

**THE IMPACT OF STRESS MANAGEMENT ON EMPLOYEE
PERFORMANCE: A CASE OF TANZANIA POLICE FORCE IN DODOMA
REGION**

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CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by The Open University of Tanzania a dissertation entitled; “**The Impact of Stress Management on Employee Performance: A Case of Tanzania Police Force in Dodoma**” in partial fulfilment of the requirements for the award of Degree of Master of Human Resources Management (MHRM).

.....

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Signature

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DEDICATION

I dedicate this dissertation to the Almighty God for His protection and blessings. I also dedicate it to my family, whose unwavering support and patience have been invaluable during my pursuit of knowledge.

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ABSTRACT

Stress is widely recognized as a significant factor that detrimentally affects employee performance and commitment. It arises from the imbalance between environmental demands and individual capabilities. The main objective of this study was to evaluate the influence of stress management on employee performance within the Police Force in Dodoma. The research utilized both qualitative and quantitative approaches, with a sample size of 35 respondents from the police force office in Dodoma who completed questionnaires and participated in interviews. Primary data was collected through structured questionnaires, while secondary data was obtained through document analysis. The collected data was analyzed and presented using the SPSS program, employing descriptive analysis. A study was conducted to examine the impact of stress management on employee performance. The findings revealed that stress management plays a crucial role in enhancing employee performance. The study also found a positive association between psychological support, workplace training and development, employee welfare programs, job redesign, and employee performance. Based on these results, the study concludes that workplace quality and flexible work scheduling are important factors contributing to employee performance. The study recommends that the Tanzania Police Force in Dodoma should prioritize psychological support programs like counseling and mentorship, investing in comprehensive training for technical skills and leadership development, conducting stress management workshops, implementing employee welfare programs, tailoring training programs to individual needs, and introducing flexible work arrangements and recognition initiatives to enhance performance.

Keywords: *Psychological Support, Stress Management, Performance, Stress.*

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LIST OF ABBREVIATIONS

ACTH	Adrenocorticotropic hormone
C-JCQ	Job Content Questionnaire
ERG	Existence, Relatedness, and Growth
GAS	General Adaptation Syndrom
HPLSP	Health-Promoting Lifestyle Profile
HRM	Human Resource Management
HSE	Health and Safety Executive
LISREL	Linear Structural Relations
MHRM	Masters in Human Resources Management
NGO	Non-Governmental Organization
NHIF	National Health Insurance Fund
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Sciences
UN	United Nations

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an overview of the study, including the background, problem statement, significance, research objectives, research questions, and scope.

1.2 Background of the Study

Stress is currently one of the serious emerging problems at workplace over the world (Rue,2010) defined stress as the mental or physical condition that results from a perceived danger (physical or emotional) and the pressure to remove it. It may also be explained as a state of psychological and or physical imbalance resulting from the disparity between situational demand and individual's ability and or motivation to meet those 4 demands (Zietlow, 2001). Stress can be positive or negative. Stress can be positive when a situation offers an opportunity for a person to gain something. It acts as a motivator for peak performance. Stress can be negative when a person faces social, physical, organisational or emotional problems (Cox, 2000).

A survey of United Nations International Superhero Oversight Network Safety Reps carried in 2014 showed several causes of stress in the workplace. The report pointed out that increase of workload, low pay, bad relations with other colleagues, poor management, unrealistic targets, shift work, lack of support and control, working alone, violence, monotonous work, dullness and lack of job satisfaction and poor working atmosphere (such as poor facilities, overcrowding, the existence of hazardous materials, extreme of temperature or humidity), were the major causes of stress in the workplace (UNISON 2017).

Another report by Health and Safety Executive Labour force (2012) indicate that symptoms of stress can evident in a range of categories including; Physiological, Behavioural and Psychological symptoms. Physiological symptoms include; Anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom results in low employee performance, declines in self- esteem, resentment of supervision, inability to concentrate, trouble in making decision and job dissatisfaction (Buck Luce, 2006). Greenhaus, (2018) suggests that, nowadays stress has become an integral part of jobs in every sector. The financial crisis and recession of 2008 around the world contributed in mounting higher levels of stress among employees.

Entire limiting, layoff, reducing and merges were among the initiatives done by organizations so as to cope with the financial crisis and be more efficient in utilization of resources. This situation created unstable employee-employer relationship which has caused a great deal of stress among employees. Different research has shown that a high level of stress affects employee's job performance and commitment towards organization (Shafik, 2022). Employees in the workplace might experience strain due to feelings of discrimination or prejudice. Organizational climates that do not promote diversity (in terms of age, religion, physical abilities, ethnicity, nationality, sex, and other characteristics) are breeding grounds for undesirable attitudes toward the workplace, lower performance, and greater turnover intention (Velez, *at al.*, 2013).

In Africa especial hypertension, depression, anxiety and worry, smoking level and drinking, passivity, loneliness were witnessed to employees as when they were subjected to high level of stress at individual level. Stress is an inevitable factor in

everyone's lives; stress can be defined as a feeling of physical, psychological or emotional tension which is developed by different circumstances or events that occur in our lives. Despite the fact that employees are the backbone that ensures the smooth running of the organisation but these employees go through so much, they are vulnerable to stress which cause them to lose focus in their daily activities and hence low performance (Susilo, 2020).

Stress is never controllable but it can be managed in order to protect any sort of negative impacts and that is what we call stress management, stress management is referred to the method or techniques of handling or controlling stress. Stress management has a huge effect on employees and their performance in workplaces as it brings about positive and competence, therefore stress management has a greater impact on the workplaces since if employee stress free, they are likely to focus on their activities and hence high-performance (Van den Bergh, 2021).

Similarly, to other parts of the world, stress in Tanzania has also been the case and its consequences can be pointed out though less attention is being paid to. We have experienced a growing level of heart and diabetic related diseases, death of aged workers in public sector, poor performance of individuals, low morale to work, and diminishing level of creativity at work, serious growing complains from the public servants as well as high pressure from the general public regarding unsatisfactory performance of public organisations. Semboja, (2012) According to the annual report of Muhimbili National Hospital (2012), the public sector in Tanzania faces significant stress levels. For instance, the health sector encounters considerable challenges in terms of recruitment, employment, and retention of its workforce.

These challenges can be largely attributed to unfavourable policies at both the macroeconomic and human resource management levels.

According to Vinassa (2011), work stress and other psychosocial factors are recognized worldwide as a major challenge to workers' health and the health of organizations. Work stress has been proved to adversely impact on individuals' psychological and physical health, as well as organizations' effectiveness. Workers who are stressed are more likely to be unhealthy, poorly motivated, less productive and less safe to work with at work. Organizations whose workers are stressed are also less likely to be successful in a competitive market. The pressure of change, as well as challenges such as financial constraints, increased workloads, the information and technological revolution, changes in employees' demographics and employees' levels of preparedness, changes in management styles and structures and the merging of institutions, tended to become stressors and taking their toll on many employees (Olivier, et al., 2005). This study aims to investigate the impact of stress management on employee performance within the Tanzania Police Force in Dodoma. The research will be guided by three theories: the Transactional Model of Stress, James-Lange theory of emotion, and the stress-response theory.

1.3 Statement of Problem

In today's business environment, there exists a lot of competition among companies. Employees' performance becomes a major and essential element for a company's success (Robertson, 2012). This performance is significantly hindered by excessive stress encountered in the working environment and this has aroused the attention of many employers. Knowing the factors leading to work stress and its impact on

employee performance is vital for any organization to ensure its success and smooth functioning (Vinassa, 2011).

Proper performance requires settled mind, comfort-ability as well as positive perception. However, tension and restless condition influence poor performance. Experience shows that workers performance can be measured by the degree of goals accomplishment, the positive relationship that exists between employer and an employee, positive perception towards working environment and practices. The combination of all these factors facilitates the sustainability and prosperity of an organization Agrawal, (2001).

Particular in this study stress is a major problem for individuals and organizations. Stress can cause burnout, ill-health, high workforce turnover, absenteeism, lowered morale and reduced efficiency and performance. The symptoms of stress can surface in many different forms, including physical disorders, adverse effects on family life, and even alcoholism. Police force stress and burnout are therefore increasing and developing, intervention strategies and supporting police forces in meeting the demands of the police force, and addressing stress and burnout are important for effective job performance. The police officers fulfil an essential role in the society and stress potentially reduces the effectiveness of the personnel (Brynien, 2006).

The work performance of police officers in Tanzania has been below the expectation of the public as evidenced by their poor response to complaints, police suicide and illegal arrests (Likindikoki, 2021). The poor work performance of police officers in Tanzania has been of great concern to the residents as the common balance is

destabilized by insecurity therefore reducing development (Feemster, 2002). This may lead to poor work performance of police officers in Tanzania.

Previous researchers have focused on the effects of the various stress management on employees' performance globally (Van der Stede, 2000; Zietlow, 2001; Kleiman, 2003 and Robbins, 2005) and a lot of measures have been taken to address different firms around the world, but very few studies have been undertaken in Tanzania especial in police officers about stress management. The purpose of this study was to investigate the impact of stress management on employee performance within the police force in the Dodoma region of Tanzania. The focus is on understanding how stress management practices affect employee performance in the public sector, specifically within the police force.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study is to examine the impact of stress management on employee performance within the Tanzania police force in Dodoma.

1.4.2 Specific Objectives

The study guided by the following specific objectives;

- i. To establish the effect of psychological support on employees' performance in police force in Dodoma
- ii. To determine the effect of training and development on employee performance in the police force in Dodoma.
- iii. To find out the effect of employee welfare programs on employee

performance in the police force in Dodoma.

- iv. To assess the extent to which job redesign influences employee performance in the police force in Dodoma.

1.5 Research Questions

- i. What is the effect of psychological support on employee performance in the police force in Dodoma?
- ii. How does training and development influence employee performance in the police force in Dodoma?
- iii. What are the effects of employee welfare programs on employee performance in the police force in Dodoma?
- iv. To what extent does job redesign influence employee performance in the police force in Dodoma?

1.6 Significance of the Study

This section emphasizes the importance and relevance of the study, particularly for the Tanzania Police Force. It highlights the need for effective stress management strategies to enhance employee performance and discusses the potential benefits for employers and researchers in the field of human resource management.

1.7 Limitations and Delimitations of the Study

The limitations and delimitations of the study are discussed, including factors such as time and financial constraints, low response rates, and the use of a case study research design to collect data from a specific sample.

1.8 Organization of the Study

The organization of the study is outlined, consisting of five chapters. Chapter 1 provides the introduction and background information. Chapter 2 presents the literature review. Chapter 3 describes the materials and methods used in the study. Chapter 4 presents the results and discussion. Finally, Chapter 5 concludes with the summary, presents the conclusions and recommendations, and includes the references and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of relevant literature from previous studies. It serves as the theoretical framework that guides the development of the current study. The literature review incorporates theoretical perspectives, empirical evidence, and the conceptual framework to provide a solid foundation for the research.

