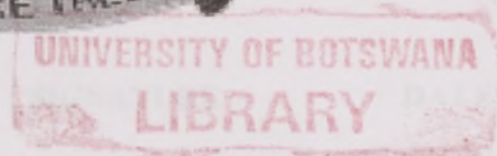


UNIVERSITY OF BOTSWANA



DEPARTMENT OF EDUCATIONAL FOUNDATIONS

**PERCEPTION AND EXPERIENCE OF STRESS AMONG POLICE
OFFICERS WITHIN THE GABORONE POLICE SERVICE.**

A research Project presented to School of Graduate Studies

in partial fulfillment of Masters Degree in Counseling and Human Services

by

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JUNE, 2007

DECLARATION

I hereby declare that the research project submitted for Masters Degree in Counseling and Human Services to the University of Botswana is my original work, and that it has not previously submitted to any university for degree. All the reference materials contained have been duly acknowledged.

NAME	SIGNATURE	DATE
STUDENT:.....
SUPERVISOR.....
INTERNAL EXAMINER.....
EXTERNAL EXAMINER.....

DEDICATION

This research project is dedicated with deepest love and affection to my late father (Letsogile Motlogelwa) who inspired me to be the best I could.

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to the following people who have contributed to the completion of this research project.

- My supervisor Dr. A. J. Muchado and my committee member Dr. P. O. Nwaogu for their encouragement, support and assistance during my study.
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- To my friends Segopodiso, Thiitii and Teddy for their encouragement and inspiration during the study.
- Finally I thank God who leads, counsels and provides me with all the vigor and courage to go on.

ABSTRACT

The purpose of this research project was to investigate the effect of stress among police officers working at eight randomly selected stations in Gaborone. A questionnaire and oral interviews were used to gather the required information and a statistical analysis was presented in graphs and tables to illustrate the findings.

The research findings showed that the main causes of stress among police officers in Botswana was the fact that their work requires them to do too many different tasks at the same time and that their responsibilities are ever increasing. The police officers also work under strict deadlines. The findings show that stress among police officers was found to be work-related.

Effects of stress were also investigated in this research, and it shows that some of the effects of stress include frustration, helplessness, and tension at work, aggressive behavior, short-temperedness and withdrawal. Despite these problems of stress at the workplace, the research findings showed that there is little or no support for affected officers from their superiors or from the communities which they are serving.

The research project came out with possible recommendations for further considerations by other research.

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CHAPTER 1

INTRODUCTION

This chapter presents the background of the study on police officers in respect to stress, particularly an overview of police officers stress locally and globally. Furthermore, the chapter also covers the statement of the problem, purpose of the study, significance, research questions, delimitations, limitations and operational definitions of the study.

BACKGROUND OF THE STUDY

It has long been alleged that police work is the world's most stressful occupation, but proportional studies of occupational stress have discovered that other occupations, such as business, emergency medical services, and correctional work are more stressful than policing (Patterson 1992). The symptoms of police stress may be different. However, for one thing, the effects are usually deferred, more closely like the symptoms of PTSD (Post Traumatic Stress Disorder) or burnout (sometimes called cumulative stress reaction, but burnout, a disease of over responsibility is the more reversible state characterized more by temper flare-ups). The symptoms emerge one day from "out of the blue" in officers who have not shown even the least untimely warning signal. Research has shown that officers with six to ten years of service usually have the highest mean stressor scores (Violanti & Aron 1995).

Another thing which is different about police stress is that it is "explode stress", which means that there is no stable stressor. Officers go from periods of absolute serene to periods of elevated action in rapid bursts, much like a military "hurry up and wait" drill. One of the first to depict awareness to this aspect of policing was Terry (1985) who created the expression "police stress syndrome" to distinguish police stress as extraordinary and not due to risk, insecurity, or job dissatisfaction like usual occupation stress.

Others have referred to police stress as the "police paradox" (Cullen and Caldero 1991) since equally, the harmless and risky aspects of the job combine to produce the symptoms.

The third and final thing which is extraordinary about police stress is the fact that good stress is just as terrible, if not worse, than bad stress. Stress consists of *eustress* (good stress) and *distress* (bad stress), according to the founder (Selye 1975) of the General Adaptation Syndrome. However, a little is known about *eustress* today as when the term was invented. It's hard for starving students to visualize, but in community service work, one sometimes feel like they didn't earn that raise, i.e. that promotion, that new job; and these allegedly superior points in one's life can revolve into disasters. However, a research on police stress conducted in London asserts that occupational and life stress can cause mental and even physical problems (Rabkin and Stuenkel, 1976A, 1976 B; Cassell 1975; Stratton, 1978). Furthermore, another research in the United States of America contends that much of what is called police stress in reality evolves from creation of role ambiguity and role conflict. The resultant product, police stress, becomes dysfunctional to the individual officer when the organizational structure aggravate the effects of stimuli instead of lessening them. (Webb and Smith, 1980).

STATEMENT OF THE PROBLEM

Certain people like police officers are exposed to traumatic events as part of the occupational task they perform. This possibly will result from difficulties they face at work. Stress among police officers in Botswana may be provoked by the high rate of violence and crime and intolerable workloads.

According to Mason and Bramble (1989) in Carlier, Voerman and Gersons, problems are special types of questions which arise for which knowledge is needed. The researcher's curiosity has been provoked by several criticisms from the members of public that community service in Botswana is poor. Police stress is considered by many analysts to be an important societal problem (Cullen, Link, Travis & Lemming, 1985) and work is thought of as stressful.

The questions that one may perhaps ask in consideration to the situation of Police officers in Botswana are whether there is a reality of stress in the community service.

If there is something, what are the forms of stressors which the police officers experience, how do they respond to demanding situations and what is in place to help them defeat these stressors so that they may execute their work well. As a result of the stress in

community service, it is imperative; to perform the study of this nature to find out what is happening in Botswana since there has never been a study of this nature carried out locally.

Therefore, it is essential to help police officers to deal with stress and recognize it in their work places because it can have a harmful impact in their welfare. In Botswana, there are increased levels of violence and crime and as such it is a final environment in which researchers can examine the impact of crime and violence on police officers. It is therefore, in this framework that the researcher decided to investigate the experiences and perceptions of police officers concerning stress within Botswana Police Service.

PURPOSE OF THE STUDY

The purpose of this study is to find out the perception and experience of police officers regarding stress at the workplace.

RESEARCH QUESTIONS

Welman and Kruger (1999) are of the view that a research question refers to some complication which the researcher recognizes in the viewpoint of either a theoretical or realistic situation, to which he wants to achieve a clarification. Since this study is analytical in nature, research questions will be used instead of a hypothesis. The researcher will then phrase the research questions for this study as follows:

- ❖ What do police officers perceive as stress in their work environment?
- ❖ What do police officers perceive as factors contributing to stress in the work place?
- ❖ What symptoms and signs of stress do police officers experience?
- ❖ How do police officers cope with stress in their work place?

SIGNIFICANCE OF THE STUDY

The researcher thinks that this study will generate a base for future research on the same topic, since a need may come up for precious information about the perceptions of police officers regarding stress. The study will be advantageous to Botswana Police Service

management and it will provide data that they can use when addressing officer's concerns related to stress in the work place.

