demands, then the alarm is activated. Further, there are instances (e.g., avoidant coping, learned helplessness) when individuals do not possess the necessary resources to handle the situation and remove themselves from it, thus engaging a passive response that provokes a positive outcome expectation, reducing stress activation

3.2.2 Psychological Stress: The Lazarus Theory

Two concepts are central to any psychological stress theory: appraisal, i.e., individuals' evaluation of the significance of what is happening for their well-being, and coping, i.e., individuals' efforts in thought and action to manage specific demands (cf. Lazarus 1993). Since its first presentation as a comprehensive theory (Lazarus 1966), the Lazarus stress theory has undergone several essential revisions (cf. Lazarus 1991, Lazarus and Folkman 1984, Lazarus and Launier 1978). In the latest version (see Lazarus 1991), stress is regarded as a relational concept, i.e., stress is not defined as a specific kind of external stimulation nor a specific pattern of physiological, behavioral, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment. 'Psychological stress refers to a relationship with the environment that the person appraises as significant for his or her wellbeing and in which the demands tax or exceed available coping resources' (Lazarus and Folkman 1986, p. 63). This definition points to two processes as central mediators within the person-environment transaction: cognitive appraisal and coping. The concept of appraisal, introduced into emotion research by Arnold (1960) and elaborated with respect to stress processes by Lazarus (1966), Lazarus and Launier 1978), is a key factor for understanding stress-relevant transactions. This concept is based on the idea that emotional processes (including stress) are dependent on actual expectancies that persons manifest with regard to the significance and outcome of a specific encounter. This concept is necessary to explain individual differences in quality, intensity, and duration of an elicited emotion in environments that are objectively equal for different individuals. It is generally assumed that the resulting state is generated, maintained, and eventually altered by a specific pattern of appraisals. These appraisals, in turn, are determined by a number of personal and situational factors. The most important factors on the personal side are motivational dispositions, goals, values, and generalized expectancies. Relevant situational parameters are predictability, controllability, and imminence of a potentially stressful event. In his monograph on emotion and adaptation, Lazarus (1991) developed a comprehensive emotion theory that also includes a stress theory (cf. Lazarus 1993). This theory distinguishes two basic forms of appraisal, primary and secondary appraisal (see also Lazarus 1966). These forms rely on different sources of information. Primary appraisal concerns whether something of relevance to the individual's wellbeing occurs, whereas secondary appraisal concerns coping options.

3.2.3 Resource Theories of Stress: A Bridge between Systemic and Cognitive Viewpoints

Unlike approaches discussed so far, resource theories of stress are not primarily concerned with factors that create stress, but with resources that preserve wellbeing in the face of stressful encounters. Several social and personal constructs have been proposed, such as social support (Schwarzer and Leppin 1991), sense of coherence (Antonovsky 1979), hardiness (Kobasa 1979), self-efficacy (Bandura 1977), or optimism (Scheier and Carver 1992). Whereas self-efficacy and optimism are single protective factors, hardiness and sense of coherence represent tripartite approaches. Hardiness is an amalgam of three components: internal control, commitment, and a sense of challenge as opposed to threat. Similarly, sense of coherence consists of believing that the world is meaningful, predictable, and basically benevolent. Within the social support field, several types have been investigated, such as instrumental, informational, appraisal, and emotional support. The recently offered conservation of resources (COR) theory (Hobfoll 1989, Hobfoll et al. 1996) assumes that stress occurs in any of three contexts: when people experience loss of resources, when resources are threatened, or when people invest their resources without subsequent gain. Four categories of resources are proposed: object resources (i.e., physical objects such as home, clothing, or access to transportation), condition resources (e.g., employment, personal relationships), personal resources (e.g., skills or self-efficacy), and energy resources (means that facilitate the attainment of other resources, for example, money, credit, or knowledge). Hobfoll and co-workers outlined a number of testable hypotheses (called principles) derived from basic assumptions of COR (cf. Hobfoll et al. 1996). 1. Loss of resources is the primary source of stress. This principle contradicts the fundamental assumption of approaches on critical life events (cf. Holmes and Rahe 1967) that stress occurs whenever individuals are forced to readjust themselves to situational circumstances, may these circumstances be positive (e.g., marriage) or negative (e.g., loss of a beloved person). In an empirical test of this basic principle, Hobfoll and Lilly (1993) found that only loss of resources was related to distress. 2. Resources act to preserve and protect other resources. Self-esteem is an important resource that may be beneficial for other resources. Hobfoll and Leiberman (1987), for example, observed that women who were high in self-esteem made good use of social support when confronted with stress, whereas those who lacked self-esteem interpreted social support as an indication of personal inadequacy and, consequently, misused support. 3. Following stressful circumstances, individuals have an increasingly depleted resource pool to combat further stress. This depletion

impairs individuals' capability of coping with further stress, thus resulting in a loss spiral. This process view of resource investment requires focusing on how the interplay between resources and situational demands changes over time as stressor sequences unfold. In addition, this principle shows that it is important to investigate not only the effect of resources on outcome, but also of outcome on resources.

3.3 Empirical framework

3.3.1 Job stress and police officers

As indicated by (Lazarus and Folkman, 1984 as referred to in Myendeki, 2008) Employment stress happens when occupation requests surpass the individual's versatile assets. Consequently, stress alludes to the impermanent variation measure that is joined by mental and actual side effects, and it is brought about by aggravation in the balance between work requests and the capacity of the specialist to react to the requests. At the point when occupation requests are too high to even think about coping with, stress responses are probably going to happen (Myendeki, 2008). As it was expressed in the methodical audit on work related pressure, burnout, and adapting in police workforce by (Poonam K. Nikam and et al., 2014) the police pressure doesn't spring from single impacts of the work yet from impacts of their ordinary presentation to human awful conduct and harming, from the adjustments in working movement, the extensive stretches of weariness, and the consistent introduction to the peril that are essential for police work which causes genuine occupation stress. Nikam and et al. (2014) additionally sorted the wellsprings of police work-related pressure into four: stresses characteristic in police work stresses emerging inside from police division practices and arrangements, outside burdens coming from the criminal equity framework and the general public everywhere, and inner anxieties defying singular officials. While depicting the mental impacts of pressure in cops (Martin Symonds, 1972 as referred to in Nikam and et al., 2014) partitioned the wellsprings of police pressure into two general classifications: (A) The idea of police work: like the consistent presentation to threat, confronting the obscure, going up against antagonism, making decisions in quickly changing and eccentric circumstances. (B) The idea of police associations: like the semi-military structure of police associations, rivalry for limited time openings, obnoxious occupation tasks, and shifting deployments. The Therapist and cop (Terry Elsenberg, 1975 as referred to in Nikam and et al., 2014) in view of his experience assembled the wellsprings of police pressure into six

classifications inside hierarchical practices and attributes inside an association (helpless management, nonattendance or absence of profession improvement openings, insufficient prize framework, hostile arrangements, pointless administrative work, and low-quality gear) which may incite or empower the advancement of stress. Between hierarchical practices and attributes, criminal equity framework practices and qualities, public practices and attributes, police work without help from anyone else, and the cop.

3.3.2 Job Stress and Job Performance

Stress has been viewed as a characteristic lift to an individual (Cooper and Williams, 1990). Weight at work can be communicated as the consequence of an individual as a result of the work environment from which he feels shaky. Business related weight can be by and large immobilizing because of its possible perils to family working and individual execution. Work related weight can make a qualification between demands on families and the limit of families to give material security to them (Sauter and Murphy, 1995). While there is an enormous assortment of assessments that oversees work and family there is a tolerably little investigation that oversees evident occupation precariousness (i.e., concerns or fears about business adversity) and marriage and regular day to day existence (Schwartz, 1999). Stresses are conditions which happen when one comprehends the 8 loads on them or the necessities of conditions are broader than their affirmation that they can manage, if these essentials are colossal and continue for a more broadened time period with no range, mental, physical, or social issues may occur (Smola and Sutton, 2002). Stress exists in every affiliation either huge or little, workplaces and affiliations have gotten a particularly colossal measure of complex as a result of which it exists, working climate stress has enormous effects over the agent's business execution, and the relationship in the U.K are endeavoring to adjust to the present circumstance, (Somers, 1995). Evers, Frese and Cooper (2000) observes that there are eleven powers that are used as precursors of weight by investigates (over-trouble, work vagary, work battle, commitment with respect to people, collaboration, Absence of info, remaining mindful of lively mechanical change, being in a creative work, job improvement, legitimate structure and atmosphere, and progressing verbose events..) over-trouble: extreme work or work that is outside one's ability (Seared and Yeverechyahu, (1998), work vulnerability: work insufficient information concerning powers, authority, and commitments to play out one's work (Chen and Farh, (2002); (Jackson and Schuler (2000); Kobasa, Maddi and Kahn 1982; Jamal 1999; Meyer and Allen 1991; Lazarus

1991), obligation in regards to people: obligation with respect to people, flourishing works, business security, and master new development (Riketta, 2002), speculation: Degree to which one has sway over options relevant to one's work (Paunonen and Jackson, 1989).

According to Riketta (2002) delegates have a penchant towards a critical degree of weight as for time, working for longer hours decreases laborers' craving for performing better in their workplaces. According to Scullen and Goff (2000), the chief's sponsorship will either help in diminishing or growing tension on agents. The chiefs maintain should fill in as a cushion that insistently decreases business-related weight in delegates. There are a huge load of reasons causing pressure in workplaces: family conflicts and work over-trouble are a segment of the reasons perceived to fundamentally cause pressure and decrease the productivity of the agents. If the affiliation's organization doesn't esteem its agents for their constant exertion or responsibility toward the affiliation makes pressure and by and large makes an objective to leave (Meyer and Smith, 1993).

