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Exploring the Factors Responsible for Occupational Stress Among Police Officers in Nigeria

Ahmed Lateef
Walden University

Walden University

College of Social and Behavioral Sciences

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Ahmed Lateef

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Review Committee
Dr. Clarence Williamson, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Jessie Lee, Committee Member,
Public Policy and Administration Faculty

Dr. Lynn Wilson, University Reviewer,
Public Policy and Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
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Abstract

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MA, City London, 2009

MA, Jos, 2008

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Dissertation Submitted in Partial Fulfillment

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Doctor of Philosophy

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Abstract

Over 90 percent of police officers in Nigeria are confronted with psychological illness and injuries as a result of occupational stress, which is compounded by a lack of attention to police officer welfare by government, insufficient annual leave, and poor salaries that contribute to poor performance. Using Karasek's demands on decision and control model as the foundation, the purpose of this phenomenological study was to explore the impact of occupational stress on police officers in a metropolitan police agency in Nigeria. Data were collected through semi-structured interviews with 15 senior police officers who had at least 20 years experience in law enforcement in Nigeria. These data were inductively coded and subjected to thematic analysis that resulted in 8 themes. These themes included insufficient police personnel, limited environmental resources, family-work conflict, unclear work roles, inadequate counselling and training procedures, conflict from job demands, extended working hours, and inadequate salary level as factors contributing to occupational stress. The positive social change implications stemming from this study include recommendations to Nigerian police executives to improve awareness of how to effectively manage factors responsible for occupational stress among police officers to promote a balanced work-life experience, good health, and more professionalism in their duties of protecting life and property.

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Dedication

This work is dedicated to almighty Allah for always coming in when every other thing
seems to have gone out. This work is also dedicated to my late mother and all dead
mothers. Finally, I dedicate this work to Police officers around the world and Nigeria in
particular who toil day and night to ensure a safe a secured world for us all.

Acknowledgments

First, I would like to express my sincere gratitude to my committee Chair Dr Clarence Williamson for the continuous support of my Ph.D study and related research, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better chair and mentor for my Ph.D study. I would like to thank the rest of my thesis committee: My committee member Dr Jessie Lee, and my URR Dr. Lynn Wilson, for their insightful comments and encouragement, but also for the hard question which incented me to widen my research from various perspectives. My sincere thanks also goes to Dr. Samuel Aikhuomogbe who being an alumnus of Walden himself encouraged me to complete the program at a time when I was contemplating dropping out. He provided me an opportunity to access his library and also introduced me to other sources of research materials. He became the number one critic of my work even when the chair says, it was okay. I am highly indebted to you. Without his precious encouragement and support, I would have dropped out of class and it would not be possible to conduct this research and reach this milestone. I express my profound gratitude to the Nigeria Police Force for giving me the permission to pursue this study and also for 'approving my request to interview some police officers. I thank all police officers interviewed for this work as well. Also I thank my senior colleague and friend, Assistant Commissioner of Police Lanre Ogunlowo who introduced me to Walden and have been encouraging me since we started this journey together. My sincere gratitude also goes to Dr Ade Ekundayo for his love and encouragement throughout this process.

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Chapter 1: Introduction to the Study

In maintaining law and order, police officers swear an oath to protect the lives and property of citizens. The duties and responsibilities of a police officer vary daily, ranging from engaging in hazardous, physical activities to sitting at a desk completing routine paper work. Performing the duties of policing can be stressful, regardless of job assignment, and can have a lasting impact on the officer. Maintaining law and order is stressful for police officers in Nigeria, as 80% of Nigerians are not well educated on the law and order required to maintain (Mogadeghrad, 2014). This study may contribute to positive social change by creating knowledge of how to deal with the factors responsible for occupational stress among police officers. In Chapter one, I identified the gap in the understanding the occupational stress confronting police officers in Lagos state, and I described the conceptual framework that aligns the study and the limitations of the study.