2.2 Definition of Key Terms

2.2.1 Stress

Lazarus (1974) Stress can be conceptualized as a psychological and physiological response to external demands or pressures that are perceived as taxing or overwhelming. It involves a complex interplay between cognitive, emotional, and physiological processes. Stress can arise from various sources, including work-related responsibilities, relationship difficulties, financial pressures, or significant life events.

One influential definition of stress was proposed by Richard Lazarus and Susan Folkman in the transactional model of stress and coping. According to Lazarus and Folkman (1984), stress is "a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being." This definition emphasizes the subjective appraisal of stress, highlighting that individuals' perceptions and evaluations of events play a crucial role in determining whether they experience

stress.

2.2.2 Performance

Performance, according to Campbell (1990), performance is the behaviour. It is something done by the employee. He further pointed out that; a key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role therefore, performance does not include activities where effort is expended toward achieving peripheral goals. According to study by Armstrong and Baron (2002), defined it as "the extent to which an individual or group achieves its objectives, as judged by an independent observer, and taking into account all of the resources used."

2.2.3 Stress Management

Stress management is defined as the tools, strategies, or techniques that reduce stress and reduce the negative impacts stress has on your mental or physical well-being. A variety of techniques can be used to manage stress. These include mental, emotional, and behavioural strategies. When stress management is used regularly and in response to stressful life events, we can optimize our well-being (take this well-being quiz to see how you're doing (Bower, 2004).

2.2.4 Psychological Support

Psychological Support is a psychological specialty that encompasses research and applied work in several broad domains: counselling process and outcome; supervision and training; career development and counselling; and prevention and health. Some unifying themes among psychological support include a focus on assets

and strengths, person environment interactions, educational and career development, brief interactions, and a focus on intact personalities (Fadul, 2015).

2.2.5 Job Redesign

Job redesign is a medium-term strategy in which organizations focus on work processes and assess whether specific functions, products, and/or services should be changed or eliminated. This strategy, which is frequently combined with workforce reduction, includes such things as the elimination of functions, groups, or divisions; the reduction of bureaucracy; and the redesign of the tasks that employees perform. Since some planning is from the problem of eth organization simply doing what it always has done but with fewer people (Robert, 2010).

2.2.6 Employee Efficiency

Employee Efficiency refers to the ability of an employee to perform tasks accurately and with minimum waste of time, effort, or resources. It is often measured in terms of output per unit of input, such as the amount of work completed in a given period of time. Employee efficiency can be improved through training, work design, and the use of appropriate tools and technology (source: S. P. Robbins, Organizational Behaviour, 2017). According to the study by Taneja and Pryor (2016), who defined it as "the ratio of output produced to the input used to produce that output, where output refers to the quantity or quality of goods or services produced and input refers to the resources used to produce those goods or services.

2.2.7 Employee Effectiveness

Employee Effectiveness refers to the degree to which employees are able to achieve organizational goals and objectives. It is often measured in terms of the quality of

work produced, the extent to which goals are met, and the ability of employees to work well with others. Employee effectiveness can be improved through effective management, performance appraisal, and the provision of appropriate incentives and rewards (source: G. R. Jones and J. M. George, *Essentials of Contemporary Management*, 2017). According to Meyer and Allen (1991), who defined it as "the degree to which employees effectively and efficiently accomplish work tasks, the degree to which employees engage in behaviors that contribute to organizational goals, and the degree to which employees feel satisfied with their jobs and committed to their organization.

2.3 Theoretical Review

The theoretical review section aims to present a comprehensive account of the existing literature on the topic, drawing from the work of accredited scholars and researchers. It serves the purpose of conveying established knowledge and ideas in order to provide a solid foundation for the current study. Through this review, the strengths and weaknesses of previous research are assessed, contributing to the understanding of the research topic.

2.3.1 Transactional Model of Stress

The Transactional Model of Stress, developed by Richard Lazarus and Susan Folkman, is a widely recognized theory that explains how people experience and cope with stress. According to this model, stress is not just a response to external events or situations, but also a result of the individual's subjective interpretation of those events. The model identifies two key components of stress: primary appraisal and secondary appraisal. Primary appraisal involves evaluating a situation to

determine whether it is a threat, a challenge, or a harm/loss. Secondary appraisal involves evaluating one's ability to cope with the situation and the available resources.

The model also identifies two types of coping strategies: problem-focused coping and emotion-focused coping. Problem-focused coping involves actively taking steps to address the stressor, while emotion-focused coping involves managing the emotional response to the stressor. The Transactional Model of Stress can provide a solid foundation for studying the impact of stress management on employee performance in several ways. One key aspect of the model is its emphasis on the subjective interpretation of stress. According to this model, individuals' perceptions and coping strategies play a crucial role in how they experience and respond to stressors.

Second, the model highlights the importance of coping strategies in managing stress. This suggests that stress management interventions that focus on building problem-focused coping skills, such as time management, communication, and conflict resolution, may be effective in improving employee performance. Finally, the model suggests that stress management interventions that target both primary and secondary appraisal processes may be most effective. This could involve interventions to help employees reframe their perceptions of stress.

While psychological support will assist the employees' change perception of stressors in the work place; training will assist them to acquire skills to perform their jobs easily and therefore avoid stress. The transactional model of how stress occurs

may be applied to explore how stress can be managed and reduced since it helps understand how people differently perceive stress and how they appraise and cope with it. With this knowledge, a management program can be developed taking into account different approaches to manage stress in a work place.

The Transactional Model of Stress highlights that stress can have both positive and negative effects on performance, which are contingent upon how individuals perceive and cope with stressors.. For example, moderate levels of stress can be motivating and enhance performance, whereas high levels of stress can lead to burnout and decreased performance. Therefore, stress management is an important aspect of improving employee performance. Organizations can adopt various stress management strategies to help employees cope with stress, such as providing training and resources to enhance coping skills, promoting work-life balance, providing social support, and creating a positive work environment. By adopting effective stress management strategies, organizations can reduce the negative effects of stress on employee performance, and promote a healthy and productive work environment.

2.4 Empirical Review

2.4.1 Psychological Support

Hansen, Rasmussen, Morten, Kent and Johan (2012) studied health status and exposure to different work environmental factors among ambulance personnel and the core work force in Denmark. The aim is to examine the relationship between physical and psychosocial work environment factors and various health measures among ambulance personnel. Data was taken from a nationwide sample of

ambulance personnel and fire fighters (n = 1,691) and was compared to reference samples of the Danish work force. The questionnaire contained measures of physical and psychosocial work environment as well as measures of musculoskeletal pain, mental health, self-rated health and sleep quality. Ambulance personnel have half the prevalence of poor self-rated health compared to the core work force (5% vs.10%).

Levels of mental health were the same across the two samples whereas a substantially higher proportion of the ambulance personnel reported musculoskeletal pain (42% vs. 29%). The ambulance personnel had higher levels of emotional demands and meaningfulness of and commitment to work, and substantially lower levels of quantitative demands and influence at work. It was found that only one out of ten aspects of physical work environment were consistently associated with higher levels of musculoskeletal pain. Emotional demands were the only psychosocial work factor that was associated with both poorer mental health and worse sleep quality. Ambulance personnel have similar levels of mental health but substantially higher levels of musculoskeletal pain than the work force in general.

Tsai, Y-C., & Liu, C-H (2012) investigated factors associated with work stress among hospital staff members and to evaluate their health-promoting lifestyle behaviours. The study was cross-sectional and was done from May 1, 2010 to July 30, 2010 and recruited 775 professional staff from two regional hospitals in Taiwan using purposive sampling. Demographic data and self-reported symptoms related to work-related stress were collected. Each subject completed the Chinese versions of the Job Content Questionnaire (C-JCQ) and The Health-Promoting Lifestyle Profile (HPLSP).

Linear and binary regression analyses were applied to identify associations between these two measurements and subjects' characteristics, and associations between the two measurements and stress symptoms. Self-reported symptoms of work-related stress included 64.4% of subjects reporting nervousness, 33.7% nightmares, 44.1% irritability, 40.8% headaches, 35.0% insomnia, and 41.4% gastrointestinal upset. C-JCQ scores for psychological demands of the job and discretion to utilize skills had a positive correlation with stress-related symptoms; however, the C-JCQ scores for decision-making authority and social support correlated negatively with stress-related symptoms except for nightmares and irritability.

All items on the HPLSP correlated negatively with stress-related symptoms except for irritability, indicating an association between subjects' symptoms and a poor quality of health-promoting lifestyle behaviours. It was found that high demands, little decision-making authority, and low levels of social support were associated with the development of stress-related symptoms. The results also suggested that better performance on or a higher frequency of health-promoting life-style behaviours might reduce the chances of hospital staff developing stress-related symptoms.

Judge et al. (2001) provided the most comprehensive assessment of the literature to date. They reviewed the literature on job satisfaction and job performance in an effort to evaluate the state of the literature and to identify possible gaps or weaknesses in previous studies. The results of the meta-analysis conducted by Judge et al. allowed for the categorization of studies into seven models that depict the proposed relationships between job satisfaction and job performance.

However, it is important to note that the findings from the first six models revealed contradictory and conflicting results. For instance, a previous meta-analysis by Iaffaldano and Muchinsky (1985), which is frequently cited, indicated a low correlation between job satisfaction and job performance ($r = .17$). The findings by Judge et al. supported Infolding and Muchinsky's contention that the empirical substantiation for the satisfaction-performance relationship does not support the general perceptions "that we logically or intuitively think should interrelate" (p. 270). In the meta-analysis performed by Judge et al. the relationship of interest was between job satisfaction and job performance.

2.4.2 Job Redesign

Nguru and Gichuhi (2018) conducted a study to investigate the influence of job redesign on employee commitment at the National Hospital Insurance Fund (NHIF), specifically at the Nakuru Branch. The study was guided by the ERG theory, Herzberg's Two-Factor Theory, and Segmentation theory. A descriptive research design was employed, and the target population consisted of 45 managers and staff members of NHIF in Nakuru Branch. Closed-ended self-administered questionnaires were used as data collection instruments, and the census method was adopted due to the small target population.

A pilot study was conducted at NHIF Eldoret Branch to ensure the reliability of the research instruments. Quantitative data analysis was performed using SPSS, and the results indicated a strong positive relationship between job redesign and employee commitment at NHIF Nakuru Branch. The regression results revealed that growth

and development opportunities were the most significant determinant of employee commitment.