DELIMITATION OF THE STUDY

McLeod (1996) substantiates that it is not easy to carry out qualitative research successfully with huge samples because when the sample increases, that data will not be handled properly. It is therefore imperative for this study to use both qualitative and quantitative research so as to try to handle data properly because the study focuses on sixty seven police officers in Gaborone.

LIMITATIONS OF THE STUDY

There are a number of limitations that are associated to the present study. These research limitations will be argued in brief as follows:

- While a qualitative approach to relating and examining the experiences and perceptions of police officers will consent prosperity of data, it is unsure to what level the outcome of this study will be generalized to extra parts of the country. The sample group composed of seventy two (72) police officers who were randomly selected. However the range was not representative enough of all the total number of police officers in Gaborone. Any future claims thus to generalize capacity are necessarily insufficient both by the reserved and the sample size. Further research with a larger population is necessary.
- The researcher incurred financial restrictions since she had to phone respondents to make appointments and also to travel widely to administer the questionnaires.
- Lastly, the other dilemma was failure to capture all questionnaires. This was due to the fact that the respondents did not return all questionnaires and this had a consequence on the results of the study.

DEFINITION OF KEY CONCEPTS

Perception: Concise Oxford (2001) says it is the position or procedure of becoming conscious of something in a way of concerning thoughtful and interpreting it. On the other hand Collins Concise Dictionary (1999) says perception is the process by which a person distinguishes and deduces the outside world by the means of the sensory receptor.

Stress: Cartwright & Cooper, 1977 describes stress as any force that pushes a psychological or physical function beyond its range of stability.

Stressor: All events internal or external that are perceived as causing stress (Bedeian, Achilles, and Shirley, 1981).

Policing: All activities that are aimed at enforcing the laws of any country.

CHAPTER 2

LITERATURE REVIEW

Introduction

This chapter seeks to investigate how different authors and theorists examine occupational stress. The chapter also presents an emphasis on the way the stressors impact on the wellbeing of a police officer as a professional, a family member and a community member. This part will also supply a theoretical overview of stress and theories of work-related stress. Furthermore, literature from a range of studies on work-related stress and police stress globally will also be provided.

Concept of Stress

The word stress therefore is derived from the Latin word called *stringere* meaning to draw tight. (Antonovsky 1987). This can be assimilated to a loop around the neck, if it becomes tight, the person will choke. Likewise if stress is not kept under control, it eventually strangulates the individual.

Stress is described as a pressure from external circumstances that can cause inner pressure. This equals to our fascination to speed and our obsession with activity. Filling our lives with so much to do in so little time, we live and work in a state of constant catch-up, never stopping to take our "psychological temperature" along the way. Not surprisingly, it has been found that much illness is linked to unrelieved stress. (Violanti & Aron 1995).

Furthermore, stress is not a new conception but it is something that has been experienced since time immemorial but its origin is higher than before. It is a concept which has history with it and one can say it is as old as humankind. For instance looking at the Bible in the first book called Genesis, man was cast out of Eden for eating the forbidden fruit, and this must have been the first stress ever experienced by man (Genesis 3).

Moreover when looking at the great floods and the ways in which Noah coped with it (Genesis 8), one will say it must have been the first incident of stress management.

Agrawal (2001) contends that out of all the people who visit the hospital, 75-90 % is for stress associated problems. Like the natural directions, stress has four directions and those are eustress, distress, hypostress and hyperstress (Lanzetta, 1955). Eustress is described as a positive stress that is the one which is brought about by positive events. However, distress is a negative stress. It is brought about by negative events. On the other hand,

hypostress is stress due to monotonous or boring task. While hyperstress is stress due to too much work or too many deadlines to be met (Busrai 1999). Other authors refer to stress as the mind-body stimulation that on one hand can save our lives while on the other hand can exhaust our body systems to the position of malfunctions and diseases (John 1990).

Concept of stress and law enforcement

It has long been assumed that police work is the world's most stressful occupation, but comparative studies of occupational stress have revealed that other occupations, such as business, emergency medical services, and correctional work are more stressful than policing (Patterson 1992). Lately, quite a lot of writers have addressed traumatic occurrence in law enforcement (Brown & Campbell, 1994; Reese, Horn, & Dunning, 1991; Kirschman, 1997; Paton & Violanti, 1996; Violanti & Paton, 1991). This extensive approach supports that due to the potentially discouraging psychological assets of outrageous event on police officers' psychological well being, and the professional mental health services offered next alertness to disturbing event, these occasions represent an additional classification of events.

Although we tend to think of stress as caused by external events, events in themselves are not stressful. Rather, it is the way in which we infer and respond to events that makes them stressful. People vary radically in the nature of events they deduce as stressful and the way in which they react to such stress. For example, speaking in public can be stressful for some people and calming for others. Stress has turned out to be a fashionable subject in the world.

This is due to the fact that there are plenty of strains to accomplish a lot in a short space of time. However, stress can cause a variety of indicators for those who endure it, and if left untreated it can raise the danger of additional serious health situations. Stress can also be described as simply the body's non-specific reply to any claim made on it. It presents the means to communicate talents and energies and track happiness. It can also cause fatigue and sickness, either physically or psychologically, that is heart attacks and accident. One in five of working people experience some form of mental illness each year (about 6 million people). Some 90 million working days are lost each year as a result of mental illness. (National Institute of Justice 1991).

All over the world, one will locate persons whose main responsibility or profession is to generate barriers between society and violence. Policemen therefore, naturally accomplish this responsibility. Chandler (1995) asserts that police work involve a distinct amount of danger and difficulty. However, one can say when contrasting with other occupations, police work is revealed as generally stressful. Furthermore, Cooper and Payne (1996) contents that there is a diverse need to find a psychological intervention to maintain police officer and other security guards in conquering Post Traumatic Stress Disorder.

Distressing events in law enforcement often take place in three lessons; event relating to grievance or aggression to the officer or others, actions associated with chief tragedies such as damaged bodies and losses, and actions running community confusion. (Brown & Campbell, 1994). However, Kirschman (1997) views that the superior component of terrible events experienced by law enforcement persons is deliberate, human-made tragedies as opposing to normal, unintentional disasters. These encompass events relating to rape, beating, and cruelty, officers caught up in shootings, hostage circumstances, and the death of an officer in the line of bond, and the death or grave harm to children. A number of these distressing events take place uncommonly in law enforcement (Coman, 1987; Cooper, Davidson, & Robinson, 1982; Gudjonsson & Adlam, 1985; Stark, 1972). The fastness of such events is connected with the geographic location of the law enforcement organization. Officers working in big urban organizations are more likely to experience these incidents than officers working in suburban or country organizations (Brown, & Harris, 1978). In their study among a sample of 271 police officers, Coman and Evans (1991) documented that the immoral bereavement of a colleague in the demonstration of duty, sharing in an act of deception, and putting to death another human being in the line of duty where the three most distressing field works associated events officers reported. Furthermore, the most frequently field work connected with events were giving evidence in court, shift work, and having to take authority.

Sensitive actions and conditions experienced in law enforcement last for short period of time and comprise modification or relocate in job accountability. Regular work procedures and circumstances include working in the paramilitary law enforcement organization and the division of operational associations with others (Coman & Evans, 1991). These stable situations are consistent and end over a period of time while distressing events have a tendency to be vulnerable circumstances. Even though Lazarus and Folkman (1984)

believe that individuals become well-known to the unhelpful behavioral and physiological consequences of unrelieved stress, delicate traumatic episode exist in specific mental health management in law enforcement.