Background of the Study

Police officers in Nigeria are confronted with difficult working conditions including dealing with problematic criminals, and numerous occupational stresses that make the police profession stressful (Mogadeghrad, 2014). Occupational stress may cause emotional weakness, mood fluctuation, unstable sleep patterns, lack of concentration, depression, anxiety, and suicidal ideation (Mogadeghrad, 2014). Newton, Teo, Ho, and Thomas (2016) categorized occupational stressors to include (a) job-related factors such as work load, responsibility, role conflict and job demands, (b) organizational factors such as organizational structure, policies and procedures, pay and benefits, job security, and leadership style (Lornudd, Bergman, Sandahl, & Schwarz,

2016). Ogunyemi and Laguda (2016) appraise human resources as the most significant element to organizational success, especially in the security and hospitability industry.). An organization or a society can contribute to the police officers' unethical behavior when factors that contribute to occupation stress are not addressed (Ogunyemi & Laguda, 2016; Rosenbusch, Cerny, & Earnest, 2015). Rosenbusch et al. (2015) inferred that the government should address occupational stress among the police officers to ensure effective and efficient service delivery among the police officers.

Problem Statement

In Nigeria, some police officers exhibit little or no enthusiasm towards job duties and perform below the standard police expectation as a result of the occupational stress associated with police service (Yun, Kin, Jung, & Borhanian, 2013). Ninety-one percent of police officers in Nigeria are confronted with psychological illness and injuries as a result of occupational stress (Adegoke, 2014; Rose & Unnithan, 2015). Lack of attention to police officer welfare by government, insufficient annual leave, and poor salaries demotivate police officers in performing their civic duties (Rose & Unnithan, 2015). The specific problem of this study is the impact of occupational stress on police officer's health life in Lagos, Nigeria. Previous studies have addressed workplace hazards, workforce ethics, poor salaries, and insufficient training as factors impacting police office motivation.

Purpose of the Study

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced

in frequent illnesses among police officers in Lagos, Nigeria. Specifically, I explored the impact of occupational stress on police officers in Lagos to understand in depth the phenomenon.

Research Questions

The central research question for the study is: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers?

Conceptual Framework

The conceptual framework that will serve as the contextual lens in the study is the model of Demands and Decision Control (DDCM) developed by Karasek (1979). Karasek (1979) described demands and decision control as a model that evaluate how workers with long sickness absence return to work (RTW). Demands include (a) heavy work load, (b) time pressure, (c) unexpected tasks, and (d) having to work at fast pace, while decision includes the ability to decide how employees will perform their task, ability to solve problems related to their work, and having freedom to adjust the pace of their work (Wall, Jackson, Mullarkey, & Parker, 1996). Karasek (1979) applied the DDCM using 543 employees in 50 different RTW in which low demands and high decision control return to work earlier as compared to employees in high strain demand and low control. The job Demands and Decision-Control model is one that has been widely used in occupational stress discussions. The main idea behind the job demand model is that employee's job can be enhanced for satisfaction with the opportunity to engage in challenging tasks and learn new skills to ease out occupational stress (Wall et

al., 1996). The theory on Job Demands and Decision Control may provide a guide on how police officers could manage heavy work load, time pressure, unexpected task, and coping with working at fast pace that causes occupational stress.

Nature of the Study

A qualitative phenomenological study design will be used to gain an in-depth understanding of the frequent illnesses caused by occupational stress which impact maintaining law and order in Lagos. The major advantage of using qualitative phenomenological study design is the ability of the researcher to obtain a lived experience of the phenomenon under study in a multifaceted and multidimensional reality of the experience and knowledge of the case (Ates, 2013; Barden, 2013; Sangster-Gromley, 2013). Using a phenomenological design enables the researcher to study the lived experiences of the research participants (Moustakas, 1994). The phenomenological design is adequate for this study because a phenomenological design is used to evaluate participants with lived experience of the phenomenon (Bevan, 2014).

The Qualitative method is suitable for this study because it allows the researcher to explore the concept of human understanding through an open-ended interview question (Marshall & Rossman, 2011). The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. In this study, phenomenological study design is most suitable because the purpose of the study is to explore occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Lagos.

Definitions

Occupational stress. Occupational stress is described as stress related to an employee's job that could be cause as a result of working condition workload, long hours, status, bullying, and sexual harassment (Mosadeghrad, 2014)

Psychological illness. Psychological illness is described as mental health dysfunction that could happen to an employee or an individual as a result of stress or other external factors such as illicit use of drugs (Vanhercke, et al., 2015)

Police officers. A police officer is police employee of a country saddles with the responsibility of ensuring the lives and properties are secured in a country (Bouranta, Siskos, & Tsotsolas, 2015)

Time pressure. Time pressure is a type of psychological stress that happen when an employee or individual has less time available to complete much task (Gelbrich & Sattler, 2014)

Unexpected task. Unexpected task are duties that add to work pressure of an employee that result to stress (McNellis, 2013)