3.3.3 Effect of Stress on Job Performance

Stress is undesirable response individuals need to serious weights or different kinds of requests put upon them. Gigantic and multi fields writing focuses on a ton of key factors, for example, workplace, the board uphold, the outstanding task at hand, and so forth in deciding the distressing the work can be and its impact on representative physical and psychological well-being (Scullen and Goff, 2000). As per (Siu and Cooper, 1998) work to family clashes is likewise an archetype that makes pressure on representatives of an association. Occupation stress has been likewise seen as broken for associations.

Scullen (2000) portrayed employment execution as involving four perspectives; I) general execution, ii) human execution, iii) specialized execution, and IV). Regulatory execution (Steve Scullen, 2001).RubinaKazmi, (2008) saw work execution as the consequence of three components cooperating: ability, exertion, and the idea of work conditions. Aptitudes incorporate the information, capacities, and abilities of the representatives; exertion is the level of inspiration the worker advances towards finishing the work, and the idea of work conditions is the level of convenience of these conditions in encouraging the representative's presentation. The entire worry for the associations is the exhibition of their representatives regardless of variables and

conditions. Great execution of workers prompts great authoritative execution which is a marker of their prosperity (Armstrong and Baron, 1998).

A conclusive accomplishment or dissatisfaction of affiliation is settled altogether by the introduction of their laborers (Bartlett and Ghoshal, 1995 in Ahmed and Ramzan, 2013). Stress hugely affects the association and person's execution and it outrageously impacts the prosperity of agents (Mimura and Griffiths, 2003 in Shah et al, 2012). These effects can be summarized as mental effects, for instance, debilitation, disquiet, debilitating in execution, rot in social relations, exhaustion, snappy restraint, and loss of assumption or goal. Physiological Impacts: When stress proceeds, it can prompt migraines, increase instantly, raised cholesterol, and hypertension. It can in like manner brief heart ailment, ulcer, and infirmity (Greenberg; 1999).

3.3.4 Recent Findings

Time is valuable, hence with the commitments people uphold from being a professional to domestic accountabilities, time pushes everyone to squeeze every second they could have (Hochschild, 1997; Perlow, 1998). Time pressure seemed to become increasingly a main issue of work in most developing countries (Moore et. al 2012). In one unique experiment that was conducted, of how time pressure and completion of work impacts the existence of „cognitive lockup“, it was discovered that if most people would have completed their task the likelihood for cognitive lockup is to rise (Schreuder & Mioch, 2011). On the contrary if people execute their task for the second time the probability somehow decreases (Schreuder & Mioch, 2011). However, no effects were seen between time pressure and employees“ performance (Schreuder & Mioch, 2011). Few researches e.g. (van d.k 2009, De D. 2003, Durham et al. 2000, Karau & Kelly 1992, Kelly and Loving, 2004), shared the following concerns that lead time pressure at individual level: Performance becomes faster due to the inconsideration of several options; Poor quality of work due to inability of executing task in a systematic or effective manner; and more empirical processing of information and those results from refraining of providing adequate resolution or decision. In team level, when time pressure increases it helps members to focus on the main tasks and emphasizes in completing the task as fast as possible, even though it impacts both their interaction and job performance but the same time quality of work is being sacrificed (Kelly & Loving, 2004). It is obviously not ideal to take more time on all tasks because employees“ concern is not only on one task but also about their output – getting the most

executed within the limited time given (Kelly & Loving, 2004). Time pressure need not be perceived or imply as negative. But in most cases, when employees' performance is impacted by time pressure they are prone in making more mistakes (Johnson et al., 1993 cited in Moore et al, 2012).

It is a known fact that the issues of heavy workload and stress at job seemed to be rising day-by-day and literally, every employee seemed to be exposed to this workload issue regardless of their background or industries they belong (Shah et al. n.d). In today's market, organisations do not have much of a choice but to chase on complex aims or objectives that are often challenging to reconcile, either to succeed in becoming more productive, profitable or more competitive. What seemed to „push to shaft“ towards these directions; are globalisation, economy liberalisation and ICT advancement (Vinet, Bourbonnais, & Brisson, 2003). For one to operate systematically and efficiently workload needs to be define properly and when a workload is either too low or too high it could back fire either ways on the overall employees' performance (Dasgupta, 2013). Employees' are demanded to possess versatility, being flexible and required to be available when duty calls. Due to these factors, employees' seemed to be overwhelmed and seemed to find it straining in carrying out their tasks within the limited timeline given (De Coninck & Gollac, 2006). Workload connects to the force of a task or job, it produces mental stress and when in stress employee loses interest to complete their task or they try to avoid the consequences of not accomplishing them (Fournier et al. 2011). What is ironic is that the work distribution in a public sector is different compared to the private sector. Employees' in the public sector usually do little but seek extra benefits, they are usually not overloaded, but they literally exposed themselves under the pretext of workload stress (Fournier et al. 2011). In a positive end, workload is not always negative, but it also provides opportunities for employees' to gain experience faster and increase their productivity, but at the same time, massive work overload could also result in less productivity and incompetence (Shah et al. n.d).

Motivation is a process that allows someone to strive towards achieving their goals, it is also an intelligence that cannot be observed directly (Seth, 2003), cited (Ibrahim and Brobbey, 2015). Motivation is one of the most vital concepts of psychological process where managers could encourage growth to their fellow peers in achieving specific goals (Adnan, 2005). According to Bartol and Martin (1998), they considered motivation as a powerful instrument that strengthen

actions and activates the inclination to continue. Motivation also plays as a driver to fulfill and unfulfilled needs that inspires a performance that is objectively set. Due to the current volatile and competitive market, most of the organization are striving to compete for survival, as such, motivating their employees“ is vital for any organization to succeed through the measurement of employees“ performance (Dobre, 2013). Based from an international study conducted by Mullins of Proud foot Consulting (2005), he discovered that the main factor for less productivity is due to low working morale, relates to low motivation, feeling unappreciative and being rewarded poorly. Kalimullah (2010), also suggested that if organization practice motivating their employees“, their employees“ will eventually aligned their goals with the organization and perform better, they will continuously look forward to improve in their work even though if working under any stressful or challenging conditions (Dobre, 2013). Employees“ are considered as the main source of an organization’s advantage towards business competition. Therefore, one could determine if the organization will grow or live on depends on how they motivate their employees“ (Lawler, 2003). Not all employees“ are the same, they all have different visions, different abilities, physiological needs that motivates them, so it is important that the organization take time and seriousness evaluating what’s important to motivate their employee in order to see better performance, productivity and loyalty (Dobre, 2013).

3.4 Conceptual framework

This research firstly will investigate the effect of job stress on employees’ performance; will examine the effect of Job ambiguity towards employee performance of police officers in Ethiopian Federal Police Commission; study and examine the effect of workload towards employee performance and also study and examine the effect of Work shift towards employee performance of police officers in Ethiopian Federal Police Commission; In this case the dependent variable of the research is job performance while the workload, Time pressure and Lack of motivation Final will investigate the Effect of police officers job stress on their performance: the case of Ethiopian Federal Police Commission.

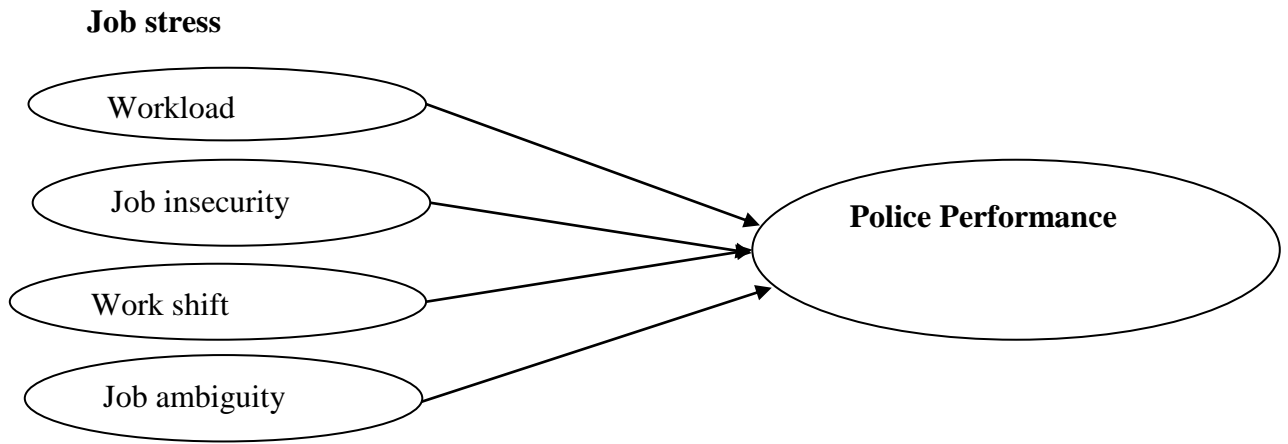


Figure 1: conceptual frame work for job stress and job performance (Mai & Vu, 2016)

CHAPTER THREE

4. RESEARCH METHODOLOGY

4.1 Introduction

The approach that the researcher used in the study is highlighted in this chapter. The following sections are discussed: research design, sampling methods and techniques, methods and techniques for data collection, and data analysis and instruments to be used in the study. Accordingly, this chapter has described the type of data collected, the sampling and methods and techniques of data collection employed in this research and the rationale for using these methods as well as the process of data analysis which are the best fit for this research aims and objectives, provide valid and reliable results

4.2 Research approach

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. In general there are three approaches research, qualitative, quantitative and mixed, as preferred by the researcher based on the objectives of the research. Accordingly, the researcher has utilized quantitative approach of research for the purpose of this research Creswell, (1994) called quantitative research as positivist, experimental and empirical. The data in this type of study employs statistical models. The main goal of the quantitative study is to ensure objectivity in a limited set of phenomena. Objectivity of the researchers is the main goal of the quantitative research. That means the personal beliefs, values of the researcher, and biases should not influence the way of data collection and analysis. The data collections tools administered with minimal interaction between subjects and researcher (Keeves, 1997). By using this approach will also intended to test whether there is a relationship between job stress and job performance among police officer with a reasonable reliability.