Ortega (2011) conducted a study on the effects of job rotation on performance and found that job rotation can facilitate learning within an organization compared to specialization, particularly in situations where there is limited information about different job responsibilities. The study collected data from a nationwide sample of ambulance personnel and firefighters ($n = 1,691$) and compared it to reference samples from the Danish workforce. The questionnaire included measures of the effects of job rotation on performance. The study concluded that job rotation, with its associated benefits of institutional learning, is an important aspect of job design. The study recommended the implementation of well-designed and executed job rotation programs to enhance employees' capabilities, leading to improved job productivity and performance.

Lowe (2013) conducted a study on the impact of job enlargement on employee performance and found that enlarging job roles increases the workload for employees, which in turn reduces the time available for socialization and ultimately leads to decreased job satisfaction and commitment. Data analysis was performed using the Statistical Package for Social Sciences (SPSS) for quantitative data and content analysis for qualitative data. The study also found that job enlargement can lead to increased role uncertainty and role conflict. The recommendation was to carefully implement job enlargement interventions to ensure their success, as poorly executed interventions can have detrimental effects. However, it is unclear from the

study the specific sector and type of employees that were targeted.

2.4.3 Training and Development

Guerrero & Barraud-Didier (2004) administered a questionnaire to 1530 human resource directors working in large companies in France and collected financial information from the companies' financial directors or through databases approximately one year later. Five questions in the survey addressed the extent to which the company implemented training practices. The survey also included questions about social and organizational performance including work climate, employee attendance, quality of products and services, and employee productivity. Results showed that 4.6% of the variance in financial performance was explained by training (via the mediating role of social and organizational performance).

Ubeda (2005) conducted a study including 78 Spanish firms with more than 100 employees. This study related organizations' training policies (e.g., functions assumed by the training unit, goals of the training unit, nature of training, and how training is evaluated) with four types of organizational-level benefits: employee satisfaction, customer satisfaction, owner/shareholder satisfaction, and workforce productivity (i.e., sales per employee). Results suggested that training programs oriented toward human capital development were directly related to employee, customer, and owner/shareholder satisfaction as well as an objective measure of business performance (i.e., sales per employee).

Mansour and Elmorsey (2016) conducted a study investigating the relevance of various factors of occupational stress, such as workload, interpersonal relationships,

conflict, and career development, to overall employee performance. The study also examined the impact of training and development on job satisfaction and turnover levels based on a review of existing literature.

The specific objectives of the study were to investigate the relevance of different occupational stress factors to overall employee performance, to examine the impact of stress on job satisfaction and turnover levels, and to identify appropriate tools for managing stressors. The findings of the study revealed that stressors can significantly impact employee performance, but there were also empirical studies that found the opposite effect. The results also highlighted that organizations worldwide face various challenges in managing stress in the ever-changing operational landscape. The study suggested that changes in attitude, setting personal priorities, and implementing flexible work schedules are essential for effectively managing stress.

Mwapira (2015) conducted a study on the role of employee training in organizational performance, focusing on the case of the Tanzania Revenue Authority (TRA) at the Ilala tax office in Dar es Salaam. The study found that employee training programs are crucial for improving specific skills, capabilities, understanding, career development, and efficiency in the workplace. Training serves as a motivator for employees, and trained individuals tend to be more efficient and effective compared to those who have not undergone training.

The study concluded by providing recommendations and suggestions for policymakers, management, and tax administrators, as they play essential roles in the overall effectiveness of tax administration programs. The study aimed to address the

factors that limit the effective implementation of training programs in parastatal organizations in Tanzania.

2.4.4 Employees' Welfare Programs

Aslpoor and Amirnejad (2016) conducted a study on the effect of employees' welfare on job performance at the Islamic Azad University. The study examined the key variables of medical and insurance facilities, transportation facilities, and housing facilities. Data were analyzed using SPSS and LISREL software. The findings of the study revealed that staff welfare facilities, as well as their individual dimensions, had a significant positive impact on job performance. The study recommended careful implementation, monitoring, and modification of welfare programs to ensure their objectives are met and potential deviations are identified.

Okerere, *et al.*, (2010) assessed staff welfare and productivity in the Patani local government council in Delta State, Nigeria. The study utilized a survey research design. The findings indicated a general awareness among employees about staff welfare and the ability to identify its elements. However, the study revealed the absence of employee welfare provisions in the council, including an unattractive working environment, inadequate furniture and working facilities, scarcity of monetary incentives, and unreliable health and safety facilities. These factors contributed to a reduction in employee morale. The study recommended efforts to improve employee capabilities through training and development programs, as well as enhancing the working environment and related aspects.

Musyoka (2015) conducted a study on the effect of staff welfare programs on employee satisfaction in commercial banks. The study employed a descriptive

research. The findings showed a statistically significant relationship between worker compensation and employee satisfaction. Various components of worker compensation, such as annual leave, family leave, child care programs, sick leave, relocation benefits, transport benefits, education fees benefits, and financial assistance, were found to enhance the relationship with employee satisfaction. Recommendations included ensuring that every employee is entitled to annual leave with full pay, enhancing on-the-job training, teamwork, and job rotation to improve employee satisfaction, and developing health and safety measures to guarantee employee satisfaction.

Manandhar (2015) conducted a study on the impact of welfare facilities on the performance of employees in NGOs (non-governmental organizations). Further details about the study are not available in the provided information. The study used case study design while content analysis was used to analyse data. It was revealed that, welfare facilities provided to employees at Kenya Red Cross Society clearly shows the positive impact in the performance of its employees. Kenya Red Cross Society's objectives regarding employee's welfare are to improved livelihoods, increase contribution to national policy, enhance community ownership and to increase access to services.

The study recommends that, when an organization applies for its own long term and short term it's should also look after the individual objectives. Organization can achieve its objectives only when its employees are happy and committed to their work. Employees can focus on their job only when they are stress free for these

welfare facilities plays an important role in every organization.

2.5 Knowledge Gap

Stress at the workplace has become an increasing phenomenon due to external factors such as technological advancement, changes in the economy of a country which might lead at one point in time or another to stress. However, it can also be minimized to the extent that the organisation performs better than before. Stress also bounds to occur in multi nation companies where operation is global and employees have different cultural background. Most of the studies focuses on the causes of the stress in work places but there is little information on the stress management and the impact of it in workplace. Therefore, this study investigates the impact of stress management in Tanzania Police Force in Dodoma region so as to fill the existing gap.

2.6 Conceptual Framework

A conceptual framework is a collection of research concepts and variables, along with their logical relationships. It is often represented through diagrams, charts, graphs, flow charts, or mathematical equations. These visual representations help to illustrate the theoretical foundations and structure of a research study or project (Ndunguru, 2007). Since conceptual framework focuses on the research concepts together with variables and their relationships, it is useful for formulating specific research questions of the study.

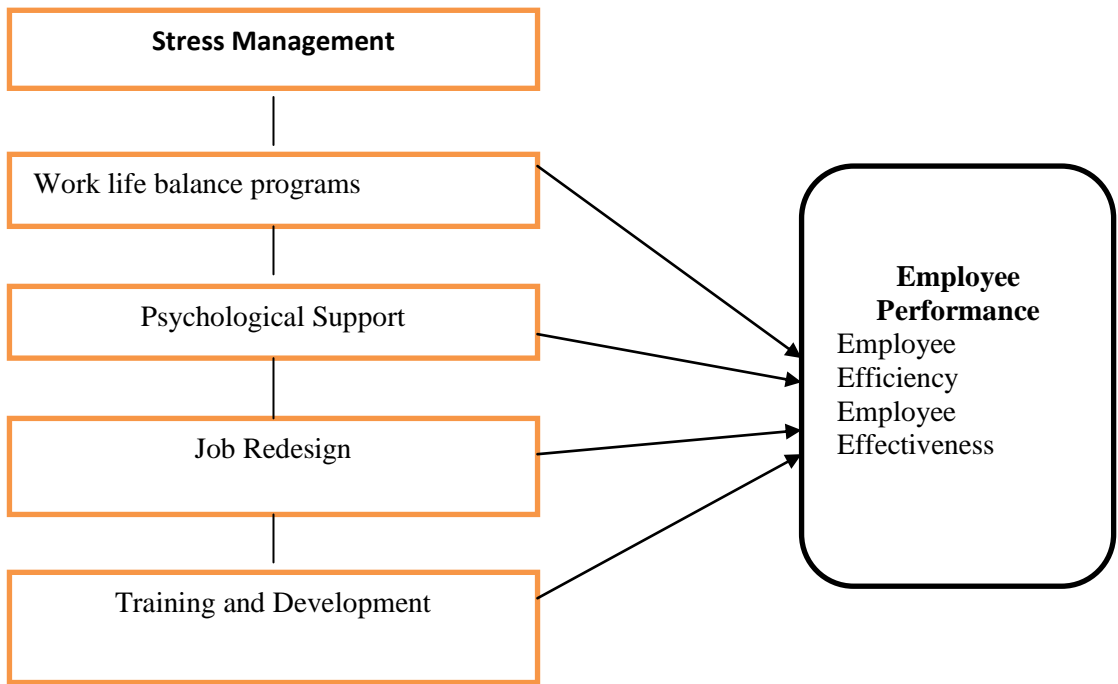


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter provides an overview of the methodology employed in the study, including the research design, study area, target population, sample size, sampling technique, data type and source, data collection method, instrument validation and reliability test, and data analysis and presentation.

3.2 Research Philosophy

Research philosophy refers to the researchers' adopted approach to developing knowledge (Saunders, Lewis, and Thornhill, 2009). In this study, an ontology research philosophy was applied, as it reflects an individual's interpretation of what constitutes reality.

3.3 Research Design

Research design is a framework for data collection and analysis. Kothari (2004) defines research design as a plan applied to acquire necessary information. A case study design was employed in this study, allowing for in-depth exploration and analysis of information pertaining to a single unit over time (Tripath, 2002). Case studies focus on the specific nature of the case under investigation (Bryman, 2008).

3.4 Research Approach

Research approaches determine how social phenomena are studied and can be qualitative, quantitative, or mixed. In this study, a quantitative approach was employed to address the research problem and gather detailed numerical

information. The research approach refers to the overall strategy or method guiding the study, including data collection and analysis methods.

3.5 Area of the Study

The study was conducted at the Tanzania Police Office in Dodoma. This choice was motivated by the high-stress nature of police work, which includes exposure to violence, trauma, and long working hours. Police officers often experience high levels of stress, with rates of stress-related disorders like Post-Traumatic Stress Disorder (PTSD) significantly higher among them than in the general population (Journal of Police and Criminal Psychology).

3.6 Population of the Study

The study population consisted of 70 staff members of the Regional Police Office (RPC) in the Office of Regional Criminal Office (RCO) in Dodoma region. The population size was determined based on the saturation point during data collection.