Work load. Work load is the amount of work or duties to be performed by an employee (McNellis, 2013)

Workforce ethics. Workforce ethics is the codes of pattern that guide the employee on pattern of behavior in the organization (Ogunyemi & Laguda, 2016)

Assumptions

The assumption is about the nature of knowledge that represents the scope of inquiries and findings in a study (Fan, 2013; Kirkwood & Prince, 2013). The focus of the study is based on the following assumptions. First, I assume that police officers are confronted with the occupational stress that results in illness at work. Secondly, I assume that the research participants would provide an honest response during the interview that would help in answering the research question. I assume also that the study may help to reveal beyond the research question and research scope.

Scope and Delimitations

I conducted the study using phenomenological study design to explore the frequent illnesses caused by occupational stress which impact maintaining law and order in Lagos, Nigeria. The participants for the study are the police officers in Lagos who have experienced occupational stress in Lagos, Nigeria. The study will involve police officers that reside in Lagos state, Nigeria.

Limitations

Qualitative methodology is used in selecting and theorizing sampling strategies that could create a biased sample (Smith & Noble, 2014; Tangaard, 2014). I would be mindful of potential limitations of the study that are linked with the design of the study. The population size is the first limitation of the study. The 15 police officers selected for this study may not provide adequate data needed to answer the research question. Second, focusing on Lagos geographical location for the study may create a limitation in gaining a better understanding of occupational stress among police officers in other states in

Nigeria. Other states in Nigeria may have unique circumstances that create occupational

stress among police officers that may not be addressed in the study. The aim of a

qualitative study is not to generalize the finding from a study, rather transferability

remains the decision of the readers (Prowse & Canfield, 2013). The research participants'

selection criteria could also be a limitation. Police officers between the rank of DSP and

ACP may not fully represent the cluster of police officers that are confronted with daily

occupational stress in the police force.

Significance of the Study

The study may be significant to the police officers on duty who will be better

educated on the factors responsible for occupational stress. The purpose of the study is to

explore the factors responsible for occupational stress among police officers in Nigeria

leading to frequent illness among police officers. Dempsey and Forst (2013) identified

the factors that cause occupational stress in an organization, as (a) organizational stressor,

(b) operational stressor, (c) external stressor, and (d) personal stressor. Police officers

confronted with occupational stress such as work redeployment, shift in duty, arresting a

criminal, inability to find time with family, and personal debt due to low salary may find

this study relevant as the findings may better create awareness for police officers in

Nigeria.

Significance to Practice

The study may also be significant to the government who may employ the

recommendations in making policies that affect the NPF. In the process of planning for

annual training and capacity building, the study may be significant for building a training

module for the police officers in knowing how to deal with occupational stress. The police commission may be able to build confidence and build the capacity of the police officers by implementing the recommendations in the study.

Significance to Theory

The study may be significant to future researchers who may want to extend the body of knowledge on how to deal with the factors responsible for occupational stress among police officers in Nigeria. Future research may agree or disagree with the recommendations in the study. The study may form the basis of further research for future researchers.

Significance to Social Change

The study may be significant to promoting positive social change. The social problem is the fact that as a result of occupation stress associated with police work, the efficiency and effectiveness of officers is often insufficient. Police officers engage in corrupt practices to mitigate the causes of occupational stress (Dempsey & Forst, 2013). The study may contribute to positive social change by creating awareness on how to deal with the factors responsible for occupational stress among police officers in Lagos Nigeria.

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Summary and Transition

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Police all over the world contributes to the maintenance of law and order, and the protection of lives and property of citizens. The duties and responsibilities of a police officer vary daily, ranging from engaging in hazardous, physical activities to sitting at a desk completing routine paper work. The purpose of this qualitative phenomenological

study was to examine the lived experiences of police officers experiencing occupational

stress on policing as evidenced in frequent illnesses among police officers in Lagos,

Nigeria. To address this purpose, I began the chapter with an overview of the challenges

confronting the police officers in Nigeria and provided the context for the study which is

to explore occupational stress, potential consequences of occupational stress, and the

impact of occupational stress on the health of police officer in Nigeria. Next, I presented

the conceptual framework that grounded the study and outlined the assumption,

limitations, scope, and delimitations. In Chapter 2, I examined the conceptual framework

that grounded the study. I also synthesized and evaluated the various literature on the

occupational stress among police officers in Nigeria. I described various themes found in

the literature review relating to occupational stress as well as the gap that existed before

this study.