4.3 Research Design

In this study, quantitative set of data and explanatory research design was used by the researcher. For this study, the design is ideal because the study attempts to gather data from respondents

regarding their attitudes and opinions in relation to the relationship between stress and job efficiency. It seeks a description of the conditions surrounding the police officer on the field.

This is the structure of data collection and interpretation circumstances in a manner that integrates their interaction with the research intent, which is the ultimate study behavior strategy, it will help address the test questions and accomplish the study objective.

4.4 Study Area and Target Population

Population refers to the set or group of all the units on which the findings of the research are to be applied. It consists of all the units on which the findings of research can be applied. In other words, population is a set of all the units which possess variable characteristic under study and for which findings of research can be generalized (Shukla S., 2020)¹

The total population of this study comprises the current total number of EFPC which are nearly 39,400 (thirty-nine thousand four hundred) from which 6705 are females. The research also cover four major sectors of EFPC structured under the commission and each of these are managed by led by Deputy Commissioner Generals appointed by the government who are supposed to report to the Commissioner General of EFPC. These sectors are named as; Human Resource and Development, Police University, Crime Prevention and Criminal Investigation sectors. There are also several Directorates under each sector.

4.5 Sample Size and Sampling Techniques

Due to various reasons, data are collected from units of sample instead of all units of population in majority of researches and their findings are generalized in the context of entire population. This can be done precisely only if the efforts are made to select the sample by keeping in mind the characteristics of an ideal sample. Due to large number of police officers and various sections and subsection that EFPC has and the number of police officers, it is not feasible as well as not necessary to address all the population, and the researcher selected the portion of it (sample) by using different techniques (sampling) which are nearly represent the whole. Primarily, Ethiopian

¹Shukla S. (2020) Concept of Population and Sample: Indian Institute of Teacher Education Gandhinagar <https://www.researchgate.net/publication/34642670> 7

Federal Police commission was grouped and the existing independent sectors were taken as the clusters in the first stratum. To ensure that all variations are captured across potentially heterogeneous working departments (sectors and deputy sectors) all the sectors responsible to the commissioner general were included. Meanwhile, spatially Federal police commission crime prevention sector, Bureau of Crime Investigation Administration and development sector, Ethiopian Police University Ethiopian health services deputy sector and Commissioner General Staff and office deputy sector were addressed by this study purposively.

Most importantly, EFPC has seventy six (76) directorates, as stated early, here in after referred to as primary sampling units (PSUs) which are arranged as the second stratum under the three sectors, one university and two deputy sectors, from which 16 were selected as a sample for this research. At this level, two sampling methods have been used due to the uneven distribution of numbers of PSUs when, a mix of stratified simple random sampling and quota sampling, Thus, first, a decision was made to sample one-fifth of the total PSUs. This would have made the total number of PSUs 16 (out of the total 76), and the second decision was that as the crime prevention sector which have more than 80% police officers share from the total personnel of the EFPC, more than 50% of sample quota was given to this sector, hence, the remaining sectors has given proportional share of advantages in selecting sample by using the same quota method. Accordingly, by using these sampling methods, all sectors that have less than at least four PSUs (directorates) have been represented by a single PSU. Accordingly, the following table indicates the sample Selected for this study as PSU and personnel

Selecting study participants using simple random sampling was achieved proportionally from the entire department in the organizations. Furthermore, employing random sampling ensures that every person has equal chance to become part of the study. Within the variation of the officers needed to be well appreciated, thus, on the basis of this argument the following set of criteria would be developed for sampling.

- First, with the expectation of variation across sex, equal number of female and male police officers were drawn from each PSUs through cluster sampling method;

- Second, the federal police commission has both police and civilian staff. However, owing to the expected significant variation in their duty and ease of collect data, only police staff were included in this study;

Table 1: Selected Study Sites and number of police officers, 2022.

| No | Sector | Number of PSUs | Number of police officers | | |
|--------------|---|----------------|---------------------------|------------|------------|
| | | | Female | Male | Total |
| 1. | Crime prevention sector | 8 | 40 | 160 | 200 |
| 2. | Bureau of crime investigation | 2 | 10 | 40 | 50 |
| 3. | Administration and development sector | 2 | 10 | 40 | 50 |
| 4. | Ethiopian Police university | 2 | 10 | 40 | 50 |
| 5. | Health service deputy sector | 1 | 5 | 20 | 25 |
| 6. | Commissioner general Staff and office deputy sector | 1 | 5 | 20 | 25 |
| Total | | 16 | 80 | 320 | 400 |

The actual field survey was conducted over a period one week and self-administered questioner was employed to obtain the required information from the respondents. The sample size for the study was determined using sample size determination formula which is stated by Slovin's Formula. They also put a table for determining the required sample size for a given population based on this formula which is the ready and easy reference to use.

$$n = \frac{N}{1 + Ne^2}$$

Where

n = Sample Size

N = Population Size

e = Margin of Error

1 = Constant Value

$$n = \frac{39400}{1 + (39400)0.05^2}$$

$$n = 399.9 \approx \mathbf{400}$$

4.6 Data collection instrument

As stated by Muhammad Kabir (2016)² Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. These methods vary based on the research method that the researcher selected in advance to employ. As this study focuses on quantitative research method, data was collected using Questionnaire prepared after reviewing several literatures. Thus, the data collection tool has four sections. The first section includes socio demographic variables, the second section included job stress dimensions, the third section is about police performance. The data in each of the items and sub scales were arranged in ascending order, from smallest to largest. Thus, numbers out of the predetermined ranges were easily sorted and all scales items are rated in five-point scale ranging from 5 (Strongly agree) to 1 (Strongly disagree). Therefore, anyone who responds out of this range was easily detected and cleaned.

4.7 Pretests

To test the objectivity and reliability of the instruments a pilot test was conducted on 30 randomly selected police officers from head quarter of Ethiopian federal police. The first rationale to conduct the pretest was that some of the items in the tests require intermediate proficiency in the English language and the use of the Amharic translation required. Thus, first the items were checked by administering both the translated Amharic and English version and analyzing the correlation of these items from both versions. The responses of the respondents were scored and the reliability of the four sub scales to measure job stress dimensions i.e. Workload, Job Insecurity, Shift work, Role Ambiguity and Police job performance the Items was computed using the SPSS software package, version 25. The final set of instruments included: After amending 2 items, to measure police performance consisting of 5 items ($\alpha = 0.92$), Job stress dimensions; Job Insecurity, Shift work, Role Ambiguity and Workload Sub-

² Muhammad Kabir (2016) Methods of Data Collection, (PDF) <https://www.researchgate.net/publication>

Scale consisting of 20 items ($\alpha = 0.82$). Thus, the total questionnaire consisted employed in current study were 25 items

4.8 Procedures of Data Collection

There are two types of data in any research process, primary and secondary data. This research also employed both primary and secondary data where primary data were collected by self-administered questionnaires whereas secondary data were collected by review of related literatures. The primary data collection tool, self-administered Questionnaire, were consists of questions that can measures job stress, and job performance. Questionnaires administration/distribution was made during working time and which took 30minutes in average approximately. The data was collected by the researcher and assistants recruited by the researcher based on clear requirement on their ability and trustworthiness. Before disseminating the t questionnaire, the researcher provided a brief orientation as how to fill the questionnaire and the purpose of the study for the respondents as well as the assistants. As most of the police officers, respondents for the questionnaire were living in camp and peer influence is one of expected problem in such condition, for assuring uninfluenced self-response, these respondents were clearly informed to avoid discussion concerning the administered questionnaire to respond what they are feeling freely.

4.9 Method of Analysis

According to Creswell (2012) before a data analysis progresses making sure that outliers are checked out and missing data are managed is the very initial step. Accordingly, before immediately embarking on analyzing any of the data fed to the software, the data was cleaned up and missing data was appropriately managed. Although there are different mechanisms to clean data in a software grid, like visual inspection (Creswell, 2012), the researcher used the SPSS software itself to sort out cases or outliers, as the encoded data was relatively large to visually inspect. In addition to cleaning the data, items that were missed due to different factors such as, intentionally and unconsciously skipped items, were appropriately managed. Therefore, as an effort to manage these missing data and as a move to enhance the reliability of the data, missing data was totally eliminated out.

Data was entered and analyzed using Statistical software for social sciences (IBM SPSS) version 25. Both descriptive and inferential statistics were conducted. As part of the descriptive statistics, mean, median, standard deviation, frequency and percentage were used. Before the conducting of any statistical analysis, normal distribution of the dependent variable and Homogeneity of variance and linearity was tested using.

Inferential statistics like Pearson's correlation technique and multiple linear regression are employed to analyze correlation and effect of between job stress and job performance among police officer in Ethiopian Federal Police Commission. Result was presented using text and tables.