The symptoms police officers experience succeeding exposure to distressing events has been well accredited in the literature (Carlier, 1999; Cassel, 1976; Martin 1984; Brown & Harris, 1978; Stratton, 1983; McElroy, 1996,) and post traumatic stress symptoms among police officers are highly associated with the officer's knowledge to traumatic events (Martin, McKean, & Veltkamp, 1986). These include persistent irritability, persistent anxiety, periods of high blood pressure, insomnia, forgetfulness, heart palpitation, lateness for work, procrastination, persistent tiredness in the mornings, social withdrawal, cynical attitudes, resentfulness, increased alcohol abuse, apathy, sadness or depression, chronic stomach or bowel problems, and chronic mental fatigue. The primary mental health service afforded to police officers to support them with the potentially negative psychological effects of traumatic events is serious occurrence of stress. Several advances to crucial occasion stress are established in the literature, that the older the officer, the more likely the alcoholism. FTO's (Field Training Officers) may experience the most stress under the load of being both trainer and role model for a never-ending stream of recruits.

Detectives experience stress from not having secretaries, working odd hours, seeing the criminal justice system to be too compassionate, and pressure for solving cases quickly. Top executives suffer stress from budgeting, deadlines, program development, and resolving complaints. Crank et. al. (1993) found that sheriffs are consistently under more stress than police chiefs. The lower the level of education for a top executive, the larger the stress. Both female and male officers experience distinctive stress. Females must deal with the sexual harassment, public stereotypes, and need to achieve recognition from male officers. Minorities must deal with the cultural discrimination and their marginal group's dislike for police officers, and, by association. Even the impact of community policing is stressful (Lord 1996).

Furthermore, the families of police officers also endure stress, or a kind of shocking occupational stress. The uncertainty, shift work, panic (of death, injury, kidnapping), isolation, and low pay all originate family difficulties. Previous research designate that the sources of organizational stress include poor pay; excessive paperwork; inadequate

training and equipment; changing shifts; limited promotional opportunities; unfair policies; and lack of administrative support (Brown & Campbell, 1994; Violanti & Aron, 1993).

Children of officers are detained to greater values by the society, spouses are instantly at likelihood in outlining out how to converse with one another, and both groups must avoid the never-ending flow of public inquiry whenever the police department is in the news. Relationships in police families are habitually far-away and unusual (National Institute of Justice 1991).

Stress reactions vary by characteristics of the personality, social support structure, life experiences, years of service, level of education, use of coping strategies, the strength of the stressful event, and any exclusive features of the organization. A serious problem is that many police departments view police stress as an employee problem, not an organizational problem. Rarely is the practical, paramilitary arrangement of the organization alleged to being the problem, although it probably is, and indeed, internal, departmental stressors are the most aggravating.

Moreover, stress reactions differ by uniqueness of the character, social support structure, life experiences, years of service, level of education, use of coping strategies, the intensity of the stressful event, and any unique features of the organization. A grave problem is that many police departments visualize police stress as an employee crisis, not an organizational dilemma.

Rarely is the convenient, paramilitary makeup of the society assumed of being the trouble, although it possibly is, and really, in-house, departmental stressors are the most frustrating. Police stress reactions often appear a lot like the period of full-blown mistrust (Niederhoffer 1969). The following are the responses that have received the most consideration:

- Suicide -- Police officers kill themselves at a rate six times larger than in the general population, and police officers kill themselves at a rate 8.3 times larger than those who die at the hands of criminals (Violanti 1996). Even though people often don't see it imminent and there's regularly no account of counseling in advance, police suicides, via psychological autopsies, have been linked to diagnosable intellectual disorders, most often involving depression, alcohol, or drug abuse. It seems to be an incident controlled largely to urban police officers.

- **Alcoholism** -- The rates are elevated probably because of the stigma linked with illegal drugs. Older officers have the highest rates, and there is considerable female and marginal connection. Several studies conducted in the 1970's looked at drinking on duty as a meter of alcoholism, and formed some frightening figures, from Reiss' 25% to Van Raalte's 67% (Mitchell, J. & G. Everly 1993). Other studies have looked at the "cop ulcer" rate, estimated at 30%, and fitness and nutritional habits of officers. More recent studies have looked at drug use and abuse (Lord 1996).

- **Infidelity** -- Perhaps the only profession to have its unfaithfulness rates studied, police work lends itself to temptations and opportunities in this view, but there are no rate estimates.

There is a literature on police divorce (1:10 succeed), how it is connected to alter work, and when in the police career it usually happens (Violanti 1996).

- **Irritation and anger** - Tension at work can cause an individual to be uncommunicative and withdrawn, or aggressive and short tempered. This increases the individual's negative feelings about themselves, whilst also having a detrimental effect upon family relationships (Sarason & Sarason, 1999).

- **Separate lives scenario** – The pressure of an excessive workload and long hours can seriously undermine communication leading to a situation whereby one can ignore family commitments (Brown and Cooper, 1992).

Coping Strategies

These are views and procedures which individuals use to deal with stressful situations and lower their stress levels. Lazarus and Folkman (1984) suggest two coping mechanisms which are: Problem- focused coping mechanism.

Here an individual try to short-circuit the negative feelings they are experiencing by modifying, avoiding or minimizing the threatening situation. This method is looked at as the effective coping strategy in dealing with stressful situations.

Furthermore, the person can also use emotion- focused coping. Here the individual will try to moderate or get rid of unpleasant emotions by using devices such as denial, or wishful thinking. This strategy is not an effective method of dealing with stress on sustained basis (Seligman 1975). Sigmund Freud developed a theory which emphasis the role of protection such as suppression during the coping process. These are methods which people use to lower their stress level when the environment becomes anxiety aggravating (Robbert 1998). Furthermore, Brown and Cooper (1992) in their studies came up with the seven ways to help conquer stress and they are as follows:

1. Be in Control

So first and foremost, one should aim to give herself or himself personnel feeling that they have control. Research shows that one way to demonstrate to people that they can make a difference is to actually allow them to make the difference.

Look at the layers of bureaucracy within the workplace: how can they be reduced, how can your staff be given a say in what happens to them and how the job is carried out? Listen to your personnel and they will automatically feel that they have some influence on their work environment.

2. Physical Exercise

Physical activity is one of the most effective stress relievers that there is. It is increasingly acknowledged that exercise is a significant component in the treatment of depression. A recent report by the Mental Health Foundation explained how a programme of supervised exercise has been shown to be as effective in treating mild to moderate depression as a prescription of antidepressants, but without the negative side effects. The physical benefits themselves are obvious: the body needs exercise to keep the blood and oxygen circulating, which in turn both refreshes and invigorates the body leading to a natural 'high' and feeling of well being.

3. Teamwork

The importance of teamwork and co-operation is an important anti stressor which is regularly overlooked. It takes both time and effort to cultivate relationships and promote

teamwork - this will not just happen by itself. When we are short of time or resources, this is often one of the first areas to be neglected. Human nature dictates that the majority of us work best alongside others: isolation can increase feelings of helplessness and seclusion - both significant stressors.