Chapter 2: Literature Review

Occupational stress that confront police officers are work load, lack of sleep, and excessive work in fighting crime in Lagos state, Nigeria (Yun et al., 2013). The specific problem of this study is the impact of occupational stress on police officers in Lagos, Nigeria. These occupational stressors may cause frequent illness among police officers. Previous studies exist on issues affecting the Nigeria Police Force (NPF) on hazard and workforce ethics (Ogunyemi & Laguda). Other issues such as inadequate salary and insufficient training have been identified in the previous literature (Akhuemonkhan, Raimi, Patel, & Fadipe, 2014). No previous studies exist on the factors responsible for occupational stress among police officers in Nigeria (Akhuemonkhan, Raimi, Patel, & Fadipe, 2014); Boels, 2014; Rose & Unnithan, 2015; Yun et al., 2013). The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. Specifically, the impact that occupational stress has on causing frequent illnesses on police officers in Lagos will be explored understand in depth of the phenomenon.

The objective of the literature review is to identify relevant literature that may support or diverge on the occupational stress among police officers in Lagos, Nigeria. The literature review will serve as foundational for the research question. The research question will address what the occupational stressors are that causes frequent illnesses among police officers in Lagos. To assist in addressing the research question and explains the literature on occupational stress, I evaluated scholarly peer-reviewed journal articles

using a database such as ProQuest Central, ABI/INFORM, and Business Source

Complete, Emerald Management, and Sage Premier. In the first section of the literature

review, I presented previous research regarding occupational stresses that affect police

officers. The second section will contain the conceptual framework for the study. The

third section will be the review indicating how past literature on occupational stress has

left a gap in the literature about the occupational stress causing frequent illnesses on

police officers in Lagos.

Literature Search Strategy

Peer-reviewed journal articles will be used to access the library databases such as

EBSCOhost, Business Source Complete, ABI/INFORM, Emerald, Pro Quest and SAGE

premier. The keywords that I used in searching the databases are *occupational police*

stress, physical police stress, inadequate welfare, insufficient annual leave, poor salary,

inability to sleep, lack of concentration, psychological police stress, depression, anxiety,

suicide ideation, emotional weakness among police, mood fluctuation among police,

work load, responsibilities, roles conflict and job demand, organizational structure,

policies and procedures, pay and benefits, job security, leadership style, peer support,

manager support, and communication quality.

Conceptual Framework

The conceptual framework that will serve as a guide in the study is Karasek

model of demands and decision control. Demands include heavy work load, time

pressure, unexpected tasks, having to work at fast pace, while decision includes the

ability to decide how employees will perform their task, ability to solve problems related

to their work, and having freedom to adjust the pace of their work (Wall, Jackson, Mullarkey, & Parker, 1996). The Job Demand and Decision Control model is one that has been widely used in the occupational stress discussions. The main idea behind the job demand model is that employee's job can be enhanced for satisfaction with the opportunity to engage in challenging tasks and learn new skills (Wall et al., 1996). Most studies on the job demand-control model have been inconsistent due to different variables and concepts used to measure demands, control, and strain (Wall et al., 1996). The model has not taken the individual characteristics into account (Karasek, 1979). To address this concern, I expanded the model to accommodate integrating resources, self-efficacy, active coping, and social support (Karasek, 1979).

Demand and Decision Control

Demand control stress include heavy work load, time pressure, unexpected tasks, having to work at fast pace, while decision includes the ability to decide how employees will perform their task, ability to solve problems related to their work, and having freedom to adjust the pace of their work (Baba, Tourigny, Wang, Lituch & Monserrat, 2013). A stressed police officer is the last thing that either society or supervisor wants to see on duty (Baba, Tourigny, Wang, Lituch, & Monserrat, 2013). Stress among police officers cost Nigeria government billions of Naira through uncurbed crime, absenteeism costs, and other associated costs resulting from poor mental and physical health of the police officer (Baba et al., 2013). Verhaest and Verhofstadt (2016) suggested that having greater control over the job duties could facilitate the management of job demand thus mitigating the impact on stress and stress related outcomes.