3.9. Ethical Considerations

Ethics are central to the research process. Researchers need to take care of various ethical issues at different levels of this process. The reality is there can be ethical concerns at every step of the research process (Bickman& Rog, 2009). Accordingly, this researcher has clearly understood ethical issues related to research in advance before the commencement and applied strictly in this research work.. The information assortment didn't uncover the qualified police officers' names. A datasheet was attached with every survey to give study subtleties, privileges of the members, and recommending that filling the survey infers educated assent. Members had been given the option to pull out from the examination at any phase of the exploration.

CHAPTER FOUR

5. RESULT AND DISCUSSION

5.1 Result/Finings of the study

5.1.1 Introduction

This research work is primarily interested in ascertaining the impact of job related stress on the performance of Ethiopian Federal Police Commission police officers who are working at different levels in different places. This chapter presents the major results of the study, organized in four major sub-sections. The first section illustrates about, management of data and the sample characteristics. The second section presents socio demographic characteristics of the participants. The third section presents the dimensions of job stress and Police Performance. The fourth section deals with the relationship between job stress and Police Performance.

5.1.2 Demographic characteristics of participants

In the course of conducting this study, the researcher distributed survey questionnaires of a total of respondent of 400 out of which 349 respondents were able to complete the questionnaires. Therefore, response rate achievement is 87.25% which is with the above criterion. Henceforth, it can be justified that the response rate is complete and adequate to conduct this study.

Gender distribution

Table 2 Gender distribution, 2022.

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 282 | 80.8 |
| female | 67 | 19.2 |
| Total | 349 | 100.0 |

As shown in the above table (80.8%, n = 282) of the respondents are males, and (19.2%,n = 67) of the respondents are females that are massive majority of respondents were males.

Distribution in terms of Age

Table 3: Distribution in terms of Age, 2022.

| Age category | Frequency | Percent |
|--------------|-----------|---------|
| 18-28 | 80 | 22.9 |
| 29-39 | 175 | 50.1 |
| 40-50 | 64 | 18.3 |
| 51 and Above | 30 | 8.6 |
| Total | 349 | 100.0 |

As indicated in table 3 above, (22.9%, n = 80) of the respondents are in the age range of 18-28 years old, (50.1%, = 175) are in the range of 29-39 years old, (18%, n= 64) are in 40-50years old and the rest (8.6%, n = 30) are above 51 years old. Most of the respondents (73 %, n = 255) are below the age of 40, this probably be a great opportunity to the commission to introduce new best practices at the organization because this age group are vulnerable to change and accept reform without much resistant. (Arora, 2015)

5.1.2.1 Distribution in terms Police Rank

Table 4: Current Police rank, 2022.

| Police rank | Frequency | Percent |
|--------------------|------------|--------------|
| Constable | 22 | 6.3 |
| Assistant sergeant | 7 | 2.0 |
| Deputy Sergeant | 37 | 10.6 |
| Sergeant | 13 | 3.7 |
| Chief Sergeant | 63 | 18.1 |
| Ass/Inspector | 69 | 19.8 |
| Deputy Inspector | 21 | 6.0 |
| Inspector | 64 | 18.3 |
| Chief Inspector | 11 | 3.2 |
| Deputy Commander | 14 | 4.0 |
| Commander | 28 | 8.0 |
| Total | 349 | 100.0 |

According to proclamation number 105/11 720 /2011 the police rank categorizes in to concerning to rank the involved participants were from varied levels of ranks; 69(19.8%) were

Ass/inspector, 63(18.1%) were Chief Sergeant 64(18.3%) were Inspector police officers. Therefore, around 40% were at the lower level of rank (Constable-Chief Sergeant), 44.1% were at the middle level rank (Assistant Inspector- Inspector) and 15.2% police officers were at the higher-level rank (chief Inspector-commander). From this one can understand that all level of rank are participated except the strategic rank (Assistant Commissioner to Commissioner General)

5.1.2.2 Distribution in terms of working Sector

Indicated in table 5 below the majority (51 %, n = 178) of participants are from crime prevention sector followed by (11.2%, n = 39) from Crime investigation Bureau and (10.6% n = 37), (10%, n = 35), and (6.9%, n = 24) from Commissioners general office & Staff deputy sector, Ethiopian Police University and Health Service deputy sector respectively.

Table 5: Participants distribution in terms of working Sector, 2022.

| Sector of working | Frequency | Percent |
|--|------------------|----------------|
| Crime investigation Bureau | 39 | 11.2 |
| Administration and development sector | 36 | 10.3 |
| Commissioners general office & Staff deputy sector | 37 | 10.6 |
| Crime Prevention sector | 178 | 51.0 |
| Ethiopian Police University | 35 | 10.0 |
| Health Service deputy sector | 24 | 6.9 |
| Total | 349 | 100.0 |

5.1.2.3 Distribution of in teams types work current assignment

Table 6: Current work assignment, 2022.

| Work assignment: | Frequency | Percent |
|--|------------------|----------------|
| Operational Officer (Crime Prevention) | 159 | 45.6 |
| Investigator | 35 | 10.0 |
| Surveillance | 15 | 4.3 |
| Administrative | 107 | 30.7 |
| Other | 33 | 9.5 |
| Total | 349 | 100.0 |

The majority (45.6%, n = 159) of respondents were deployed in Operational Officer (Crime Prevention) type of policing like, commando counter terrorism rapid police and anti-riot (30.7%, n = 107) participants deployed in administrative support, (4.5% n = 15) deployed surveillance and the remaining (9.5% n = 33) respondents were deployed in other like providing logistics for the officers. From this we can infer that the research collected data all taps of department in the organization.

5.1.2.4 Distribution in terms level of education

Table 7: Distribution in terms level of education, 2022

| Level of education | Frequency | Percent |
|---------------------------|------------------|----------------|
| Gread10/12 Complete | 44 | 12.6 |
| Certificate | 25 | 7.2 |
| Diploma | 109 | 31.2 |
| Bachelor's Degree | 153 | 43.8 |
| Master's Degree | 18 | 5.2 |
| Total | 349 | 100.0 |

As indicated table 7 the majority (43.8%, n = 153) of respondent police officers are Bachelor's Degree holders while (31.2%, n = 109) are diploma holders and (12%, n = 44) completed Gread10/12, (7.2% n = 25) are certificate holders and 5.2 percent are master's holder. Therefore, most of the employee of the organization has at least holding bachelor degree.

5.1.2.5 Work Experience Distribution

Table 8: Work Experience Distribution, 2022.

| Work Experience | Frequency | Percent |
|------------------------|------------------|----------------|
| 0-10 | 68 | 19.5 |
| 11-20 | 184 | 52.7 |
| 21-30 | 57 | 16.3 |
| 31 and above | 40 | 11.5 |
| Total | 349 | 100.0 |

As shown above the table 8 the respondents have different work experiences. Majority (52.7% n = 184) of the respondents have 11-20 years of work experiences, (19.5% n = 68) have 0-10 years' work experience as a police officer, (16.3% n = 57) have 21-30 years' work experience and (11.5% n = 40) have above years' work experience. Therefore, majority of the police officers in the organization were well experienced in the area as police officer.

5.1.3 Dimensions of Job stress and Police Performance

Dimension of job stress was measured using liker scaled questioners consists of work load, job security, shift work and Role of ambiguity. Their mean score was evaluated and presented below and the interpretation considered 1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).

Work load

Table 9: work load dimensions, 2022.

| Work load | N | Mean | Standard deviation (SD) |
|---|----------|-------------|--------------------------------|
| I have Shortage of help at work | 349 | 2.90 | 1.367 |
| My co-workers are inefficient | 349 | 2.58 | 1.303 |
| I have High levels of time pressure | 349 | 2.68 | 1.345 |
| I am involved in various responsibilities and hold too many roles | 349 | 3.19 | 1.469 |
| I am responsible for too many people / projects | 349 | 3.55 | 1.494 |
| Grand mean of Work load | 349 | 3.19 | .842 |

NB: 1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).

Work load in this study is interpreted based on the mean score and the higher the mean score, the more the work load. Based on the table 9 above, having too many responsibilities had neutral score (M=3.55), while having inefficient coworker had mean score of (M=2.58) and indicates a level of disagree. This indicates inefficiency coworkers were not problem of the commission and overloaded responsibility was the main problem of the institution. The grand mean work load

mean score (M=3.19) had in medium or neutral level. This indicates that there is still the problem of work load in which the employee was under pressure even though it is not higher level.

Job Security

Table 10: Job insecurity dimensions, 2022.

| Job insecurity | N | Mean | Standard deviation (SD) |
|---------------------------------------|----------|-------------|--------------------------------|
| I have fear of being laid off / fired | 349 | 2.01 | 1.372 |
| I am concerned about low wages | 349 | 3.56 | 1.463 |
| I feel uncertain about my future | 349 | 2.89 | 1.517 |
| I am Worry about poor pension | 349 | 2.99 | 1.522 |
| I Need 'PULL' to get ahead | 349 | 3.24 | 1.496 |
| Grand mean, Job Insecurity | 349 | 2.94 | .978 |

NB: 1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).

Based on the table 10 above, Job insecurity mean score interpreted as the higher the mean score, the better employee job security. Thus, regarding wage had medium level mean score among other inquires (M=3.56), while having fear of being laid off / fired had score (M=2.01). This indicates, low wage is the main job insecurity related concern of the employee and the employee had no fear of being fired. Thus, overall job securities mean score was 2.94 indicating nearly medium but categorized under disagree. Thus, the organization job insecurity issue should get attention and the employees were concerned about their job security.