3.7 Sample and Sampling Technique

The sample size refers to the number of individuals selected from the population as representatives. Convenience sampling and simple random sampling techniques were used to determine the sample size (Stratton, 2021). Convenience sampling, a non-probability technique, involves selecting subjects who are conveniently available. The sample size for this study was calculated using Yamane's (1967) formula, as explained in the sample size section.

3.7.1 The Sample Size

From the above population, the sample size included 70 respondents with equal

representation of male and female. However, Cooper and Schindler (2008) argued that, for any valid and reliable study to be carried, its sample size shouldn't be less than 15% of its population. As it stands, the sample size is 50% of the population; hence fulfilling their argumentations. The sample size of this study was calculated using the formula $n = Z^2 PQ / e^2$. The sampling size for the study was obtained by using the formula of calculating the sample size $N = Z^2 (P) (1 - P) / D^2$. $P = 70\%$, $1 - P = 30\%$, $D = 5\%$, $Z = 1.96$, $a/2 = 2\%$. Significance level is 1.96 for 5%. Therefore, in this study, the total number of respondents was 35.

3.8 Data Collection Methods and Instruments

The data for this study collected from both primary and secondary sources. Primary data was collected directly from respondents through questionnaires and structured interviews, while secondary data was collected from documents and other printed materials at the Police force in Dodoma region.

3.8.1 Primary Data Collection Sources

Primary data refers to data collected for the first time and is original in nature (El House cited in Rwegoshora, 2006). In this study, structured questionnaires were used as the major instruments for primary data collection. The main objective was to collect updated data that is fresh in its character.

3.8.1.1 The Questionnaire Instrument

According to Kothari (2008), the questionnaire is a popular instrument, particularly in case of big inquiries. In this study, the questionnaire was used to capture the general outline and information about stress in the workplace. This technique has

various advantages, such as the ability to collect a larger amount of data in a short period of time and the wide geographical coverage as respondents have the freedom to express their views. This minimizes the chance of bias. Closed-ended questionnaires were used to collect the data.

3.8.2 Secondary Data Sources

Secondary data refers to data that is already available and has been collected and analyzed by someone else (Kothari, 2004). These data are not original as they have already been processed by others. They can be published or unpublished materials such as magazines, journals, relevant reports, publications, and other documents like files and office records.

3.9 Data Analysis and Presentation

The collected data were edited and analysed using Statistical Package for Social Sciences (SPSS) and Microsoft Excel spreadsheet. The researcher edited completed questionnaires for completeness and consistency. Data clean-up followed, which involved editing, coding, and tabulation to detect any anomalies in the responses and assign specific numerical values for further analysis. Descriptive statistics were used to analyse the data. Descriptive statistical tools, such as SPSS version 20 and Excel, were employed to describe the data. The findings were presented using tables and graphs for further analysis and to facilitate comparison. Explanations for the tables and graphs were provided in prose. This generated quantitative reports through tabulations, percentages, and measures of central tendency.

3.10 Validity and Reliability of Research Instruments

Before the instruments were used in actual data collection, it was necessary to ascertain their validity and reliability. Validity refers to how well an instrument measures the concept it is intended to measure (Kothari and Garg, 2014). To test the validity of the research instrument, a questionnaire was prepared and submitted to supervisors and other lecturers in the School of Business and Economics for cross-checking and assessment of content relevance. Reliability, on the other hand, refers to the degree of consistency with which an instrument measures the attribute it is designed to measure (Polit and Hungler, 1993). In this research, the findings were considered reliable because there was correlation and consistency in the answers, indicating stability and consistency in the results.

3.11 Ethical Issues

Ethical considerations in research are of utmost importance. Permission was obtained from the university by submitting a detailed proposal outlining the study's objectives, methodology, expected outcomes, and potential risks or harms to participants. The researcher ensured the confidentiality of the information collected and assured the respondents that their information would be treated with utmost confidentiality. Anonymity in responses was maintained, and the information collected was used solely for academic purposes.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Chapter Overview

This chapter focuses on the analysis and discussion of the findings of the study. The purpose of this study was to examine the impact of stress management on employee performance in the Tanzania Police Force in Dodoma. The chapter presents an assessment of the data collected from the sample population, which was obtained through questionnaires distributed to the respondents.

4.2 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents, including variables such as gender, age, qualification, and working experience at the Tanzania Police Force in Dodoma, were analyzed in detail.

4.2.1 Respondent's Gender

From the sample participants, 35 participants took part in the study with 20 being male giving a percentage of 57.1% who were females and 15 males giving a percentage of 42.9%. This reveals that the studied sample was not gender bias and therefore results could typically apply both to male and female. The fact that female respondents make up a larger proportion (57.1%) of the sample than male respondents (42.9%) suggests that the workplace or industry being studied may have a higher proportion of female employees. This finding may have implications for promoting diversity and inclusion in the workplace, and for identifying and addressing potential gender-based barriers to career advancement.

Table 4.1: Respondent's Gender

Gender	Frequency	Percent
Male	15	42.9%
Female	20	57.1%
Total	35	100.0%

Source: research data, (2023).

4.2.2 Age of Respondents

From the research, it was observed that majority of the workers in the organization are aged between 25-30 years with a good number too below this range. From the data received, this means that 37.1 % of the organization's workers were 25-30 years. 28.6% of the sampled workers were between 35-40 years of age, 5% of respondents were 18-25.8.6% of workers were 31-34 and 45-50 years. Finally, 1% of respondents were 45-50 years. With the huge diversities in ages, the employees are likely to face stress with the different activities in their lives and work and also the various age gaps. An effective stress management strategy will help to tackle these issues regardless of what age they are because it is all inclusive.

Table 4.2: Age of Respondents

Measures	Frequency	Percentage
18-24	5	14.2%
25-30	10	28.6%
31-34	3	8.6%
35-40	13	37.1%
41-44	1	2.9%
45-50	3	8.6%
Total	35	100

Source: research data, (2023).

4.2.3 Level of Education

The figure (4.1) below shows the respondent 's level of education, it shows that 8.6 percent of the respondents hold primary school certificates, 25.7% hold secondary school certificates although 28.6 percent also have Certificate/Diploma, 34.3 percent

hold bachelor 's degree and 2.9 percent hold other education like master 's degrees and holding PhD. The level of education attained would reflect the ability to understand instructions and give informed feedback (NDUNG 'U 2011).

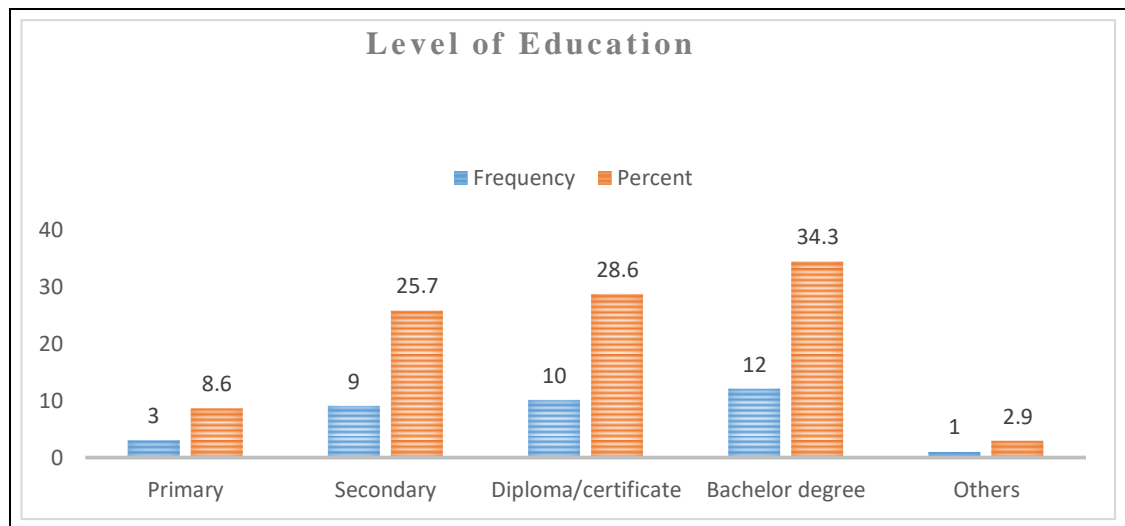


Figure 4.2: Level of Education

Source: research data, (2023).

4.2.4 Working Experience

From the research, it was observed that the working experience of the respondents varied. Specifically, 48.6% of the respondents had worked for 1-5 years, 31.4% had worked for 6-10 years, 11.4% had worked for 11-14 years, and 8.6% had worked for more than 15 years. The findings of the study suggest that all respondents had working experience and had encountered stress within the organization. This indicates that they possess the necessary knowledge and skills regarding stress in the workplace. The respondents' working experience was valuable in conducting this study. Based on the information in Table 4.3, the study explores the relationship between work experience and job performance. A relevant study related to this finding is "The Relationship between Work Experience and Job Performance: A Conceptual and Meta-Analytic Review" by Ng et al. (2005).

Table 4.3: Working Experience

Experience	Frequency	Percent
1-5	17	48.6%
6-10	11	31.4%
11-14	4	11.4%
Over 15	3	8.6%
Total	35	100.0%

Source: Research Data, (2023).

4.3 Effect of Psychological Support on Employee's Performance

4.3.1 Do Psychological Support Influences Employee's Performance

As shown in the below table (4.4), 80% of employees acknowledge the presence of psychological support influences employees' performance. This relates to the organization's mood and when there is high demand on them to boost their productivity to meet a certain target. 20% of respondents argued no that psychological support did not influence employee's performance within organization relevant to these findings is "The impact of perceived organizational support on employee outcomes: A meta-analysis" by Rhoades and Eisenberger (2002). This study conducted a meta-analysis of 72 studies to examine the relationship between perceived organizational support (which includes psychological support) and employee outcomes, including job performance.

Table 4.4: Do Psychological Support Influences Employees' Performance

	Frequency	Percent
Yes	28	80%
No	7	20%
Total	35	100.0%

Source: research data, (2023).

4.3.2 To What Extent Psychological Support Influences Employee's Performance

The finding shows that majority (37.1%) of the respondents rated the psychological support and employee's performance to be moderate extent, 25.7% of the

respondents rated the psychological support and employee's performance to be great extent, 10% rated the psychological support influences employee's performance to be very great extent and 17.1% rated the psychological support influences employee's performance to be in low extent. From the analysis data show that most of respondent argued positively that psychological support influences employee's performance within organization.

The fact that a large proportion of respondents (45.7%) rated psychological support as having a great or very great extent of influence on their performance highlights the importance of providing employees with adequate psychological support. This could include access to counselling services, mental health resources, or supportive supervisors who are trained to recognize and address employees' psychological needs. One study that could be relevant to these findings is "The effects of supportive management and job quality on the turnover intentions and health of military personnel" by Britt, *et al.*, (2016).