Verhaest and Verhofstadt (2016) evaluated work stress to be harmful to all police officers; supervisors tend to have specific stressful jobs due to the high level of responsibility and demand associated with the leadership position, which in turn affects employees stress and well-being. Previous studies revealed that long hours at work and poor salaries paid to police officers have resulted to ill-health such as burnout (Baba et al., 2013; Blom, Bodin, Bergstrom, & Suedberg, 2016; Verhaest & Verhofstadt, 2016). Although relatively few studies have analyzed occupational stress among nursing profession (Blom et al., 2016), none seems to have analyzed occupational stress and potential consequences that confront some police officers in Lagos, Nigeria. Webster (2014) justified that stressfulness rests largely like circumstances, in relation to the prevailing notion that the occupation of policing is uniquely characterized by such stressful situations. The notion that police occupation is characterized by stress had led researchers to ignore the individual difference of stress vulnerability and in coping (Webster, 2014).

Webster (2014) categorized police stress into organizational stressor and operational stressor. Organizational stressors include (a) shift work, (b) working long hours, and (c) having input in decision making while operational stressors include (a) firing a weapon or (b) investigating the victimization of a child. Smollan (2015) described stress to emanate from the perception of harm, threat or challenge in a person's environment. Stress is a negative psychological and physiological condition that emanates from a combination of forces that are both internal and external to the individual. Webster (2014), using a quantitative methodology, compared the relationship

between workload and responsibility as challenges and role ambiguity among 479 employees. No previous study seems to have focused on how workload and responsibility among police officer cause occupational stress among police officers in Nigeria.

Smollan (2015) evaluated the police job whereby high job demands of mental, emotional, and physical coupled with low resources inform of poor supervision, and little feedback would lead to strain and demotivation. Wolf, Weiberberger, Wehner, and Kabst (2015) identified stress factors as (a) psychological demands, (b) lack of decision latitude, (c) lack of social support, (d) physical demands, and (e) job insecurity. Sanchex, Velez, Ramon-Jeronimo, and Araujo (2017) diverged by identifying six major sources of stress as workload, lack of control, low reward, inadequate community and social factors, unfairness and inappropriate values. Despite all the stress factors identified in previous studies, none seems to have identified the occupational stress factors among police officers in Nigeria leading to ill-health.

History of Nigeria Police Force

The establishment of Nigeria police force resulted from a 30-person consular guard used by the governor of British West Africa in October 1861 (Albert & Okoli, 2016). McCoskry, the Lagos colony governor, organized and established the nucleus of the first police force on 30 Hausa Constabulary (Albert & Okoli, 2016). The first commissioner of police was appointed in 1896 in Lagos colony to be in charge of the administration of police force (Otusanya, Lauwo, Ige, & Adelaja, 2015). In 1967 the Section 4 of the Police Acts details the responsibility of the police force. Primarily, police are responsible for employing personnel for the protection and detection of crime, the

apprehension of offenders, preservation of law and order, the protection of life and

property, and the enforcement of laws and regulation in Nigeria (Otusanya et al., 2015).

The police forces are perceived by the general public to demonstrate honesty, integrity,

and observations of procedural laws in handling offenders, have deep implication for the

citizen's perception, and being visible and being the primary or main author legally

authorized to use force on citizens (Eze, 2015; Otunsanya et al., 2015). Despite the

studies on police roles and responsibilities, the occupational stress confronting the

personnel delivering these services have been under researched, hence the need for this

study.

Occupational Stress among Police Officers

Webster (2013) explained that the police officer's job is uniquely stressful. Some

of the stress identified is inherent potential for danger, unique authority to use coercive

force on citizens, a propensity for social isolation, and responsibility for the safety of

others even at their danger (Webster, 2013). Stress among police officers has resulted in

ill-health such as elevated mortality rates for illness, post-traumatic stress disorder,

burnout, suicide, and mental ill-health symptomatology. Yun, Kim, Jung, and Borhanran

(2013) appraised that despite intense interest in predicting the outcomes of police stress,

it is difficult to ascertain the subject because research findings are inconsistent. Yun et al.

(2013) illustrated that police officers suffer disproportionately from cardiovascular,

gastrointestinal, and metabolic diseases as well as a menagerie of psychological

disorders. Other somatic manifestations of stress are insomnia, headaches, and back pain

experienced by police officers (Rose & Unnithan, 2015; Yun et al., 2013). Yun et al.