4. Developing new skills

We gain an enormous sense of satisfaction from achievement, whether it is within a work, home or relaxation context, the feeling of accomplishment and satisfaction is in direct proportion to the enormity of the challenge that you face. Facing up to fears or challenges whilst developing new skills along the way, is enormously rewarding and a great boost to self esteem.

5. Leadership techniques

The roles that people assume vary depending upon the context that they are in. The strong minded family leader can find themselves lacking the confidence or opportunity to exercise their management qualities within the work environment.

A less threatening, more informal environment can give an individual the chance to develop what may be a hitherto unexplored potential for leadership. The feeling of having managed a team well and making a significant contribution is an empowering and invigorating experience.

6. Having Fun

It is often said that laughter is the best medicine, and as with most clichés, this is repeated so often precisely because it is true. With the dawn of the 21st Century, we lead increasingly busy and stressful lives- the goals that we set ourselves can be unrealistic and excessive, leaving little time for the underrated pastime of simply having fun. How many of us have lost the talent for making time to simply enjoy ourselves? The importance of play in the emotional and intellectual development of young children has long been acknowledged. As we continue to grow and develop throughout our lives, play should continue to have a significant role in making our lives happy and fulfilled.

7. Relaxation

Surprisingly, this is a skill that many of us need to actively develop; it isn't something that comes naturally to us in our fast moving, multi tasking lives. To prove the point, calculate how much time one spend each day actually relaxing, and one will probably be surprised at how small a proportion of their time is spent this way. If we learn to relax, it makes us more effective in all the other areas of our lives, a fact which has been recognized by many people over the years, including the great artist and inventor Leonardo da Vinci, who summarizes the importance of relaxation succinctly.

“Everyone go away, have a little relaxation, for when you come back to work your judgment will be surer. Go some distance away because then the work appears smaller and more of it can be taken in at a glance and a lack of harmony and proportion is more readily seen” (Leonardo da Vinci).

Models of Stress

Different authors examine stress in different ways. The models specify how stress acts on an individual. The following models will be briefly discussed.

(General Adaptation Syndrome (GAS),(Selye,1950),(Load of Information Model),(Suedfeld, 1979) and Cognitive Model of Stress(Lazarus and Folkman,1984) **General Adaptation Syndrome (Seyle, 1950).**

This model looks at how stress acts on an individual. This is a cluster of nonspecific symptoms that help individuals to adapt to stressors. It consists of three stages.

Stage 1: Alarm Reaction

It occurs when one is exposed to any hurtful motivation to which they are not tailored. The response has two phases being: (a). the shock phase-this is the immediate feedback accompanied by signs of hurt such as an increased heart beat rate, fever or decreased blood pressure. The other phase is referred to as the counter shock phase. This phase is concerned with mobilization of physical resources for self-protective purposes.

Stage 2: Stage of Resistance

This is stage when the creature becomes accustomed to the stressor and there might even be successive exactness or even disappearance of symptoms. Then the creature will learn to cope with all the changed demands. The individual will realize that though he or she is not well, but life should go on. At this stage, the body twists to normal weight and become resistant to any stressors.

Stage 3: Stage of Exhaustion

If the stressor continues, exhaustion will follow and symptoms recur and death may follow. This therefore advocates that absolute restoration is not viable.

However, this model can be used to develop a universal code of conduct which will help us engineer achievement in ways which do not cause distress. Moreover, when looking at the model, stress should not be abolished but should be mastered.

❖ Load of Information Model (Suedfeld 1979).

This model associates stress to both the environment and the structure experiences. The model warns that too much or too little encouragement can be stressful.

For example over load of experience maybe, when a child has too much to learn within a short period of time or someone doing too many jobs though he or she is paid for only one.

❖ Cognitive Model of Stress (Lazarus and Folkman 1984).

The above authors define stress as a particular association between the person and the environment that is appraised by the person as challenging his or her resources and jeopardize his or her well being. This model emphasizes that perception of individual determines stress and also determines how one copes with the stressor. Furthermore, the model helps an individual to learn problem solving and focus on coping.

Counseling and Stress Management

When a client is unable to deal with a particular problem due to high levels of stress and anxiety, some counseling theories can be used to help the individual. There are different

theorists who came up with techniques to help individuals manage stress in a meaningful manner. People like Joseph Wolpe who developed systematic desensitization believes it can help individuals to manage their stress well.

In humans, systematic desensitization typically involves three steps: (1) training the patient to physically relax, (2) establishing an anxiety hierarchy of the stimuli involved, and (3) counter-conditioning relaxation as a response to each feared stimulus beginning first with the least anxiety-provoking stimulus and moving then to the next least anxiety-provoking stimulus until all of the items listed in the anxiety hierarchy have been dealt with successfully. Originally developed to be administered by a psychotherapist, systematic desensitization has been shown to be effective when self-administered as well, and ones greatest gains will come through one's own regular practice. (Rimm, & Masters, 1987). Furthermore, operant conditioning can also be used to the stress and coping process. This theory centers on teaching individual people social skills and self-control of behaviors that cause stress. On the other hand, cognitive- behavioral therapy (CBT) can also be used. This theory emphasize that people are disturbed not by things but views they take of themselves (Neenan and Palmer 1996). In other words, stressors in life are determined by our insight, implication and assessment of the events instead of events themselves. Both cognitive –behavioral therapy (CBT) and Rational Behavioral Emotive Therapy (REBT) focus on training the individual to deal with irrational ideas and thereby engaging in appropriate coping behaviors (Chambless and Gillis, 1993).

CHAPTER 3

RESEARCH METHODOLOGY

INTRODUCTION

In this chapter methodological procedure was summarized as follows: research design, population assortment process, ethical considerations, instruments used, validity and reliability, data collection and data analysis process.

RESEARCH DESIGN

Denzin and Lincoln (2000) argue that there are two forms of social research; these are being quantitative and qualitative research. According to Schwandt (1997) qualitative research is the study of people in their usual settings as they set off concerning their daily. This type of research started with finding out the approach, attitudes and decisions of people. On the other hand, quantitative research deals with data which is totally mathematical. This type of research is concerned with embarking upon data in terms of statistics and figures (Schwandt1997).

However, in this study, the researcher thinks that both approaches are proper since they provide the opportunity to interview selected respondents and administer an individual questionnaire on them to compare and validate information obtained.

ETHICAL CONSIDERATIONS

Ethics refer to moral principles that are suggested by an individual or a group which are subsequently generally recognized and recommend rules and behavioral expectations regarding the most accurate behavior concerning experimental subjects and respondents, employers, researchers, assistants and students (Babbie 2001).

The consent form was designed, written and circulated together with the questionnaires. This was aimed at preventing potential compromise and violation on bylaw issues and individual rights. The researcher guaranteed confidentiality and anonymity by explaining to respondents that names and personal details should not be written on questionnaires provided and would not be mentioned in the final report. The respondents were also

informed that the exercise is voluntary; they were free to withdraw if a person feels uncomfortable.

POPULATION OF STUDY

The definition of research population by De Vos (1998) is that it is a total set from which the individual or units of the study are chosen. On the other hand, Powers et al. (1985) in the De Vos, Strydom, Fouche and Delport (2002) defines research population as a set of people in which all the capacity of curiosity to the researcher is tabulated.