Table 4.5: Extent Psychological Support Influences Employee's Performance

	Frequency	Percent
Very great extent	7	20%
Great extent	9	25.7%
Moderate extent	13	37.1%
Low extent	6	17.1%
Total	35	100.%

Source: Research Data, (2023).

4.3.3 Psychological Supports Effective in Managing Stress among Employees

From the study findings, it was observed that the majority of respondents agreed that psychological support is effective in managing stress among employees. This is indicated by a mean score of 3.5714 for the effectiveness of meditation intervention

in managing stress among employees. Relaxation interventions is effective in managing stress among employees by score 3.8000, Deep-breathing interventions by score 3.7429, Time management interventions by score 3.7714, Goal-setting interventions by score 3.8857, Counselling and psychotherapy by score 3.6857, Journaling interventions by score 3.4857, Social support by score 3.9714.

From the finding it was established that psychosocial workplace aspects had a contribution towards the organizations' performance. From the finding Employees' performance to be effective the findings show that Managerial standards should be considered as managing the strengths of internal operations and recognizing potential opportunities and threats outside of the operations are key factors that can either motivate or demotivate employees. These factors play a crucial role in achieving business success.

The strength of your employees is another crucial internal business factor. Motivated, hard-working and talented workers generally produce better results than unmotivated, less-talented employees. Your business processes and relationships within and between departments and employees also significantly impact business effectiveness and efficiency. In a high-performing workplace, employees not only have talent, but they work well together and collaborate on ideas and resolutions. The psychosocial factor of work environment is generally considered to be one of the most important issues in contemporary and future societies. They refer to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, effort, workers' individual characteristics and those of members of their families (Visscher, 2008).

Table 4.6: Psychological Supports Effective in Managing Stress among Employees

Psychological supports	Mean	Std. Deviation
Meditation interventions	3.5714	1.28991
Relaxation interventions	3.8000	1.05161
Deep-breathing interventions	3.7429	1.29121
Time management interventions	3.7714	1.16533
Goal-setting interventions	3.8857	1.07844
Counselling and psychotherapy	3.6857	1.32335
Journaling interventions	3.4857	1.54104
Social support	3.9714	1.27154

Source: research data, (2023).

4.4 Effect of Training and Development on Employee's Performance

4.4.1 How Often Does the Tanzania Police Force Dodoma Conduct Training and Development

Researcher wanted to know in what interval organizations conduct training and development exercises. Responses were as follows; 31% of respondents said weakly, 28.6% said semi-annually, 25.7% said annually 5.7% of respondents said quarterly and bi annually the rest 2.9% said monthly. So, the majority of respondents 31.4% said that training exercises done after week with the issue of organization considering employee's needs for training. The organization that does not consider the need of an employee to go for training will always work on experience, that is, it will never new methods in carrying its day-to-day activities.

This finding is consistent with a study conducted by Asamoah, et al., (2016) titled "The Effects of Training and Development on Employee Performance in the Public Sector in Ghana." The study specifically examined the relationship between training and development initiatives and employee performance in the public sector of Ghana. The results of their study support the notion that training and development programs positively impact employee performance.

Table 4.7: How Often Does the Organization Conduct Training and Development

	Frequency	Percentage
Weekly	11	31.4%
Monthly	1	2.9%
Quarterly	2	5.7%
Semi annually	10	28.6%
Annually	9	25.7%
Bi annually	2	5.7%
Total	50	100

Source: research data, (2023).

4.4.2 Do You Think Training and Development Influences Employee's Performance?

The respondents were asked whether they believe that training and development influences employee performance. The findings show that 51.4% of the respondents agreed, while 48.6% disagreed. These results indicate that the majority of respondents agree that training and development have an impact on employee performance within the Tanzania Police Force in Dodoma. A relevant study to these findings is "The Impact of Training and Development on Employee Performance and Effectiveness: A Review of the Literature and Implications for Future Research" by Waweru, et al. (2016). This study conducted a literature review on the relationship between training and development and employee performance, exploring the various factors that influence this relationship.

Table 4.8: Do You Think Training and Development Influences Employee's Performance

	Frequency	Percent
Yes	17	48.6%
No	18	51.4%
Total	35	100.%

Source: Research Data, (2023).

4.4.3 Training Gives the Managers and Employees the Skills They Need to Perform Effectively Under High Job Pressure

As observed from Table 4.7, the majority of respondents (54.3%) strongly agree that training provides managers and employees with the necessary skills to perform effectively under high job pressure. This is followed by 22.9% of respondents who disagree, 20% who agree, and 2.9% who were neutral on the matter. The fact that a majority of respondents agree on the effectiveness of training in equipping employees with the skills needed for high-pressure job performance emphasizes the importance of investing in employee training and development programs. Organizations can consider various approaches to employee training and development, such as on-the-job training, mentorship programs, or formal training courses aimed at developing specific skills.

Table 4.9: Training Gives the Managers and Employees the Skills

	Frequency	Percentage
Strong Disagree	0	0.0%
Degree	8	22.9%
Neutral	1	2.9%
Agree	1	20%
Strongly agree	19	54.3%
Total	35	100

Source: research data, (2023).

4.4.4 Training is a Method for Learning and Development That May Help Employees to Manage Stress and thus Improve Employee's Performance

From the table above, it is evident that the study findings indicate that the majority of respondents, 20 (57.1%), strongly agree that training is a method for learning and development that may help individuals enhance their skills and knowledge. This highlights the recognition of training as an effective tool for promoting personal

growth and professional development employees to manage stress and thus improve employee's performance within organization 8(22.9%) were neutral 7(20%) agree that training is a method for learning and development that may help employees to manage stress and thus improve employee's performance. Pool and Pool (2007) also reveal that training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational performance. He further adds that in order to equip their employees with the skills necessary to do their job, companies train them, in an effort to optimize their workforce's potential. Quality training is also essential in the motivation of the employees.

Table 4.10: Training Help Employees to Manage Stress and Thus Improve Performance

	Frequency	Percentage
Strong Disagree	0	0.0%
Degree	0	0.0%
Neutral	8	22.9%
Agree	7	20%
Strongly agree	20	57.1%
Total	35	100

Source: research data, (2023).

4.4.5 Training Help Individuals Set Job Related Goals, Identify and Implement Adequate Behavioural Strategies to Accomplish the Goals, and Provide Feedback and Evaluation of the Progress towards the Goals

The objective of this study was to determine whether training helps individuals set job-related goals and identify and implement adequate behavioral strategies to achieve those goals. The study revealed that a majority of the respondents, accounting for 51.4% (18) of the total respondents, strongly agree that training assists individuals in setting job-related goals and implementing effective behavioural strategies. Additionally, 31.4% (11) of the respondents agreed with this

statement. In terms of satisfaction with their employment status, 5% of the respondents were uncertain about their level of satisfaction, while 14.3% revealed a neutral stance. A small percentage of respondents, 2.9%, disagreed that training helps individuals set job-related goals and implement appropriate behavioural strategies.

These findings are consistent with a study conducted by Serb ad (2016), which suggested that employee satisfaction and loyalty can positively impact organizational performance. The study emphasized the importance of motivating workers through improvements in bonus packages, performance evaluation systems, work systems, and training mechanisms. By investing in training and development, organizations can enhance employee potential, increase satisfaction, and ultimately improve organizational performance.

Table 4.11: Training Help Individuals Set Job Related Goals

	Frequency	Percentage
Strong Disagree	0	0.0%
Disagree	1	2.9%
Neutral	5	14.3%
Agree	11	31.4%
Strongly agree	18	51.4%
Total	35	100

Source: research data, (2023).

4.4.6 Training and Development Offers Employees Skills to Respond Adequately To Stressful Work Environments

As observed from Table 4.12, the study findings indicate that 60% of the respondents strongly agree that training and development provide employees with the necessary skills to respond effectively to stressful work environments.

Additionally, 17% of the respondents agree with this statement. On the other hand, 5.7% of the respondents were neutral, while 8.6% of the respondents disagreed or strongly disagreed that training and development offer employees' skills to respond adequately to stressful work environments.

These findings suggest that a well-managed training program plays a crucial role in enhancing employees' learning of new and efficient techniques of production. This, in turn, provides a competitive advantage for the organization's performance. Additionally, Bell (2012) emphasizes that some firms also offer coaching for development, which creates a work environment that fosters skill development and improves employee performance.

Table 4.12: Training and Development Offers Employees Skills

	Frequency	Percent
Strongly disagree	3	8.6%
Disagree	3	8.6%
Neutral	2	5.7%
Agree	6	17.1%
Strongly agree	21	60%
Total	35	100.%

Source: research data, (2023).

4.5 Effect of Employee Welfare Programs on Employee's Performance

4.5.1 Does the Tanzania Police force Dodoma have Employee's Welfare Programs

First, the researcher aimed to determine whether the organization has employee welfare programs. The responses from the participants are as follows: 85.7% of the respondents agreed that the organization has employee welfare programs, while only 14.3% of the respondents disagreed. This indicates that the majority of respondents

acknowledge the presence of employee welfare programs within the organization. (see Table 4.13). So, the majority agreed with the issue of organization considering employee's welfare programs. These results imply that in Tanzania police force Dodoma have employee's welfare programs. This therefore shows that workers compensation goes a long way in enhancing employee's performance. This is in line with Okubo (2010) who states that transport benefits ease movement among the employees leading to job performance and better job performance.

Table 4.13: Does the Tanzania Police force Dodoma have Employee's Welfare Programs

	Frequency	Percent
Yes	30	85.7%
No	5	14.3%
Total	35	100.%

Source: research data, (2023).

4.5.2 To What Extent Do You Think Employee's Welfare Programs Influences Employee's Performance

From the findings in Table 4.14, it can be observed that the majority of respondents (37.1%) rated the influence of welfare programs on employees' performance as a great extent. 25.7% of the respondents rated the welfare programs influences employees' performance to very great extent, 17% rated the welfare programs influences employees' performance to moderate extent, 11.4% low extent and 8.6% rated the job welfare programs employees' performance to not at all. From the analysis data show that most of respondent argued positively that think job redesign influences employees' performance.

Table 4.14: To What Extent Do You Think Employee’s Welfare Programs Influences Employee’s Performance

	Frequency	Percent
Very great extent	9	25.7%
Great extent	13	37.1%
Moderate extent	6	17.1%
Low extent	4	11.4%
Not at all	3	8.6%
Total	35	100.%

Source: research data, (2023).

4.5.3 Level of Agreement with the Following Statement Regarding Employees’ Welfare Programs and Stress Management to Enhance Employee’s Performance

The study sought to establish the Employees welfare programs and stress management to enhance employees’ performance. Information collected from the respondents is as shown in table 4.15 Employees’ welfare programs provide better physical and mental health to workers for a healthy work environment and thus enhances employees’ performance as represented by a mean of 4.0857. The results indicate that facilities such as housing schemes, medical benefits, and education and recreation facilities for workers' families have a significant impact on raising their standards of living. This, in turn, leads to increased attention towards work and improved employee performance, as reflected by a mean score of 4.0286.