Shift Work

Table 11: Shift work related dimensions, 2022.

| Shift Work | N | Mean | Standard deviation (SD) |
|--|-----|------|-------------------------|
| I Feel chronic effects on mental health | 349 | 2.09 | 1.396 |
| Shift work affects my family life | 349 | 2.74 | 1.525 |
| Shift works leads me to social & domestic disruptions | 349 | 2.78 | 1.466 |
| Shift work Affect my leisure time | 349 | 2.66 | 1.494 |
| I Feel uncomfortable while comparing other shift workers | 349 | 2.59 | 1.472 |
| Grand mean shift job | 349 | 2.57 | 1.227 |

NB: *1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).*

The above table indicate shift work related dimension and the higher the mean score indicate the higher the shift work concern in which having shift works leads me to social & domestic disruptions had disagree level mean score(M=2.78) indicating the employee concerned with social disruption due to highest work load in the institution. However, feeling its effect to mental illness had mean score(M=2.09) indicating the employee had no more fear the shift work load as their problem to their mental health and disagree with the issue. The grand mean score was 2.57 indicating disagree (Table 11). Thus, the employees were not still satisfied in job shifting strategy and not agreed with the shifting work in the commission.

Role Ambiguity

Table 12: Role of ambiguity dimensions, 2022.

| Role Ambiguity | N | Mean | Standard deviation (SD) |
|--|----------|-------------|--------------------------------|
| The goals of the department are not clearly stated. | 349 | 2.60 | 1.472 |
| My job requires too much efforts and support which are not available to me. | 349 | 3.01 | 1.540 |
| I am under stress most of the time due to unclear procedures that could affect my performance. | 349 | 2.67 | 1.527 |
| I don't have enough input in deciding my work-unit goals | 349 | 2.81 | 1.460 |
| I feel that it is difficult to establish a clear path that I need to do with my job properly | 349 | 2.78 | 1.434 |
| Grand mean Role Ambiguity | 349 | 2.62 | 1.050 |

NB: *1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).*

Job ambiguity in this study is interpreted as the higher the mean score, the higher the problem of job ambiguity. Based on the table above, the employee had high concern regarding their job requires too much efforts and support which are not available them with neutral level mean score among all of the questions (M=3.01). This indicates most of the task had lack appropriate task identification that was not available to them. However, the goal of the departments indicated clearly had mean score of (M=2.60). The overall mean score of roles of ambiguity was 2.62 indicating low (disagree) score. Therefore, the grand mean score indicated that there is not clear job identification/description and have problem of role of ambiguity among the employee even though that is not in very high level.

5.1.3.1 Overall job stress dimensions

Table 13: Descriptions of Job stress and Police Performance, 2022.

| Dimensions | N | Mean | Standard deviation (SD) |
|---------------------------------|----------|-------------|--------------------------------|
| Overall Work load | 349 | 3.19 | .842 |
| Overall, Job Security | 349 | 2.94 | .978 |
| Overall Shift Work | 349 | 2.57 | 1.227 |
| Overall, Role Ambiguity | 349 | 2.70 | 1.118 |
| Grand mean of job stress | 349 | 2.85 | 1.041 |

NB: *1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).*

As per Table 13, among the independent variables, the mean statistics of workload topped the chart with (M=3.19, STD=0.842), that is neutral (medium). Clearly this indicates that the experiencing massive workload, having potential misunderstandings with superiors coupled with overloaded work results mental. The mean score of job insecurity was (M=2.94) and its (Std=0.978) and it in a level of disagree, Similarly the mean of shift work has mean value (M=2.57, Std= 1.227) (disagree) and role ambiguity (M=2.70, Std=1.118) scored these grand mean scores indicate disagreement of employee simply indicates that isn't much issues of respondents feeling uncertain of their job roles and description or even their level of authority.

5.1.4 The difference in job stress among sex of the respondents

To examine the difference in job stress between male and female sex, independent t test was conducted for all of the dimensions of job stress. The table below indicated that there was no significant difference in mean score of workloads, Job insecurity and shift work. However, there was significant mean difference in the role of ambiguity between male and female ($t = -2.595$, $P = 0.011$). that indicate female had higher problem of role of ambiguity as compared to male. Therefore, job identification and specification to clear out role ambiguity should get high attention for female employee and females needs additional support.

Table 14: Independent sample t-test between the mean difference of mean score of job stress among male and female sex, 2022.

| Job stress Dimensions | t | Mean difference score b/n male & female | P value |
|------------------------------|----------|--|----------------|
| Work load | 1.068 | .126 | .286 |
| Job Insecurity | -0.341 | .045 | .733 |
| Shift Work | -.1850 | -.031 | .853 |
| Role Ambiguity | -2.595 | -.349 | .011 |

5.1.5 The difference in job stress among work experience

To check the difference of job stress between different study participants who have different working experience One-ANOVA was conducted using F test. Based on the analysis, mean score of work load showed significant difference between different working experiences ($F(348,3) = 4.423, P = 0.005$). that indicated, work experience with 0-10 years and above 32 years had higher mean score of work load a compared to 10-20 years and 21-30 years. Furthermore, role of ambiguity had significant difference between different work experience ($F(348,3) = 6.471, P = 0.043$). Thus, employee with lower work experience (0-10 years) had the problem of role of ambiguity as compared to higher work experience based on the ANOVA Post Hoc test. Therefore, employees who are not experience have higher job stress that needs appropriate intervention for new employee who joined the commission.

Table 15: One-way ANOVA between the mean differences of mean score of job stress indifferent employee positions, 2022.

| Job stress Dimensions | F | P value |
|------------------------------|----------|----------------|
| Work load | 4.423 | .005 |
| Job Security | .891 | .446 |
| Shift Work | 1.727 | .161 |
| Role Ambiguity | 6.471 | .000 |

5.1.6 The difference in job stress among position of the employee

To test either a significant difference between position of employee regarding job stress, there was significant difference in mean score job stress between job position. Thus, Work load ((F (348,3) = 4.027, P= 0.001), Job insecurity (F (348,3) = 6.258, P= 0.001), Shift Work (F (348,3) = 2.967, P= 0.001), and Role Ambiguity (F (348,3) = 4.852, P= 0.001), indicating higher job stress was observed among commanders and constables (both extremities).

Table 16: One-way ANOVA between the mean difference of mean score of job stress indifferent employee positions, 2022.

| Job stress Dimensions | F | P value |
|-----------------------|-------|---------|
| Work load | 4.027 | .000 |
| Job Security | 6.358 | .000 |
| Shift Work | 2.967 | .001 |
| Role Ambiguity | 4.852 | .000 |

5.1.7 Job performance

Table 17: Job performance dimensions, 2022.

| Job performance | N | Mean | SD |
|---|------------|-------------|--------------|
| The work overload affects my job performance | 349 | 2.66 | 1.491 |
| Lack of training affects my job performance | 349 | 2.81 | 1.486 |
| My job performance decreases due to shift works | 349 | 2.32 | 1.333 |
| Job insecurity affect my job performance | 349 | 2.71 | 1.476 |
| Role Ambiguity problem affects my job performance | 349 | 2.60 | 1.464 |
| Grand mean job performance | 349 | 2.62 | 1.050 |

NB: 1.00-1.99 (strongly disagree), 2.00-2.99 (disagree); 3.00-3.99 (Medium/neutral); 4.01-4.99 (agree); 5.00 (strongly agree).

Based on the table above, training in sufficiency was score mean value of (M=2.810) inciting training is the commonest concern of the employee to have better performance. Regarding overall Police Performance the mean (M=2.62, STD=1.050) that had a score level of disagree

mean value out of five. (Table 17). This indicate job performance in the organization is not satisfactory that indicate the organization should work to improve the job performance.

5.1.8 The effect of Job stress on Police Performance

5.1.8.1 Correlation between the dimensions

According to the Pearson correlation, work load had a negative weak relationship with Police Performance ($r=-0.206$, $P0.001$). The role of ambiguity was also shown to have a substantial negative relationship with work performance ($r=-0.820$, $P0.001$). Uncertain job specifications might have a detrimental impact on Police Performance. Furthermore, job insecurity has a substantial positive relationship with work performance ($r=0.719$, $p0.001$). As a result, improved job insecurity would improve the performance of the police commission's employees. Shift work was shown to have a negative and moderate relationship with Police Performance ($r=-0.488$, $P0.001$). (Table 18)

Table 18: Correlation between Job stress and police performance,

| | Police Performance | Work load | Role Ambiguity | Job insecurity |
|---------------------------|---------------------------|------------------|-----------------------|-----------------------|
| Police Performance | 1 | | | |
| Work load | -.206** | 1 | | |
| Role Ambiguity | -.820** | -.192** | 1 | |
| Job insecurity | .719** | -.032 | .612** | 1 |
| Shift Work | -.488** | -.096 | -.249** | -.479** |

5.1.8.2 Multiple linear regression the effect of job stress on Police Performance

Model assumptions for multiple regression

Assumptions of multiple linear regression were tested to assure the validity of the finding assumptions Multicollinearity, homogeneity of variance, linearity and normality were evaluated.

Multicollinearity

Multicollinearity exists when there is a strong correlation between two or more predictors in a regression model to test for the presence of Multicollinearity, all variance inflation factor (VIF) values were assessed and they were less than 10. This suggests that there is no major Multicollinearity concern among independent variables (Table 18).