The researcher consents that the population of this study comprised of police officers in Gaborone. The researcher interviewed sixty seven (67) police officers who were randomly selected from the entire population.

SAMPLING METHOD

To ensure representation of a general population characteristic of police officers in Gaborone, the researcher used of convenient sampling method. This involves including in the sample whoever happens to be available at the time. Some respondents were approached by the investigator and provided with written or verbal explanation of the study.

INSTRUMENTATION

The researcher used interviews and questionnaires as the data compilation method. Patton (1995) alludes that the selected process would not only be liable by the course of the research, but that it would also be determined by the aims of the research. Both closed and open ended questions were used interchangeably to allow respondents to express their feelings freely. The questionnaires were adapted from Chartered Society of Physiotherapy (2004). However, the instrument was modified to include some aspects which the researcher found necessary, for example the effect of police officers on the clients and colleagues. This tool was suggested because the researcher found that it was going to be easy to administer and at the same time economical. The instrument contained (2) main parts. Part one was evaluating police officers understanding of stress, symptoms and effects of stress factors at the workplace that police officers experience during stressful situations. In addition the second part was to examine the workload and factors causing stress. Furthermore, the interview schedule was also constructed. This had open ended questions that were to permit more investigation of ideas.

VALIDATION

A pilot study was done on five police officers who have been working in Gaborone for more than a year. The researcher then marked checks and balances at the end so that mistakes established were resolved as proper

RELIABILITY

The instrument was given to research specialists in the University of Botswana to examine it and assess the content, clearness, and suitability of the items in the instrument.

DATA COLLECTION

The researcher used a modified survey questionnaire and one to one interview, more especially semi-structured interviews. One to one assures participants of privacy concerning the information shared.

According to Greef (2002) researcher used semi-structured interviews to increase a broad picture of the participant's perception or awareness of the topic conversed. The method on the other hand gave the researcher and the participant a lot of flexibility. This then helped the researcher to pursue particular interesting possibilities which may come out during the interview, and the participant may be able to give fuller picture.

In addition Greef (2002) further comments that with semi-structured interviews, researcher more often than not have a set of prearranged questions fixed on an interview program, but that the interview was guided by the schedule but not be dictated by it.

The researcher utilized the audio tape to record during the interviews. This is because the tape allows for more complete records than when taking notes during interviews.

However, permission was first obtained from the participants after explaining the following reasons:

- Why the interview should be recorded.
- Who will have access to such records.
- How the information will be utilized.

Furthermore, with a questionnaire, closed questions were used. These questionnaires were distributed and administered by the researcher.

DATA ANALYSIS

Main themes were identified and then described. Data collected was coded, classified and grouped into themes then interpreted and then organized into general conclusions. Furthermore, percentages, graphs were also used to analyze the data.

DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter presents information on the background of the population studied. Factual data was quantified and expressed by means of figures, graphs, tables and other descriptive summaries as appropriate.

The study used sixty seven (67) police officers from 8 police stations in Gaborone, 7 police officers were from Gaborone West Police Station, 10 were from Central Police, 9 from Broadhurst, 8 from Urban Police, 9 from Naledi Police, 9 from Tlokweng Police, 8 from Mogoditshane Police and 7 from Special Support Group (SSG). The respondents were asked to rate their feelings based on a scale ranging from Strongly Agree (SA) to Strongly Disagree (SD).

Job responsibilities

Table 1: Frequency and percentages of the ratings on job responsibilities.

		SA		A		N		D		SD	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	At work I am expected to do many different tasks in too little time.	25	37.3	23	34.3	10	14.9	6	9.0	6	4.5
2	I feel that my job responsibilities are increasing.	36	53.7	23	34.3	7	10.4	1	1.5	0	0
3	I work under deadlines	20	29.5	28	41.8	11	16.4	4	6	4	6

The above results show that the majority (37.3%) strongly agree and (34.3%) agree that at work they are expected to do many different tasks in too little time. (14.9%) are neutral (9%) disagree, while (4.5%) strongly disagree that they are given too many tasks. The results also show that the majority (53.7%) strongly agree, (34.3%) agree, (10.4%) are neutral (1.5%) disagree, and (nil %) strongly disagree that their responsibilities are

increasing. The same results also show that the majority (41.8%) agree, (29.9%) strongly agree, (16.4%) are neutral (6%) disagree, and (6 %) strongly disagree that they are expected to work under deadlines.

Symptoms stress

Table 4.2: Frequency and percentages of the ratings on job responsibilities

	Often		Sometimes		Never	
	Freq	%	Freq	%	Freq	%
a) Headaches / Migraine	15	22.4	39	58.2	13	19.4
b) Aches and pains	17	25.4	36	53.7	14	20.9
c) High blood pressure	4	6.0	16	23.9	47	70.1
d) Poor sleep patterns	19	28.4	34	50.7	14	20.9
e) Indigestion	14	20.9	29	43.3	24	35.8
f) Anxiety	13	19.4	40	59.7	14	20.9
g) Exhaustion	25	37.3	32	47.9	10	14.9
h) Unpredictable Mood	14	20.9	38	56.7	15	22.4
i) Low self esteem/ confidence	11	16.4	35	52.2	21	31.3
j) Inability to concentrate	20	29.9	30	44.8	17	25.4

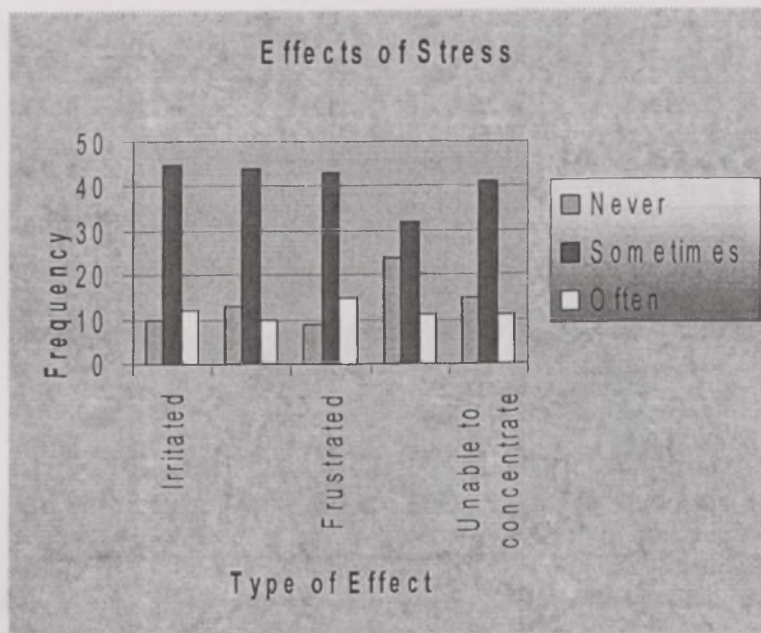
The majority (58.2%) reported that they sometimes experience headaches while (22.4%) cited that they often experience headaches respectively. Of all the respondents (19.4%) never experienced headaches or migraines. Respondents reported that they experienced poor sleep patterns.