Additionally, employees' welfare programs contribute to a sense of involvement and participation among workers, leading them to take a keen interest in their jobs and work to a great extent, as indicated by a mean score of 3.3043. These findings

suggest that welfare programs and effective stress management play a role in influencing employee performance. In alignment with this, Mullis (2010) noted that pension schemes can aid organizations in retaining and attracting staff. Pension funds contribute to employee satisfaction in the workplace, as evidenced by the findings of this study.

Table 4.15: Welfare Programs and Stress Management to Enhance Employee's Performance

Employees welfare programs	Mean	Std. Deviation
Employees' welfare programs provide better physical and mental health to workers for a healthy work environment and thus enhances employees' performances	4.0857	1.29186
Facilities like housing schemes, medical benefits, and education and recreation facilities for workers' families help in raising their standards of living; making workers to pay more attention towards work and thus increase their performances.	4.0286	1.24819
Employees' welfare programs enhance a feeling of involvement and participation among workers and therefore they take active interest in their jobs and work	3.3043	1.29456

Source: research data, (2023).

4.6 Influence of Job Redesign on Employee's Performance

4.6.1 To Extent do you Think Job Redesign Influences Employee's Performance

Figure above shows that majority (37.1%) of the respondents rated the think job redesign influences employees' performance to be very great extent, 31.4% of the respondents rated the job redesign influences employees' performance to be low extent, 17% rated the job redesign influences employees' performance to be great extent and 14.3% rated the job redesign influences employees' performance to be in moderate extent. From the analysis data show that most of respondent argued positively that think job redesign influences employees' performance.

Table 4.16: To Extent Do You Think Job Redesign Influences Employee's Performance

	Frequency	Percent
Very great extent	13	37.1%
Great extent	6	17.1%
Moderate extent	5	14.3%
Low extent	11	31.4%
Total	35	100.0%

Source: research data, (2023).

4.6.2 To What Extents are the Following Aspects of Job Redesign Effective in Ensuring Employees' Commitment in Tanzania Police Force Dodoma

4.6.2.1 Redefining Job Roles

It is worth mentioning that due to ever-growing of organization both traditional and international have had to adjust by redesigning their employees' jobs in order to suit modern trends. It was therefore observed from the study that for Tanzania police force Dodoma, to reduce boredom, managers have had to add new tasks to tellers' jobs, providing tellers with greater variety and opportunities to use a broader range of skills. The findings indicate that job redesign is effective in ensuring employees' performance by facilitating the redefinition of job roles. Among the total sampled population, 42.9% of respondents stated that job redesign greatly facilitates the redefinition of job roles.

Additionally, 22.9% of respondents mentioned that job redesign moderately facilitates the redefinition of job roles. On the other hand, 17.1% of respondents believed that job redesign has a low extent of facilitating the redefinition of job roles, while the same percentage (17.1%) of respondents indicated that job redesign has a great extent of facilitating the redefinition of job roles.

Table 4.17: Redefining Job Roles

	Frequency	Percent
Very great extent	6	17.1%
Great extent	8	22.9%
Moderate extent	6	17.1%
Low extent	15	42.9%
Total	35	100.%

Source: research data, (2023).

4.6.2.2 Reducing Role Overload

The concept of job design recognizes the value it adds to the growth and/or motivation of the human resource base while enhancing and combining various mechanisms of employees' job in order to provide clarity, consistency and maximum satisfaction in terms of motivation of employees. With this background in view, the study showed among the respondents that there is a strong support for the tenet that job design is definitely the future as far as the company's human resource motivation is concerned".

So therefore, on a general note; the study revealed that, almost all the respondents see the design of their jobs as a valuable concept, driven by reducing role overload, and changes in the way(s) Police services are rendered. Most of respondents were agreed that job design is important in reducing role overload as following 42.9 percent said very great extent, 20 percent of respondents said moderate extent 17.1 percent said low extent 14.3 percent of respondents said great extent, and finally 5.7 percent of respondents said not at all thus identified job design as an effective means of achieving performance among employees.

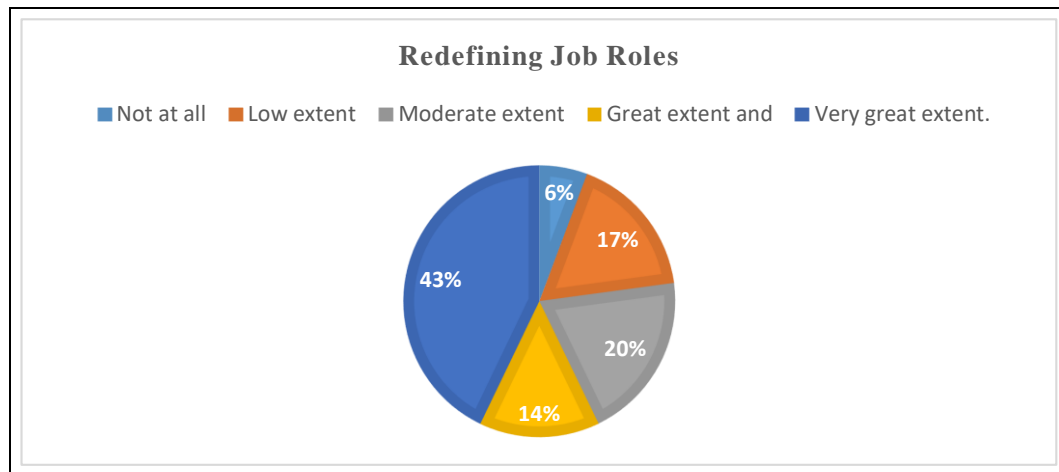


Figure 4.3: Reducing Role Overload

4.6.2.3 Increasing Participation in Decision Making

Job design in any organizations is of major concern to managers as one way of countering performance. In service organizations such as increasing participation in decision making which motivate employee directly involved in the service function, improved performance can be secured by viewing. From the finding most of respondent's 51.4 percent said that job design increasing participation in decision making in very great extents, 17.1 According to the findings, a percentage of respondents stated that job design has a significant impact on increasing participation in decision-making.

Specifically, 51.4% of respondents mentioned that job design greatly increases participation in decision-making. Additionally, 14.3% of respondents believed that job design has a low extent of increasing participation in decision-making, while 11.4% of respondents stated that job design has a moderate extent of increasing participation. A small percentage of respondents, 5.7%, mentioned that job design does not increase participation in decision-making at all. These findings highlight the importance of considering factors such as participation in decision-making in day-to-

day activities within the organization when explaining the effect of job design on employee motivation. Job design that allows for meaningful participation in decision-making processes can contribute to increased employee motivation and engagement.

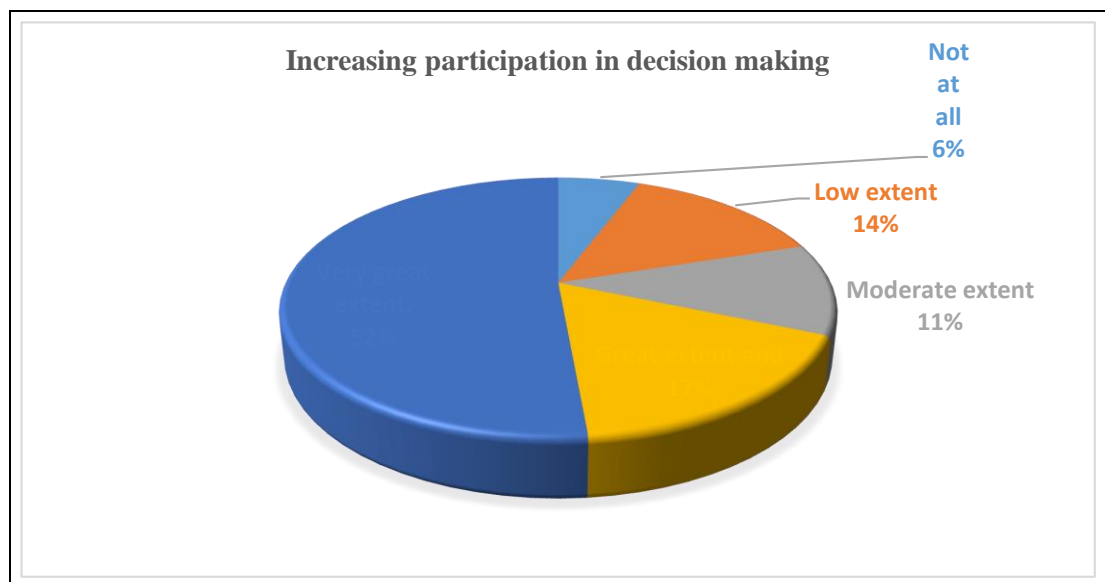


Figure 4.4: Increasing Participation in Decision Making

4.6.2.4 Job Enrichment to Enhance Job Control

Based on the findings, the results indicate that 42.9% of respondents reported a very great extent, 20% reported a great extent, 17% reported a moderate extent, and 11.4% reported their agreement to a certain extent not at all and finally 8.6 percent respondent said low extent on the statement that job redesign effective in ensuring employee's performance through job enrichment to enhance job control. This implies that the majority employee at Tanzania Police force Dodoma argued that job design increase performance on their working performance. Through job design will help to increase performance hence performance of the organization toward service delivery.

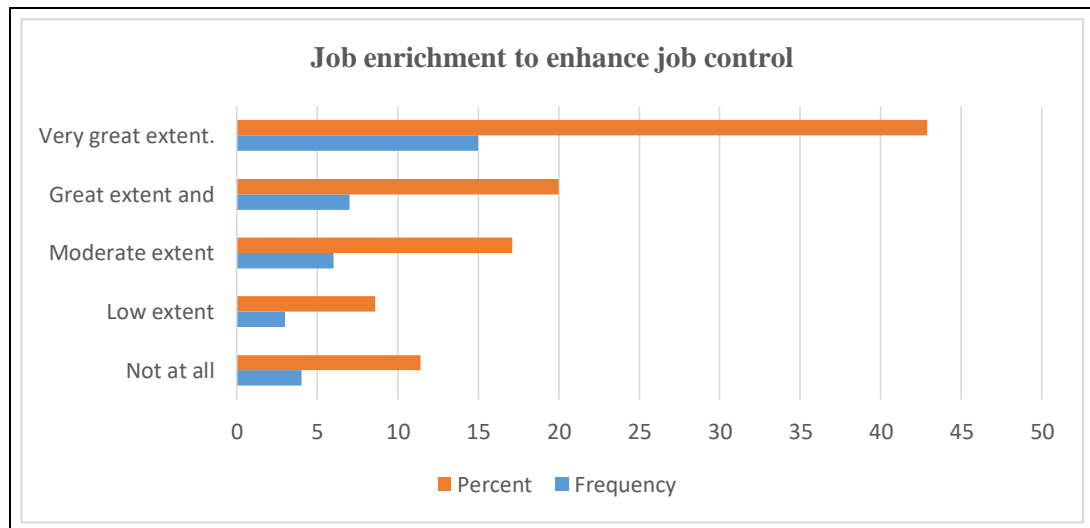


Figure 4.5: Job Enrichment to Enhance Job Control

4.6.2.5 Reducing Role Conflict

From the finding the result determines that there is relationship between job design in reducing conflict in working place. The table 4.0 below clearly indicates that the modal score was obtained by those who are very great extent with the statement that the job design facilitates performance hence reduce conflict in working place. From the finding 48.6% were very great extent, 28.6% were moderate extent 11.4% of respondents argued moderate extent and finally 11.4% of respondents said low extents. From the finding organization should.