Normality

Normality assumed that the residuals in the model are random, normally distributed variables with a mean of 0. The researcher evaluated the distribution using the histogram and normal probability plot of the data the distribution is roughly normal (although there is a slight deficiency of residuals exactly on zero) indicating the data is slightly normally distributed (Annex II)

Linearity:

The mean values of the outcome variable for each increment of the predictor(s) lie along a straight line. In plain English this means that it is assumed that the relationship we are modelling is a linear one. If we model a non-linear relationship using a linear model then this obviously limits the generalizability of the findings. Thus, the researcher evaluated the assumption using scatter plot to evaluate the linear relationship between the standardized residual and predicted value. Since, the researcher evaluated the assumption of linearity using scatter plot, the assumption fulfilled (Annex III).

Homoscedasticity:

At each level of the predictor variable(s), the variance of the residual terms should be constant. This just means that the residuals at each level of the predictor(s) should have the same variance (homoscedasticity); when the variances are very unequal there is said to be heteroscedasticity. The figure in the appendix shows the points are randomly and evenly dispersed throughout the plot. The variance in each of the point is randomly distributed and the pattern is indicative of a situation in which the assumptions of linearity and homoscedasticity have been met (Annex III).

Model Summary

The next table shows the multiple linear regression model summary and overall fit statistics. The R square of 0.630. This means that the linear regression explains 63% of the variance in the data. ($R^2 = .630$), indicating the model and the variable were explained the outcome well. (Table 19).

Table 19: Model summary of multiple linear regression models where his comment is

| Model | R | R Square | Adjusted R Square | Std. Error |
|-------|------|----------|-------------------|------------|
| 1 | .792 | .630 | .402 | .811 |

a. Predictors: (Constant), Role ambiguity, Shift Work, Work load, Job Security

b. Dependent Variable: Police Performance

ANOVA for model goodness of fit

ANOVA test of the model, which reveals the job stress dimensions (Role ambiguity, Shift Work, Work load, Job Security), combined significantly influence the Police Performance. The most important part of the table is the F-ratio and the associated significance value of that F-ratio. For these data, F is 59.562, which is significant at $p < .001$. Therefore, we can conclude that our regression model results in a significantly better prediction of customer satisfaction. (Table 20)

Table 20: ANOVA overall model goodness of fit for multiple linear regression.

| | Sum of Squares | df | Mean Square | F | sig |
|------------|----------------|-----|-------------|--------|------|
| Regression | 156.870 | 4 | 39.218 | 59.562 | .000 |
| Residual | 226.502 | 344 | .658 | | |
| Total | 383.373 | 348 | | | |

Interpretation of multiple linear regression

Multiple linear regression was employed to examine the effect of Job stress (work load, job security, shift work and role ambiguity) on Police Performance case of Ethiopian federal police commission. Thus, Job stress was job significantly and negatively associated with performance of the officers.

Table 21: Multiple linear regression for Job stress and Police Performance, 2022.

| Variables | β | Std. Error | T | Sig. | 95.0% CI of B | VIF |
|-------------------|--------------|-------------------|--------------|-------------|----------------------|------------|
| Work load | -.125 | .056 | -2.231 | .026 | -.235, -.015 | 1.172 |
| Job Security | -.363 | .052 | 6.977 | .000 | .261, .465 | 1.369 |
| Shift Work | -.236 | .041 | 5.719 | .000 | .155, .318 | 1.360 |
| Role ambiguity | -.215 | .042 | -5.064 | .000 | -.298, -.131 | 1.188 |
| (Constant) | 1.923 | .231 | 8.339 | .000 | 1.46, 2.37 | |

According to Table 21, Work load beta coefficient value is ($\beta = -0.125$, $P = 0.026$) with a significant value of 0.026, which is less than 0.05. Thus, for every unit increase in workload, the performance of the employee would decrease by 12.5%. In this situation, job load has a considerable detrimental impact on employee performance. Another important indicator of Police Performance is job security. With a beta coefficient of ($\beta = 0.363$, $P < 0.001$), job insecurity has a favorable impact on employee overall work performance. Meaning, for each unit increase in job security, the performance will raise by 36.3%. Thus, job insecurity has a substantial impact on both the overall performance of the team and the overall success of the company. In other words, an organization with improved job insecurity may achieve more and more easily. This indicates that the higher the level of employee security, the greater the likelihood of attaining the objective (accomplish the attributions-mission and goals). The key is that an employee with strong job security in a company works with greater dedication since it promotes organizational ownership in his/her thoughts and practice. Work shift had a negative significant influence on Police Performance in this study ($\beta = 0.236$, $P < 0.001$). Thus, based on the beta coefficient, for each unit raise in shift work score, the job performance would decrease by 23.6%. Working rotational shifts was related with poor work performance results, but fixed night hours appeared to allow for shifting. Timely breaks, on the other hand, had a beneficial effect on staff weariness and alertness, but fast returns between shifts tended to promote pathologic fatigue. Regarding Job ambiguity, the beta coefficient for role ambiguity is ($\beta = -0.215$, $P < 0.01$), with a significant value of 0.000, which is less than 0.05. The interpretation is that for every unit increase in job ambiguity score, the performance will decrease by 21.5%. As a result, job

ambiguity has a negative and significant impact on employee performance. When employees are unsure about their function and job description in the business, it affects their productivity and contribution since they are unsure of where they stand (Table 21).

5.2 Discussion

The finding in this study that work load ($\beta = -0.125$) significantly affects organizational performance is supported by another comparable study done on a medical institution in Eastern South Africa, which found that the longer staff worked, the more stressed they were (Khosa et al., 2014). Furthermore, according to Ricketta (2002), delegates have a preference for a crucial degree of weight in terms of time; working for longer hours reduces workers' desire to do better in their professions. It is well known that the issues of excessive workload and workplace stress seem to be increasing day by day, and virtually every employee appears to be subject to this workload issue regardless of their experience or sector (Shah et al, nd.). Furthermore, the current finding was supported by another comparable investigation. According to Yahaya et al. (2009), when employees are given too many jobs with heavy workloads or job assignments and are expected to complete them in a short amount of time, the rate of turnover looks to be very high.

The current study found that job insecurity ($\beta = 0.363$) had a positive influence on employee overall work performance. Another research by Geoffrey James backs up the present study's findings. Job security, according to Geoffrey James, has a significant influence on both the overall performance of the team and the overall success of the firm (James, 2012). In other words, a company with enhanced employment security can do more and more simply. This implies that the greater the amount of employee security, the greater the possibility of achieving the goal (accomplish the attributions-mission and goals). The main point is that an employee with good job insecurity in a firm works more because it fosters organizational ownership in his or her thinking and practices. When an employee feels safe on the job, he or she works as if the company is his or her own (Cushway, 1994).

In this study, work shift had a negative significant impact on police performance ($B = 0.236$, $P < 0.001$). Working rotating shifts was associated with lower job performance outcomes, whereas fixed night hours appeared to allow for shifting. Staff tiredness and alertness were improved by timely breaks, while quick returns between shifts tended to exacerbate pathologic fatigue. Furthermore, the recent study found that job shift had a considerable detrimental impact on police

performance. Another comparable study showed consistent findings that shift work can impact employee job performance (Fournier et al. 2011).

Another source of job stress that has an impact on employee performance is job ambiguity (B=-0.215, P0.001). As a result, job ambiguity has a considerable detrimental influence on employee performance. Another comparable study done by Schreuder and Mioch yielded similar results (2011). When employees are unclear about their role and job description in the organization, it impacts their productivity and contribution because they are unsure of where they stand, according to Schreuder and Mioch, (2011), and the conclusion was similar with the current study report. Their lack of grasp of their tasks and position in their organization has an influence on their police performance. Role ambiguity happens when managers fail to provide adequate and clear information to employees, and this has become one of the causes of occupational stress (Kelly and Loving, 2004).

CHAPTER FIVE

6. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary

The primary goal of this study is to investigate the impact of job stress on employee performance. As a result, it has undoubtedly exposed every working individual, from lower to higher income earners, level officers to workplace stress, which has a significant influence on the quality of Police Performances.

Workload, job security, shift work, and role ambiguity all have an impact on Police Performance. Employees appear to experience job stress when they are pushed to the limit and pressed by their employers or superiors to finish a task in an unacceptable amount of time. In this situation, workload ($\beta=-.125$) has a considerable detrimental impact on employee performance.

The present study demonstrated that job insecurity ($\beta=.363$) has a favorable impact on employee overall work performance. In other words, an organization with improved job insecurity may achieve more and more easily. This indicates that the higher the level of employee security, the greater the likelihood of attaining the objective (accomplish the attributions-mission and goals). Furthermore, as per the independent t test, females had a greater trouble with role ambiguity than males. And employee with lower work experience (0-10 years) had the problem of role of ambiguity as compared to higher work experience.

Work shift had a negative ($\beta=-.236$) significant influence on Police Performance in this study. Working rotational shifts was related with poor work performance results, but fixed night hours appeared to allow for shifting. Timely breaks, on the other hand, had a beneficial effect on staff weariness and alertness, but fast returns between shifts tended to promote pathologic fatigue

Another factor of job stress that affects performance of employee was job ambiguity ($\beta=-.215$). Thus, job ambiguity has a negative and significant impact on employee performance. When employees are unsure about their function and job description in the business, it affects their productivity and contribution since they are unsure of where they stand. Their Police Performance is impacted by their lack of understanding of their duties and position in their

organization. When supervisors fail to transmit the appropriate and precise information to employees, role ambiguity occurs, and this has become one of the reasons of occupational stress. According to the survey results, the majority of employees are unsure of where they are in the organization, where they want to go in terms of their career ambitions, and so on.

6.2 Conclusion

The research concludes with the following important suppositions based on the current study findings. Based on background variable analysis, females had a greater trouble with role ambiguity than males and Employees with little or no experience have more job stress, necessitating proper intervention for new employees who have joined the commission. The effect of workplace stress on job performance was studied, and work load had a significant negative influence on employee performance. While job stability has a strong affirmative influence on police performance, shift work has a detrimental impact on an employee's job performance. Furthermore, employment job ambiguity has a substantial negative influence on the employee's job performance at the federal police commission.