Furthermore, (50.7%) cited that they sometimes (28.4%) have poor sleep patterns while (20.9%) never had this problem. High blood pressure was not reported by the majority of respondents 47(70.1%) never experienced high blood pressure, while only (6%) often

experience it. The majority of the respondents reported that they sometimes experienced common signs of stress, while (79.1%) experience aches or pains and (56.7%) experience indigestion. The majority of the respondents also reported that they were experiencing common symptoms of stress. (79.1 %) of the total respondents reported that they were experiencing anxiety while (85.2%) were experiencing exhaustion. The respondents also reported that they experienced unpredictable moods (77.6%), had feelings of low self esteem (68.6%) and (74.7) were unable to concentrate as result of stress. The above findings are consistent with Violanti and Aron (1995) whose definition of stress stated that we live and work in a state of constant catch-up, never stopping to take our psychological temperature along the way. Busrai (1999) also describe stress as something caused by too much work or too many deadlines to be met.

Effects of stress

Figure 4.1 Frequencies and percentages of feelings while working.



The above results show that the majority of the respondents (67.2%) sometimes and (17.9%) often felt irritated while working while (14.9%) never feel irritated while working. On how the respondents were also affected by stress, (65.7%) reported that they sometimes felt angry while working, (14.9%) often felt angry while (19.4%) never feel angry while working. Stress sometimes results in one being unable to concentrate, (61.2%) of the officers sometimes felt unable to concentrate, (22.4%) never and (16.4%) often feel unable to concentrate while working.

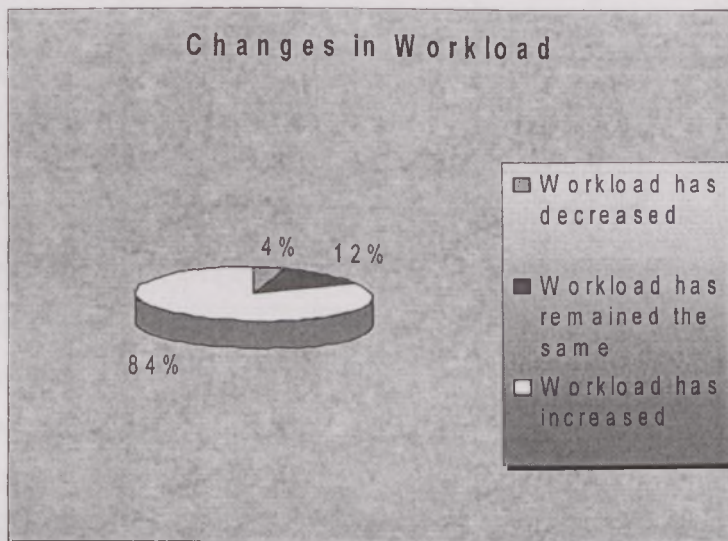
Workload

Table 4.3: Frequencies and percentages on workload per week

Workload_per_week				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
30 - 34	3	4.5	4.5	4.5
35 - 39	2	3.0	3.0	7.5
40 - 44	16	23.9	23.9	31.3
45 - 49	21	31.3	31.3	62.7
50+	25	37.3	37.3	100.0
Total	67	100.0	100.0	

The above results show that the majority (37.3%) work for more than fifty hours per week , (31.3%) between 45 – 49 hours , (23.9%) between 40 – 44 hours , (3%) between 35 – 39 hours and (4.5%) between 30 -34 hours .

Figure 4.2: Frequencies and percentages in changes in workload.



The above results show that for the majority (84%) the workload has increased, (12%) it has remained the same and (4%) it has decreased.

Factors causing stress

Table 4.4: Frequencies and percentages on factors causing stress

Stress related factors	Not Applicable		Occasionally Stressful		Stressful		Very Stressful	
	Freq	%	Freq	%	Freq	%	Freq	%
DEMANDS								
a. Dealing with aggressive /violent behavior	13	19.4	19	28.4	24	35.8	11	16.4
b. Off site /multi site working	21	31.3	26	38.8	15	22.4	5	7.5
c. Long working hours	7	10.4	15	22.4	23	34.3	22	32.8
d. Lack of regular breaks	13	19.4	13	19.4	19	28.4	22	32.8
CONTROL								
a. Not able to exercise control over demands made	16	23.9	22	32.8	19	28.4	10	14.9
b. Lack of participation in decision making	24	35.8	15	22.4	18	26.9	10	14.9
c. Unable to plan working day	20	29.4	19	28.4	21	31.3	7	10.4
d. Given responsibility without the	11	16.4	29	43.3	14	20.9	13	19.4

authority to take decisions								
SUPPORT								
a. Lack of information about what is going on	24	35.8	16	23.9	15	22.4	12	17.9
b. Lack of management support	17	25.4	15	22.4	16	23.9	19	28.4
c. Confrontational institutional culture	17	25.4	19	28.4	18	26.9	13	19.4
d. My colleagues are willing listen to my work related problems.	36	53.7	23	34.3	5	7.5	3	4.5
e. I am supported through emotional demanding work	34	50.7	20	29.9	7	10.4	6	9.0
f. My immediate supervisor encourages me at work	34	50.7	19	28.4	5	7.5	9	13.4

The main factors that lead to stress were cited as demands of work, lack of control, and low social support or support from management. The respondents reported that they have to deal with aggression or violent behavior as part of their jobs. Twenty four (35.8%) of the total respondents reported that dealing with aggression and violent behavior was stressful, (28.4%) occasionally stressful, (19.4%) not applicable and (16.4%) very stressful. Offsite working for the majority of the respondents is not stressful. Of all the respondents (38.8%) reported that it is occasionally stressful, (31.3%) not applicable while (22.4%) reported that it is stressful and only (7.5%) reported that it was very stressful. Working for long hours is stressful, the majority (34.3%) reported that working for long hours is stressful, (22.4%) occasionally stressful, (32.8%) very stressful and for (10.4%) of the respondents working for long hours not applicable to how they are affected by stress. Respondents acknowledged the following as stressful factors, lack of regular breaks (61.2%), lack of control over demands of their jobs (61.2%), lack of participation in decision making (62.7%) and inability to plan working day (70.1%). The above results are in line with a study by (Webb and Smith, 1980) which found out that much of what is called police stress is in reality the creation of role ambiguity and role conflict.

The respondents complained that they were being given responsibility but at the same time were not given the authority to make decisions that are associated with that responsibility. This is confirmed by what the majority (43.3%) say that responsibility without authority was occasionally stressful, (16.4%) not applicable (20.9%) stressful and (10.4%) very stressful. The importance of social and management support was also examined. Lack of information resulted in (64.2%) of the stress reported, lack of management support (74.6%) and the confrontational institutional culture resulted in (74.6%) of the stress reported. The above results are supported by previous research by Lazarus and Folkman, (1984) who found that stress reactions vary by characteristics of personality, social support, life experiences and the nature of one's job. Comparative studies of the effect of the confrontational institutional culture in police work cite bereavement of a colleague in the demonstration of duty and putting a human being to death in a line of duty as distressing events (Coman and Evans, 1991).

On the support of colleagues, support through emotional demanding work and support of immediate supervisors most of the respondents reported that absence of their support was not stressful. The results showed that support of colleagues (53.7%), support through

emotional work (50.7%) and support from immediate supervisors (50.7%) was not essential to whether they would feel stressed.