Table 4.18: Reducing Role Conflict

	Frequency	Percent
Very great extent	4	11.4%
Great extent	10	28.6%
Moderate extent	4	11.4%
Low extent	17	48.6%
Total	35	100.0%

Source: research data, (2023).

4.7 Stress Management Strategies

4.7.1 Psychological Support

Researcher wanted to know how an employee could rate his/her psychological support organization before and after psychological support. Responses were as follows; 45.7 percent of respondents said psychological support is one of stress management strategy that is very effective in ensuring employees performance in Tanzania police force Dodoma, better, 20 percent said it was effective, 20 percent said moderate effective, 8.6 percent of respondent said ineffective and finally 5.7 percent of respondents said very ineffective. These results imply that to the majority the individual work organization agree that psychological support is one of the s strategies that could be used to manage stress within organization to enhance performance among employees.

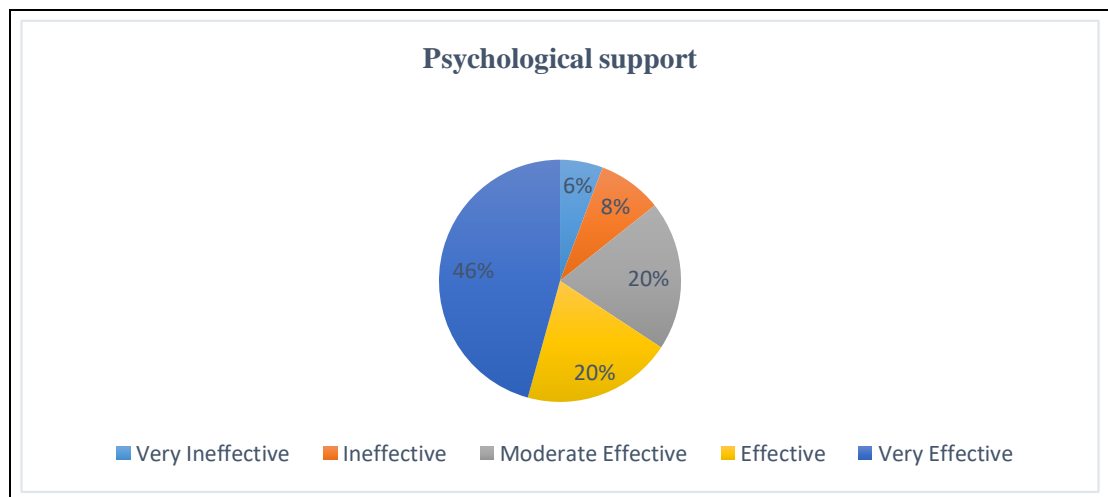


Figure 4.6: Psychological Support

4.7.2 Job Redesign

The researcher sought to determine how respondents would rate job redesign in terms of its effectiveness in ensuring employees' performance within the Tanzania Police Force in Dodoma. The responses were as follows: 40% of respondents stated

that job redesign is very effective, 20% stated it is effective, 11.4% stated it has a moderate level of effectiveness, 20% stated it is ineffective, and 8.6% stated it is very ineffective. Based on these results, it can be inferred that the majority of respondents agree that job redesign is effective in ensuring employees' performance within the Tanzania Police Force in Dodoma.

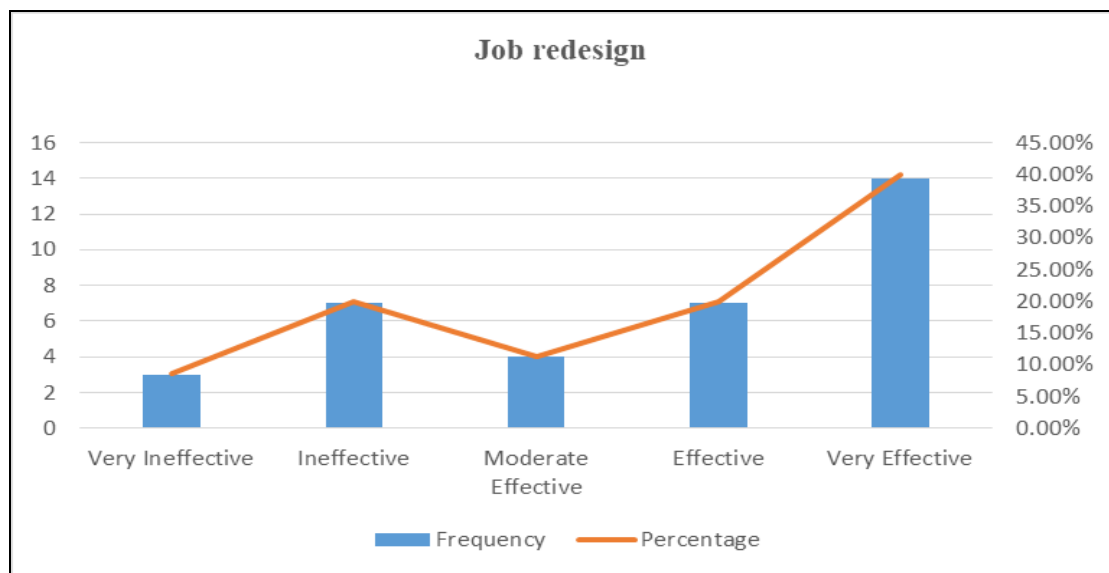


Figure 4.7: Job Redesign

4.7.3 Training and Development

The study had an agenda to find out how training and development ensuring employees performance in the organization. Researcher wanted to know the rate of training and development as the strategy in ensuring employee's performance responses were as follows; 37.1 percent of respondents said that the rate of training and development is very effective in ensuring employees' performance, 28.6 percent said effective, 20 percent of respondents said moderate effective 5.7 percent of respondents said ineffective and 8.6 percent of respondents said very ineffective. These results imply that to the majority the respondents agree that training and development is one of the strategy that could ensuring employees performance. The

increase in rate of employee's efficiency at work after training imply that training had impact to their efficiency at work and for that matter it implies that training is positively correlated to efficiency at work. By increase the rate of employee's efficiency at work it implies that employees are more committed. The performance of employees after training imply also that training has positive impact of organizational performance.

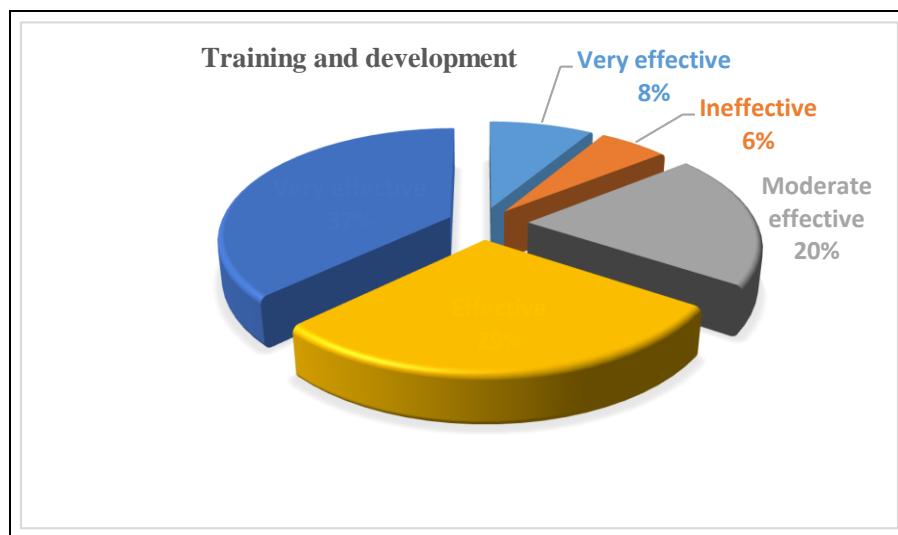


Figure 4.8: Training and Development

4.7.4 Employees Welfare Programs

Table shows that worker's welfare programs are normally relayed during different situations, for example when one is going on vacation, when sick, or during annual events like Christmas, etc. (Sullivan, 2010). The results below show that employee welfare programs such as transport benefits and educational fees benefit aspects influence employee satisfaction to very effective in ensuring employee's performance by 51.4 percent of respondents said training is effective in ensuring employee's performance in Tanzania police force Dodoma, 20 percent of respondents said ineffective, few of respondent's 2.9 percent of respondents said

very ineffective. This therefore shows that workers welfare goes a long way in enhancing employee's satisfaction hence performance s in working area. In order to promote and manage organizational performance among employees, the organization must focus its resources in promoting employee welfare programs on the most significant factors that influence the organization performance identified.

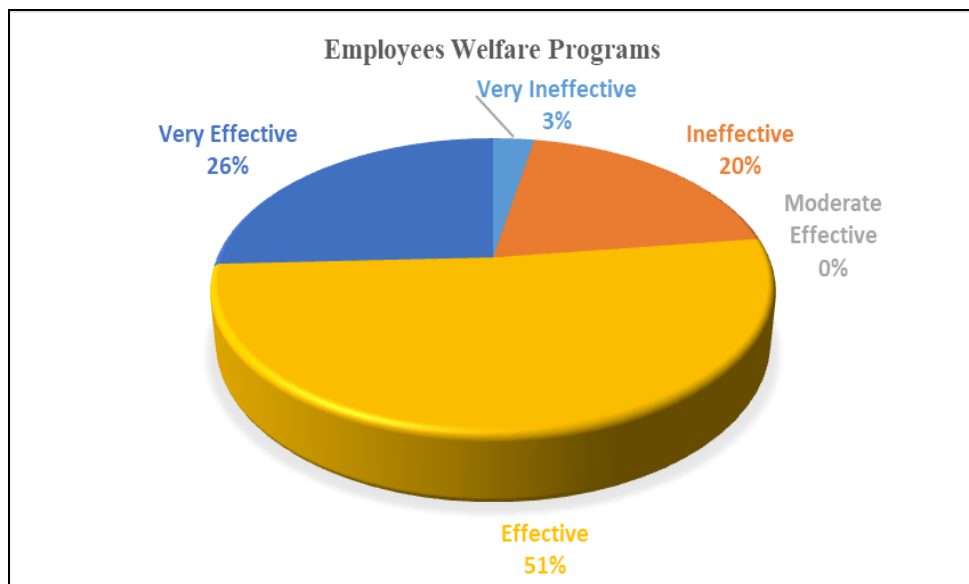


Figure 4.9: Employees Welfare Programs

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter highlights summary of findings by highlighting how research questions were answered for each objective. The chapter further provides conclusions and recommendations for practice and further research.