6.3 Recommendations

The following recommendations are made based on the study's findings.

Because job stress has a significant influence on performance, it is recommended that the federal police commission should work to reduce conditions that lead to job stress. The commission has to work to reduce work load among its employee and deployed technology to have better performance. Furthermore, work shifts, may have an influence on Police Performance. As a result, the commission is advised to allocate an appropriate number of personnel and give appropriate leisure time to the officers in order to decrease work shifts. Moreover, it is also believed that providing enough job insecurity for employees may improve Police Performance. Because job ambiguity is a major factor impacting work performance, the commission recommended, providing a detailed job description and set unclear procedures to increase work performance. Furthermore, Job identification and specification to avoid role ambiguity should be prioritized for female employees, and females require particular assistance and employee with low work experience should get attention.

6.4 Indication for future study

Since the current study is confined to federal police commission only, future research might benefit from investigating police personnel from all across the country.

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ANNEX I: Instrument

THE EFFECT OF JOB STRESS ON POLICE PERFORMANCE: A CASE OF ETHIOPIAN FEDERAL POLICE COMMISSION

This research is being conducted by Fikru Wonde from St. MARY'S University a partial fulfillment of the requirements of a graduate studies. Your participation in this research will help in the understanding of how job stress effect on performance of police officers in federal police commission of Ethiopia. Your contribution will be highly appreciated.

In your participation you will be required to complete a questionnaire. The questionnaire consists two parts the first part is Personal biography questions and the second part is research related survey questioners totally this tool consists of 32 questions and will take approximately 30 minutes. Please be advised that all the information provided will remain confidential and will only be reported as a group data. There will be no disclosure of identity in my presentation of the report and no risks involved besides those experienced in everyday life.

Your participation is completely voluntary and you have the option, at all times, to withdraw from further participation with no penalties. This research project has been approved by the St. Mary's University. If you have any questions regarding this research, kindly contact my advisor, Dr. Mesfin Tesfaye on email: - mesfin23mtt@gmail.com.

Sincerely,
Fikru Wonde

Part one
Personal biography

1. Sex:

- Male
- Female

2. Age:

- 18-28
- 29-39
-
- 40-50
- 51+

3. What is your current Police rank:

- Constable
- Assistant sergeant
- Deputy Sergeant
- Sergeant
- Chief Sergeant
- Ass/Inspector
- Deputy Inspector
- Inspector
- Chief Inspector
- Deputy Commander
- Commander
- Ass/commissioner
- Deputy commissioner
- Commissioner

4. What is your sector and unit working:

- Crime investigation
- Administration and Development
- Commissioner Staff and Office
- Crime prevention
- Police University
- Health Service

5. What your current work assignment:

- Operational Officer (Crime Prevention)
- Investigator
- Surveillance
- Administrative
- Other

6. Please check highest level of Education:

- Grade 10/12 Complete
- Certificate
- Diploma
- Bachelor's Degree
- Master's Degree

- PhD Degree
- Other (please specify)_____

7. Your experience as police officer:

- 0-10
- 11- 20

- 21-30
- Above 30 +

Part 2 Survey Questions:

Kindly state your opinion regarding the following statements under various factors given below:

Scale: 1=Strongly Disagree; 2=Disagree; 3= Neutral; 4=Agree; 5 =Strongly Agree

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-------------------------|--|---|---|---|---|---|
| Workload: | | | | | | |
| 1. | I have Shortage of help at work | | | | | |
| 2. | My co-workers are inefficient | | | | | |
| 3. | I have High levels of time pressure | | | | | |
| 4. | I am involved in various responsibilities and hold too many roles | | | | | |
| 5. | I am responsible for too many people / projects | | | | | |
| Job insecurity : | | | | | | |
| 6. | I have fear of being laid off / fired | | | | | |
| 7. | I am concerned about low wages | | | | | |
| 8. | I feel uncertain about my future | | | | | |
| 9. | I am Worry about poor pension | | | | | |
| 10. | I Need 'PULL' to get ahead | | | | | |
| Shift Work: | | | | | | |
| 11. | I Feel chronic effects on mental health | | | | | |
| 12. | Shift work affects my family life | | | | | |
| 13. | Shift works leads me to social & domestic disruptions | | | | | |
| 14. | Shift work Affect my leisure time | | | | | |
| 15. | I Feel uncomfortable while comparing other shift workers | | | | | |
| Role ambiguity | | | | | | |
| 16. | The goals of the department are not clearly stated. | | | | | |
| 17. | My job requires too much efforts and support which are not available to me. | | | | | |
| 18. | I am under stress most of the time due to unclear procedures that could affect my performance. | | | | | |
| 19. | I don't have enough input in deciding my work-unit goals | | | | | |
| 20. | I feel that it is difficult to establish a clear path that I need to do with my job properly | | | | | |
| Job Performance | | | | | | |
| 21. | The work overload affect my job performance | | | | | |
| 22. | Lack of training affects the my job performance | | | | | |
| 23. | My job performance decreases due to shift works | | | | | |
| 24. | Job insecurity affect my job performance | | | | | |
| 25. | Role Ambiguity problem affects my job performance | | | | | |

መግቢያ

እኔ የቅዱስት ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ተማሪ ሲሆን በኢትዮጵያ የፌዴራል ፖሊስ ኮሚሽን ውስጥ የፖሊስ መኮንኖችና አባላት የሥራ አፈፃፀም ምን ያህል የሥራ ጫና እንደሚያሳድር ለመረዳት ይረዳል። የእርስዎ አስተዋጽኦ በጥናቱ ላይ ከፍተኛ ሚና ይኖረዋል

የሚከተሉትን መጠይቅ እንዲመልሱልን ይጠየቃሉ። መጠይቁ ሁለት ክፍል የያዘ ሲሆን የመጀመሪያው ክፍል የምላሽ ሰጪውን የግል የሕይወት ታሪክ ሲይዝ ሁለተኛው ክፍል የፖሊስ ሥራ ጫና ጋር የተዛመዱ ጥያቄዎች አካቷል።

መጠይቁ በአጠቃላይ 32 ጥያቄዎችን ያሉት ሲሆን በግምት ከ30-40 ደቂቃዎች ይወስዳል። የተሰጠው መረጃ ሁሉ በሚስጥር እንደሚቆይ እና እንደ ቡድን መረጃ ብቻ የሚታይ ይሆናል።

መጠይቁ ሙሉ በሙሉ በፈቃደኝነት ብቻ የተመሰረተ ይሆናል መሙላት የማይፈልግ ግለሰብ በመንኛውም ጊዜ ማቋረጥ ይችላል። ይህ ጥናት በቅድስት ማርያም ዩኒቨርሲቲ የጸደቀ ሲሆን ይህንን ጥናት በተመለከተ ማንኛውም ጥያቄ ካለዎት አማካሪዬን ዶ / ር መስፍን ተሰፋዬን በኢሜል - mesfin23mtt@gmail.com ማግኘት ይችላሉ።

ከሰላምታጋር

ክፍል አንድ

የመረጃ ሰጪው ጥሬ ሀቅ

1. ፆታ:

- ወንድ
- ሴት

2. እድሜ:

- 18-28 አመት
- 29-39 አመት
- 40-50 አመት
- ከ51 አመት በላይ

3. የማዕረግ ደረጃ

- ኮንስታብል
- ረደት ሳጅን
- ምክትል ሳጅን
- ሳጅን
- ዋና ሳጅን
- ረደት ኢንስፐክተር
- ምክትል ኢንስፐክተር
- ኢንስፐክተር
- ዋና ኢንስፐክተር
- ምክትል ኮማንደር
- ኮማንደር
- ረደት ኮሚሽነር
- ምክትል ኮሚሽነር
- ኮሚሽነር

4. የስራ ዘርፍ

- ወንጀል ምርመራ
- አስተዳደር ልማት ዘርፍ
- ስታፍና ጸ/ቤት ምክትል ዘርፍ
- ወንጀል መከላከል
- ፖሊስ ደንበኛ ሰራተኛ
- ጤና አገልግሎት ምክትል ዘርፍ

5. አሁን ያለዎት የሥራ ምደባ ምን ዓይነት:

- የወንጀል መከላከል የተልዕኮ ስራ (ኦፕሬሽን)
- መርማሪ
- የመረጃ ሰራተኛ
- አስተዳደር ሰራተኛ
- ያልጠቀሰ ግለፅ

6. የትምህርት ደረጃ

- የ10/12ኛ ክፍል ያጠናቀቁ
- ሰርተፍኬት
- የመጀመሪያ ድግሪ
- መስቴር ስድግሪ

ዲፕሎማ

ፒ.ኤች.ዲ.ድ.ግር

7. በፖሊስ ተቋም የሚሰጡት የስራ ልምድ

0-10 አመት

11- 20 አመት

21-30 አመት

ከ30 አመት በላይ

ክፍልሁለት

የዳሰሳጥናትጥያቄዎች

ከዚህ በታች በተዘረዘሩት ጥያቄዎች የሚከተሉትን መግለጫዎች በተመለከተ አስተያየትዎን በሚከተለው ልኬት መሰረት በሳጥኑ ውስጥ (✓) ምልክት በማስቀመጥ እንዲትገልጹት እጠይቃለሁ፡፡