The above findings show that the majority of police officers are expected to do many different tasks in too little time, their job responsibilities are increasing and they work under deadlines. The majority of the officers also suffer from physical conditions like headaches, aches and pains, poor sleep patterns, among others, as a result of their work. They are also easily irritated, easily become angry and frustrated. The findings also clearly show that the majority of police officers feel that their work load is ever increasing. They are also helpless and are unable to concentrate. The above results are in line with another in the United States of America which contents that sensitive actions in police work and conditions experienced in law enforcement have consequences if unrelieved stress, unhelpful behavioral and psychological outcomes (Crank et. al. 1993).

Interview Schedule Results

The interview schedule was administered to ten (10) police officers from five different police stations out of the eight (8) covered during data collection by questionnaire.

Police were asked about meaning of stress:

70 % of police officers defined stress as a condition brought about by an unstable environment. This instability may be from psychological effects concerning work. They further believe that stress is brought about by lack of rest. It was also defined as a mental position which is affected by psychosocial issues. Furthermore, it is a situation that one does not want but have to pass through it. A condition which makes people not be themselves either at work or at home.

In addition, this state is brought about by unresolved issues, too much work, and failure to meet deadlines. However one respondent understood stress as:

Tension that comes when somebody is disappointed and this makes one not to want to do anything and look down upon him or her self. This can be brought about by people or the environment in which one lives.

Furthermore, 20% of the respondents attributed stress as being associated with emotions, strenuous activities and inevitable circumstances which results in exhaustion.

Police officers were asked how they cope when they are stressed:

50% of police officers shared that coping depends on what caused stress. With some stresses, one copes by taking things easy, sharing what is disturbing them and or exercising. However, with the type of work which they are doing, one respondent said that one of the coping strategies will be to ask for leave to go and rest. They further said that during the holidays and weekends they work half days only. Furthermore, 40 % of the respondents said that they have a schedule whereby every Tuesday and Fridays after work they do physical exercises to relieve themselves.

They also have teamwork spirit which helps them to feel that they are part of the system. In addition there is an open mind approach whereby a junior officer to talk to his station commander without any fear. If the station commander feels it is beyond him, he can also refer to the social workers provided the client was able to open up. One of the respondents said that he asks for help from supervisors or anybody who has the expertise. He further ascribed that:

I read motivational books as well as religious books together with the Bible, drink a lot of water and even pray that my stress may go away. I do this because I believe that I can find the rest I need from God.

Conclusion

The results show that police officers have an idea of what stress is all about and what they can do to get relieved. This is evidenced by the fact that almost all of the respondents were able to describe stress and to come up with what they usually do when they are stressed up.

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

This chapter focuses on discussions, conclusions and recommendations based on the findings from the study and the initial literature review.

Workload

The findings show that the majority of police officers are required to do many different tasks at the same time and their responsibilities are ever increasing. Police officers also work under strict deadlines. This is supported by research by Busrai (1999) who found out that stress can be caused by too much work or too many deadlines to be met.

Meaning and causes of stress

Police officers have also revealed that stress may be from psychological effects concerning work. They further believed that stress is brought about by lack of rest. In addition, this state is brought about by unresolved issues, too much work, and failure to meet deadlines. Stress is described as a weight from outside conditions that can cause inside strain. This is supported by the study conducted by Violanti & Aron (1995) that, stress is pressure from external circumstances that can cause inner pressure, filling our lives with so much to do in so little time. We live and work in a state of constant catch-up, never stopping to take our "psychological temperature" along the way. Not surprisingly, it has been found that much illness is linked to unrelieved stress. Moreover, they also said that with some stresses one copes by taking things easy, sharing what is disturbing them and or exercising. Furthermore, with the type of work which they are doing one respondent said that one of the coping strategies will be to ask for leave to go and rest. This is supported by Brown and Cooper (1992) in their studies where they came up with the seven ways to help conquer stress and those include being in control, doing physical exercise, teamwork, leadership techniques and having fun or relaxation.

On the other hand, they experience many symptoms of stress. These include aches and pains, poor sleep patterns, headaches and migraines, anxiety, exhaustion, unpredictable moods, and feelings of low self-esteem. However these symptoms did not include high blood pressure.

This contradicted research findings by (Carrier, 1999; Cassel, 1976; Martin 1984; Brown & Harris, 1978; Stratton, 1983; McElroy, 1996) who mentioned high blood pressure as one of the symptoms of stress.

Symptoms of stress

The majority of the police officers suffer from symptoms of stress such as headaches, migraines and pains. They also suffer from poor sleep patterns. The study has also shown that anger or irritations are symptoms of stress. Other symptoms that were felt by police officers were frustration; they felt helpless in most situations and were unable to concentrate. This is supported by Martin, McKean, & Veltkamp, (1986) in their study that post traumatic stress symptoms among police officers are highly associated with the officer's knowledge of traumatic events. The majority of the symptoms being anxiety, exhaustion, unpredictable moods experienced by police are well accredited in the literature review. Furthermore, one may say that policing is stressful. This is supported by Patterson (1992) that police work is one of the most stressful occupations in the world. Psychological disturbances caused the stressful nature of police work leads to the physiological reactions by the body identified above. The study has also shown that anger or irritations are symptoms of stress. Other symptoms that were felt by police officers were frustration; they felt helpless in most situations and were unable to concentrate.

Factors and Effects of Stress

The effects of stress have been mentioned by police officers to include irritation, anger, frustration, helplessness and lack of concentration and the majority of these officers have felt the effects in one way or another. This is supported by studies by Violanti (1996), Lord (1996) and Sarason and Sarason (1999) from the literature review, who said that tension at work can cause an individual to be uncommunicative, aggressive, withdrawn and short tempered.

The study also reported that the workload of police officers is too much and is ever increasing. This is contributing to the stress they are experiencing since they cannot cope with such a workload. Studies by Brown and Cooper (1992) concur with these findings.

On factors causing stress, the police officers reported that dealing with aggressive characters; long working hours and lack of regular breaks were the major causes of stress. The majority of the officers also considered that offsite working and long working hours without breaks were causing them work related stress. This is in line with the literature review which suggests that police work unlike other professions involves working for long and irregular hours. Police work also involves some amount of danger and difficulty (Brown and Campbell 1994).

There is insufficient evidence from the survey to suggest that off-site working, lack of control over demands, lack of participation in the decision-making process, being unable to plan working day and responsibility without support are the major causes of stress. The findings also show that the effects of stress are in line with the literature review which suggests that stress among the police occur at two levels; where their actions run against the wishes of the community or where they are personally involved for example when another police officer is shot dead or they are involved in a shootout resulting in them killing someone.

Support

On the issue of support, the police officers agreed that lack of management support and working in a confrontational institutional culture are the major causes of stress. This is supported by Webb and Smith (1980). There was evidence to suggest that lack of information, inability of colleagues to listen to others' problems, support on emotional work and lack of supervisor encouragement will not create work-related stress. The majority of the officers concurred they lack the support of management and immediate supervisors. However, the majority of the officers are not stressed by the confrontational institutional culture of police work. They are also not stressed by lack of emotional support through work related problems from colleagues. A set of studies in the literature review explaining the above state that police training prepares officers for sensitive actions and conditions experienced in law enforcement (Crank et. al.1993).