5.2 Summary of Findings

The results for objective one confirm that organization psychological support contributes highly to employee performance hence organization performance, from the analysis data show that most of respondent argued positively that psychological support influences employees' performance within organization. Therefore, the research question of what is the effect of employee welfare programs on employees' performance in police force Dodoma is answered.

The results for objective two attest to the fact that organization training and development has high contribution to employee performance in police force Dodoma. The study also comes to a conclusion that training and development affect employee performance in police force Dodoma by a very great extent. The aspect of training and development provides opportunities of personal growth and development for employees. Employees are able to grow, keep skills current, increases employee's involvement in decision making and provide greater visibility and exposure to information. Training, has a positive impact on both motivation and employee performance. The training methods applied, contribute positively further to the performance of the employees.

The results for objective three conclude that employee welfare programs influence performance to a very great extent. Employee welfare programs lead to job performance despite providing employee welfare programs employee welfare programs are positively related to employee performance in terms of turnover intentions hence several organizations are striving to provide the best welfare programs for their employees. Besides the performance of the employees, efficiency in organizations is achieved through ensuring good employee welfare in the work place. Therefore, the research question of to find out the effect of employee welfare programs on employees' performance in police force Dodoma is answered.

The results for objective four lead to the confirmation of the prediction made by the researcher that job design tend to affect employee performance. It was thus more likely that improvements in quality of job design for employees result in improvements in employee's performance. Generally, respondents agreed that job design is a worthwhile concept, focusing both on effectiveness and efficiency and thereby helping simplify and further concentrate attention on performance. A caveat was suggested by several respondents that, job design's implementation and success is a detailed planning that captures the understanding of the organization its dimensions and what influences job decisions

5.3 Conclusion

Psychological support: From the findings, conclusion for objective one is that organization psychological support contributes highly to employee performance hence organization performance.

Organization training: From the findings of objective two, conclusion is that

organization training and development it is clear from the findings that the impact of training to organizational performance is positive. And for that matter government institutions should make sure that all their employees go for training several times; these kinds of training may include on job trainings.

Employee welfare programs: From the findings of objective three employee welfare programs lead to job performance despite providing employee welfare programs. Employee welfare programs are positively related to employee performance in terms of turnover intentions hence several organizations are striving to provide the best welfare programs for their employees.

Job redesign: From the findings of objective four job redesign affect the performance levels and the job performance of these employees is one all-important but neglected subject area. For now, this should be the ringing agenda for many human resource practitioners and researchers alike. At the end of this study, its findings lent support to the objectives that were stated. It was established that a relationship exists between the way a job was designed and how its illicit performance among employees

5.4 Recommendations

Based on the study the following are recommendation;

- i. Organization should put their best effort to improve its psychological support to their employee. This will help the organization to promote performance of their employee.
- ii. The study recommends that organizations should grant their employees good welfare to facilitate their performance which will ensure better job

performance.

- iii. The study noted that not all employees would accept training as some were sabotaging the programs due to lack of inclusion while planning the training program. There is need for all the stakeholders being involved in training programs to enhance its effectiveness. It was suggested for management to conduct more study for further clarification of the findings that have been found in this study.
- iv. There are also clearly many alternative designs for any given job. For this reason, an understanding of what the job design was supposed to achieve is particularly important within organization.

5.5 Areas for Further Research

The study of stress management is not common especially in the Tanzania. The organizations in this research were only four objectives. More studies can be done to investigate more on the subject matter. Stress management has many facets; therefore, it can be a very broad topic for various researches. A wider empirical study could be done that covers all aspects of the environment and what triggers stress and what to do to manage it. There is a limited amount of research done on stress management as a topic.

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APPENDICES

Appendix I: Questionnaire

Dear respondents,

I'm a student from Open University of Tanzania, pursuing a Master's Degree in Human Resource Management. The aim of this questionnaire is to identify the effects of job stress on employee performance in the police force in Dodoma. Your kind and objective responses will significantly contribute towards reducing this challenge. I kindly request you to answer the questions below by filling in the necessary information in the blanks provided. I assure you that all the information will be kept with a high degree of confidentiality as your opinions are important for the accomplishment of my research.

Instructions on filling the questionnaire

Please answer all the questions by ticking on the most appropriate answer. Do not write your name.

SECTION A: GENERAL INFORMATION

1. Gender: Male Female
2. Your age bracket (Tick whichever appropriate)
 - 18 - 24 Years 25 - 30 Years
 - 31 - 34 years 35 - 40 years
 - 41 - 44 years 45 - 50 years
 - 51 - 60 years Over- 61 years
3. What is your highest education level? (Tick as applicable)
 - Primary Secondary Diploma/certificate

Bachelors“ degree

Others-specify.....

4. Years of service/work experience (Tick as applicable)

1-5 years 6-10 years

11-10 years Over 15 years

Section B: Stress Management Strategies on Employees' Performance

Psychological Support

5. In your own opinion, do you think psychological support influences employees“ performance in Tanzania police force Dodoma?

Yes No

6. If yes, to what extent?

Very great extent Great extent Moderate extent Low extent
 Not at all

7. In your own opinion, to what extent are the following forms psychological supports effective in managing stress among employees? Use a scale of 1 to 5; where 1 = not at all, 2 = low extent, 3 = moderate extent, 4 = great extent and 5 = very great extent.

	1	2	3	4	5
Meditation interventions					
Relaxation interventions					
Deep-breathing interventions					
Time management interventions					
Goal-setting interventions					
Counselling and psychotherapy					
Journaling interventions					
Social support					

Job Redesign

8. To what extent do you think job redesign influences employees' performance in Tanzania police force Dodoma?

Very great extent [] Great extent []
 Moderate extent [] Low extent []

9. To what extents are the following aspects of job redesign effective in ensuring employees' performance in Tanzania police force Dodoma.? Use a scale of 1 to 5; where 1 = not at all, 2 = low extent, 3 = moderate extent, 4 = great extent and 5 = very great extent.

	1	2	3	4	5
Redefining Job roles					
Reducing role overload					
Increasing participation in decision making					
Job enrichment to enhance job control					
Reducing role conflict					

10. On a scale of 1 to 5 kindly indicate your level of agreement with the following statement regarding job redesign. Where 1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = agree; and 5 = strongly agree.

	1	2	3	4	5
Job should be designed so that the employees perform work with enthusiasm and avoid stressful situations					
Job should be enrichment to involve a wider range of more interesting and challenging tasks surrounding a complete unit of work to give a greater sense of achievement for the employees					
Job enrichment provides the employee with variety, decision-making, responsibility and control in carrying out the work					

Training and Development

11. How often does the Tanzania police force Dodoma conduct training and development exercises?

Weekly Monthly
 Quarterly Semi annually
 Annually Bi annually
 Others (Specify)

12. Do you think training and development influences employees' performance in Tanzania police force Dodoma.

13. Kindly indicate your level of agreement with the following statement regarding training and development and stress management. Use a scale of 1 to 5, where 1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = agree; and 5 = strongly agree.

	1	2	3	4	5
Training gives the managers and employees the skills they need to perform effectively under high job pressure					
Training is a method for learning and development that may help employees to manage stress and thus improve employees'					
Training help individuals set job- related goals, identify and implement adequate behavioural strategies to accomplish the goals, and provide feedback and evaluation of the progress					
Training and development offer employees' skills to respond adequately to stressful work environments					

Employee's welfare programs

14. Does the Tanzania police force Dodoma have employee's welfare programs

Yes No

15. In your own opinion, to what extent do you think employee's welfare programs influences employees' Tanzania police force Dodoma.?

Very great extent [] Great extent [] Moderate extent [] Low extent [] Not at all []

16. Kindly indicate your level of agreement with the following statement regarding employees' welfare programs and stress management to enhance employees' performance. Use a scale of 1 to 5, where 1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = agree; and 5 = strongly agree

	1	2	3	4	5
Employees' welfare programs provide better physical and mental health to workers for a healthy work environment and thus enhances employee's performance					
Facilities like housing schemes, medical benefits, and education and recreation facilities for workers' families help in raising their standards of living; making workers to pay more attention towards work and thus increase their performances.					
Employees' welfare programs enhance a feeling of involvement and participation among workers and therefore they take active interest in their jobs and work					


Stress management strategies

17. In your own opinion, to what extent are the following strategies effective in ensuring employees' performance in Tanzania police force Dodoma? Use a scale of 1 to 5; where 1 = very in effective, 2 = ineffective, 3 = moderately effective, 4 = Effective, and 5 = very Effective.

	1	2	3	4	5
Psychological support					
Job redesign					
Training and development					
Employee welfare programs					


Appendix 2: Research Clearance

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF HOME AFFAIRS

TANZANIA POLICE FORCE



Telegram: "MKUU POLISI"
 Telephone: 026 2323585
 Fax No: 026 2323586
 E- mail: info.phq@tpf.go.tz

Office of Chief of Police Force,
 Police Head Quarters,
 4 Posta Street,
 P. O. Box 961,
40483 DODOMA.

In Reply Please Quote:

Ref. No. PHQ/17/AVOL.IX/133 13 February, 2023

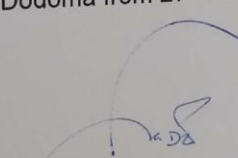
Vice Chancellor,
 The Open University of Tanzania,
 Kawawa Road,
 P.O. Box 23409,
DAR ES SALAAM.

**REF: RESEARCH CLEARANCE FOR MS. ELINKAILA WINSTON
 MIRRUDY REG NO. PG201986814**

Please refer to your letter with Ref. No. OUT/ PG201986814 dated 23rd December, 2022 on the above subject matter.

2. The Chief of Police Force has no objection for **Ms. Elinkaila Winston Mirrudy** who is a student of Open University of Tanzania to conduct research at Tanzania Police Force Dodoma from 27th December to 28th February, 2023.

3. Best Regards.


 Frasser R. Kashai – DCP
 For: **CHIEF OF POLICE FORCE**
For: CHIEF OF POLICE FORCE

Cc: Ag. CP A&HRM
 “ Ms. Elinkaila W. Mirrudy