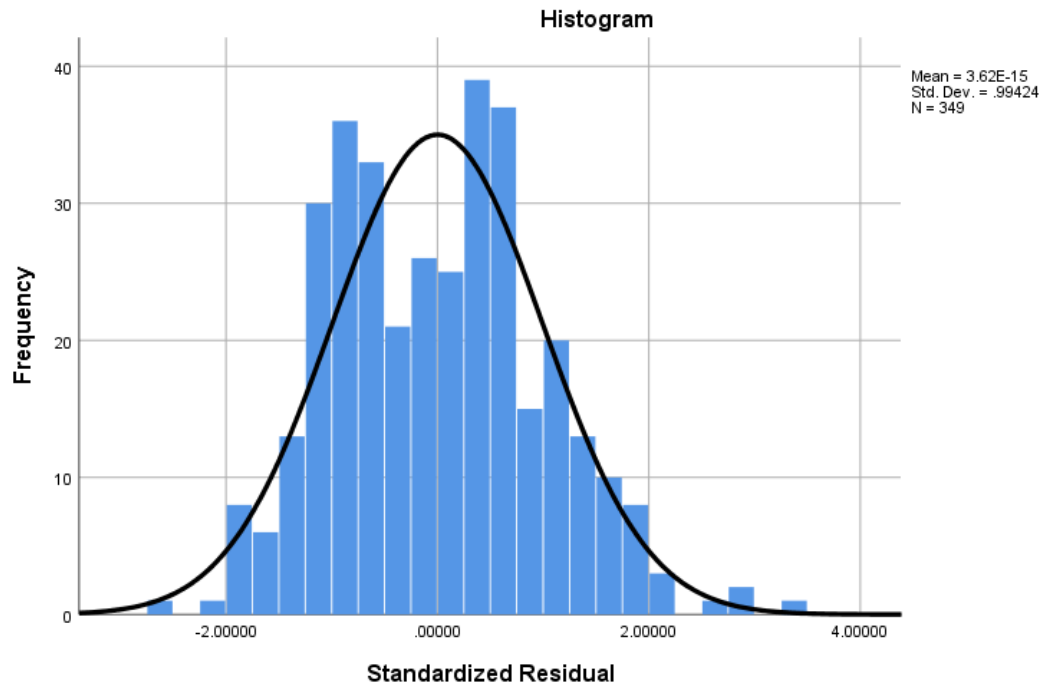
ልኬት: 1 = በጣምአልሰማማም; 2 = አልሰማማም; 3 = ገለልተኛ; 4 = እሰማማለሁ; 5 = በጣምእሰማማለሁ

| No. | መግለጫዎች | 5 | 4 | 3 | 2 | 1 |
|-------------------|--|---|---|---|---|---|
| የስራውጫና: | | | | | | |
| 1. | በስራ ወቅት የድጋፍ እጥረት አለብኝ | | | | | |
| 2. | የስራ ባልደረባ ዎቼ የአቅም ውስንነት አለባቸው | | | | | |
| 3. | ከፍተኛ የሆነ የጊዜ እጥረት አለብኝ | | | | | |
| 4. | በተለያዩ ኃላፊነቶች ውስጥ እሳተፋለሁ እንዲሁም በጣም ብዙ ሚናዎችን እይላለሁ | | | | | |
| 5. | በርካታ አባላትንና ስራዎችን የመምራት ኃላፊነት አለብኝ | | | | | |
| የስራ ዋስትና: | | | | | | |
| 6. | ከስራ እባረራለሁ/እሰናበታለሁ የሚልስጋት አለብኝ | | | | | |
| 7. | ዝቅተኛ ደመወዝ ተከፋይ መሆኔ ያሳስበኛል | | | | | |
| 8. | ስለ ወደፊት ሕይወቴ እርግጠኛ እንዳልሆንኩ ይሰማኛል | | | | | |
| 9. | በጡረታ ወቅት ስለምከፈለኝ ዝቅተኛ የጡረታ አበል እጨነቃለሁ | | | | | |
| 10. | በገቢ የሚደግፈኝ ሰው ያሥፈልገኛል | | | | | |
| የሥራ ፈረቃ: | | | | | | |
| 11. | ሥርየሰደደ የአእምሮ ጭንቀት ስሜት እንዳለብኝ ይሰማኛል | | | | | |
| 12. | የሥራ ፈረቃዬ በቤተሰቤ ሕይወት ላይ ተጽዕኖ ያሳድራል | | | | | |
| 13. | የሥራ ፈረቃዬ ወደ ማህበራዊ እና የቤት ውስጥ ችግሮች ይመራኛል | | | | | |
| 14. | የሥራ ፈረቃዬ በእረፍት ጊዜዬ ላይ ተጽዕኖ ያሳድራል | | | | | |
| 15. | ከሌሎች ጋር ሳነፃፅር በስራ ፈረቃዬ ደስተኛ እይደለሁም | | | | | |
| የስራሚናአሻሚነት | | | | | | |

| | | | | | | |
|------------------|--|--|--|--|--|--|
| 16. | የስራ ክፍሌ ግቦች በግልጽ አልተገለጹም | | | | | |
| 17. | ሥራዬ የኔ ስራ ያልሆኑ በጣም ብዙ ጥረቶችን እና ድጋፎችን እንዳደርግ ይጠይቃል። | | | | | |
| 18. | ብዙ ጊዜ ግልፅ ባልሆኑ የስራ ሂደቶች ምክንያት በጭንቀት ውስጥ ነኝ ይህ ደግሞ በአፈፃፀሜ ላይ ተጽዕኖ አሳድሯል | | | | | |
| 19. | የስራ ቡድኔን ግቦች ለመወሰን በቂ ግብዓት የለኝም | | | | | |
| 20. | ከሥራዬ ጋር በትክክል መሥራትያ ሚያስችል ግልጽ መንገድ ለመዘርጋት አስቸጋሪ እንደሆነ ይሰማኛል | | | | | |
| በሥራ አፈፃፀም | | | | | | |
| 21. | ያለብኝ የሥራ ጫና በሥራ አፈፃፀሜ ላይ ተጽዕኖ አለው | | | | | |
| 22. | የሥልጠና እጥረት በሥራ አፈፃፀሜ ላይ ተጽዕኖ አለው | | | | | |
| 23. | የስራ ፈራቃዬ ምክንያት የሥራ አፈፃፀሜ እየቀነሰ ሄዷል | | | | | |
| 24. | የስራ ዋስትና ማጣጣቴ በሥራ አፈፃፀሜ ላይ ተጽዕኖ አሳድሯል | | | | | |
| 25. | የስራው ግልፅኝነት መንደል በሥራ አፈፃፀሜ ላይ ተጽዕኖ አሳድሯል | | | | | |

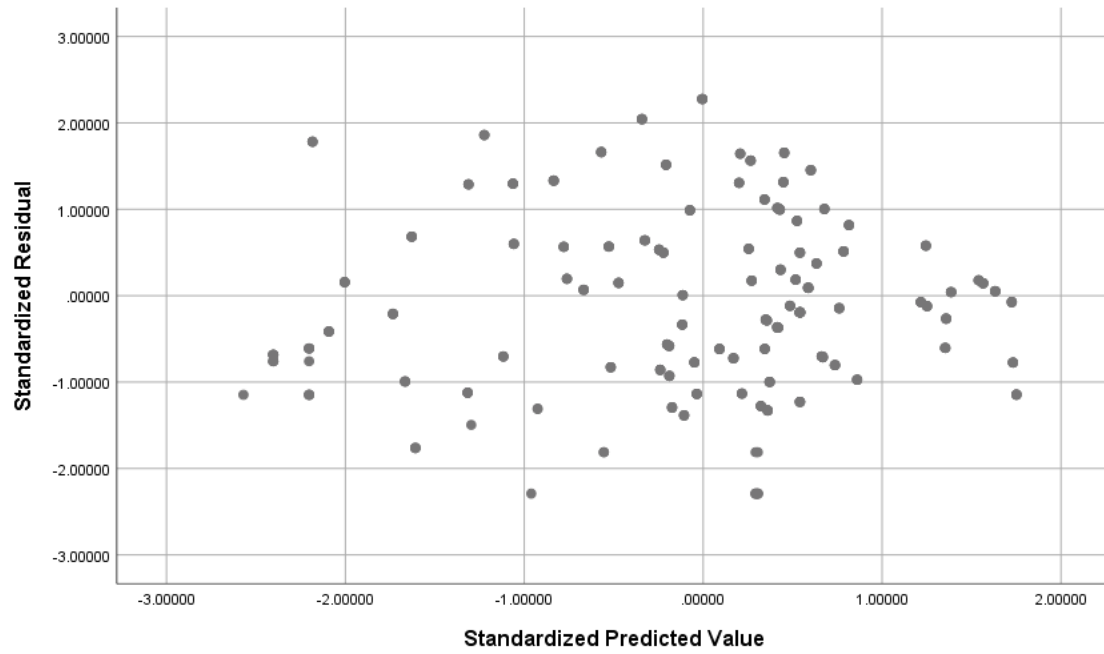
ANNEX II

Assumption of normality



ANNEX III

Homogeneity of variance and linearity



ENDORSEMENT

This thesis has been submitted to St. Mary's University, school of graduate studies for examination with my Approvals as a university advisor

Advisor

Signature:

St. MARY'S UNIVERSITY, ADDIS ABABA

June , 2022

DECLARATION

I, the undersigned declare that this thesis is my original work prepared under the guidance of **Dr. Mesfin Tesfaye** all sources of materials used for the thesis has been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any higher learning institutions for the purpose of earning any degree

Name

Signature:

St. MARY'S UNIVERSITY, ADDIS ABABA

June , 2022