CONCLUSIONS

The study has shown that the majority of the officers shared that they are required to do many different tasks in too little time. They also felt that their job responsibilities are ever increasing and agreed that they work under many deadlines. Furthermore, majority of the police officers suffer from symptoms of stress such as headaches, migraines, pains and poor sleep patterns. They also suffer from the inability to concentrate, loss of self esteem, and unpredictable moods. The study showed that stress has got various effects that range from irritability, anger, frustration, and inability to concentrate. The study further identified the main factors causing stress as being excessive demands of work, lack of control over decision making and lack of social and management support. The majority of the respondents could not clearly define what is meant by stress but managed to define it as situation cause by unfavorable circumstances. They were however well informed about the various coping strategies that can be used to deal with stress.

It can also be confirmed from the research that police work is one of the most stressful occupations.

RECOMMENDATIONS

The following are the recommendations made from the findings of the study.

- a) The police should engage the services of occupational therapist who are mandated to design policing jobs in ways that will eliminate the stressful job characteristics such work over load. The therapist are to ensure that jobs will involve support of individual coping strategies such as consultation, provision of adequate resources, open lines of communication and opportunities for professional development.
- b) Police stations should establish employee assistance programmes to help officers to cope with predictors, causes, symptoms and effects of stress. This program approach should involve activities such as personal finance, drugs, family and relationship therapy, crisis and violence prevention.
- c) Workshops should be conducted to educate officers on the various personal coping strategies. A variety of psychological strategies have been advocated to help individuals cope with stress such as behavior modification, cognitive awareness and systematic therapy.
- d) Future research should focus on the impact of changing the paramilitary nature of organizational structures of the police force into democratic systems and how this might help in coping with stress. Every year millions of people suffer from work related stress. Further research should focus on factors debilitating job change as a strategy to cope with stress.
- e) Since some of the stress reported in the workplace is a carryover of social stress; further research should focus on conducting a comparative study to isolate the effects of work stress from those of social stress.
- f) Further research should investigate the predictors of stress as a means of adopting preventive interventions. The promotive mental health model states that health is a combination of prevention, cure, rehabilitation, and promoting behaviors that are healthy with a focus on how to promote a culture of healthy behaviors.

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Appendices

Appendix A

Letter to Commissioner of Police

P O Box 70399

28 August 2007

Gaborone

The Permanent Secretary to the President
P/Bag 001
Gaborone
Botswana.

Dear Sir/ Madam

**APPLICATION FOR PERMISSION TO CONDUCT A RESEARCH
STUDY IN THE BOTSWANA POLICE SERVICE (GABORONE)**

I am a registered final year student for Masters Degree in Counseling and Human Services in the University of Botswana doing final year of the programme. Therefore, I am applying to conduct a research study in the Botswana Police Service. It is part of the study to conduct research during the final year.

The research topic is **“THE PERCEPTIONS OF POLICE MEMBERS REGARDING STRESS WITHIN THE GABORONE POLICE SERVICE”**. The research study will investigate the opinions and personal views of police officers regarding early retirement, sick leaves and resignations which might be looked at as products of stress.

It is of supreme value to indicate what the benefit of this study to the Organization (Botswana Police Service) is. It is therefore envisage in this study that the end result will assist the Management of Botswana Police Service in decision making .It is again anticipated that the feedback from the study will continue to add value with regard to stress interventions.

Your contribution and assistance in this study is highly appreciated.

Thank you

Yours Faithfully

Dikabelo Ketshabile

Appendix B

Letter from Commissioner of Police

Telephone: (267) 3851101
Telegrams: CGM/OL
Fax: (267) 3873728

Commissioner of Police
Private Bag 0012
Gaborone
Botswana



REF: 39/13/3 II (100)

27th March 2007

Ms Dikabelo Metshabane
P O Box 70399
Gaborone

Dear Madam

APPLICATION FOR PERMISSION TO CONDUCT A RESEARCH STUDY
IN THE BOTSWANA POLICE SERVICE (GABORONE)

Reference is made to your letter of the 21st March 2007,
relative to the above subject.

2. Your application to conduct a research study on "The perceptions of Police members regarding stress within the Botswana Police Service" has been approved. We advise that information so collected should be used solely for academic purposes.
3. You should therefore liaise with the Station Commanders of the relevant Stations/Units who will assist you with the necessary arrangements for the interviews.

4. Finally, we would appreciate to be furnished with a copy of your final product for our appreciation.

Yours faithfully



J.G. Bagnall
For Commissioner of Police

in Partnership With The Community

Appendix C

Questionnaire

RESEARCH QUESTIONNAIRE ON THE PERCEPTION AND EXPERIENCE OF POLICE OFFICERS REGARDING STRESS WITHIN THE GABORONE POLICE SERVICE.

Dear Respondent

The purpose of the statements in this questionnaire is for research intention only .This research asks for your view and experience about stress in the police service. Be guaranteed that the information you provide will be treated with strictest confidence.

Instructions: Please answer the following questions. You are not supposed to provide your name. Please tick in the given space to indicate your response. I hope that all police officers will appreciate the importance of this and take a few minutes to fill it.

PART ONE

1. Name of the police station: ----- Date: -----

Rate yourself how you feel using the scale: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

2. At work I am expected to do many different tasks in too little time.

SA A N D SD

3. I feel that my job responsibilities are increasing.

SA A N D SD

4. I work under tight time dead lines.

SA A N D SD

Symptoms of Stress

Use the scale never, sometimes and often by circling the number which applies to you.

5. Are you experiencing, or experienced any of these stress symptoms in the last Year?

	Never	Sometimes	Often
a. Headaches / Migraine.			
b. Aches and pains.			
c. High blood pressure.			
d. Poor sleep patterns.			
e. Indigestion			
f. Anxiety			
g. Exhaustion			
h. Unpredictable Mood			
I. Low self esteem/ confidence			
j. Inability to concentrate			

Effects of Stress

6. While working do you ever feel:

	Never	Sometimes	Often
a. Irritated			
b. Angry			
c. Frustrated			
d. Helpless			
e. Unable to concentrate			

Part Two: Workload

7. Please estimate the average number of hours per week that you work.

30-34-----

35-39-----

40-44-----

45-59-----

50+-----

8. Please indicate how, if at all, your total workload has changed over the last five year.

Work load has decreased-----

Remained the same-----

Work load increased-----

Factors Causing Stress

9. Which factors associated with your current post do you think create work related stress? Please circle the number which applies to you under the scale: Not Applicable, Occasionally Stressful, Stressful and very Stressful.

Stress related factors	Not Applicable	Occasionally Stressful	Stressful	Very Stressful
DEMANDS				
a. Dealing with aggressive /violent behavior				
b. Off site/ multi site working				
c. Long working hours				

d Lack of regular breaks				
CONTROL				
a. Not able to exercise control over demands made				
b. Lack of participation in decision making				
c. Unable to plan working day				
d. Given responsibility without the authority to take decisions				
SUPPORT				
a. Lack of information about what is going on				
b. Lack management support				
c. Confrontational institutional culture				

d. My colleagues are willing to listen to my work related problems.				
e. I am supported through emotional demanding work				
f. My immediate supervisor encourages me at work				

Thank you for taking time to fill in the questionnaire.

Appendix C

Interview Schedule

INTERVIEW SCHEDULE

Purpose of the Study: To investigate perception of police officers regarding stress at the police service.

1. What do you understand by the term stress?
2. How do you cope when you are stressed?