(2013) extended the effect of police officer stress is not only harmful to the officer's physical health, but it has a spiral effect on spouses and other family members, leading to marital disputes, divorces, and even inter-family violence. Yun et al. (2013) compared the subculture membership and occupational stress among work and family service in the law enforcement personnel in the US survey. The findings revealed a less significant relationship between police officer subculture and occupational stress (Yun et al., 2013). In the study, the author did not reveal the occupational stressors, potential consequences of occupational stress, and the impact of occupational stress on the health of police officer in Lagos, Nigeria. Rose et al. (2015) using correlational quantitative methods identified several factors that can cause occupational stress to police officers such as authoritarian personality, distrust and suspicion, cynicism, coercive authority, and burnout. Policing is one of the most visible and public careers an individual can get engaged where the work load is undefined (Rose et al., 2015). No previous studies have investigated the lived experience of the impact of occupational stress on policing as evidenced in frequent illnesses in the police officers in Lagos, Nigeria.

Physical Police Stress

Tyagi and Dhar (2014) using qualitative methodology, explained how the human aspect as working condition of the police officer had been neglected by the respective government authorities. Police officers are subjected to physical stress such as dealing with victims, exposure to violence, threats, and uncertainty in shift timing (Tyagi & Dhar, 2014). Physical stress experienced by police officers may reduce once there is positive communication between police reporting officers and subordinates (Chu & Tsao, 2014).

Positive communication creates an avenue for the police officer to reveal some

challenges confronting their job performance, and hence their superior may find solutions

to such challenges confronting their job performance, using qualitative method (Chu &

Tsao, 2014). Maran, Varetto, Zadda, and Franscini (2014) investigated 485 male and

female police officers in Northern Italy using a correlational quantitative method on

performance on the field. Findings reveal that both men and women police officers are

self-critical and operate on pessimism and self-blame on the job. Some of the factors

causing stress are shift work, excessive overtime, heavy workload, poor working

conditions, and negative public perception of the police force in Nigeria (Maran et al.,

2014). Maran et al. (2014) suggested that future studies could evaluate how simple

training courses and support programs could be useful and effective tools for preventing

occupational stress in Italy. The work of a police officer demands 24 hours and 365 days

of work in a year; which indicates that police officers work every day of the years

(Shernock, 2016). The daily shifts of police officers in patrol subject such officers to job

stress and work hazard (Shernock, 2016).

Attention to Personal Welfare

Doessel and William (2014) published a quantitative study noting that the welfare

condition of men and officers of the Nigeria police force is inadequate as compared to the

welfare conditions for police officer in the western world. Some of the poor welfare

could be traced to poor habitable quarters, barracks, kits, salaries and the inability to care

for family adequately (Albert & Okoli, 2016). Sleep deprivation due to long hour shift

may contribute to officers' irritability with the general public and the inefficiency to

maintain calm in situations to drained attentiveness (Ruddel, Lithopoulos, & Jones, 2014).

Insufficient Annual Leave

Blazinska, Rusnak, and Kacmarikova (2017) discovered that men in the lowest grade are confronted with high rates of illness, absenteeism than those in the highest grade. The result also showed that during the economic downturn and high unemployment, sickness absence is low, while in a time of economic growth and low unemployment, sickness absence from work is high (Blazinska et al., 2017). Blazinska at al. (2017) inferred that workers might fear to lose their job in poor economic conditions and therefore are unwilling to report any sickness to the employer. Kent and Zunker (2013) concluded that sickness absence in women is significantly higher than in men in the Slovak Republic. The ratio of men and women sickness absence in Nigeria requires further studies.

Poor Salary

Maran, Varetto, Zedda, and Franscini (2014), using a quantitative methodology, analyzed the poor salaries of police officers, unease among police officers, and occupational stress in a population of 485 male and female police officers in northern Italy. Maran et al. (2014) found out that female officers were attracted to both the salary and service aspects of police work. Maran et al. (2014) found out that women in all operational service roles were less pay in both organizational and operational workplaces. Maran et al. (2014) identified the common stressors as (a) interpersonal conflict (b) shift work, (c) excessive overtime, (d) heavy workload, (e) poor working conditions, (f)

constant interaction with the public, and (g) poor police officer salary. Some of the

psychological symptoms of occupational stress are (a) poor salary, (b) anxiety and

depression, and (c) mental health imbalance (Powell, Cassematis, Benson, Smallbone, &

Worthy, 2014). Morabito, Watson, and Draine (2013) appraised police work to be

measured as effective when crime rates are low, response times are fast, and clearance

rates are high. The personnel readiness to the reduction in crime rates, increase in

response time, and increase in clearance rates are not emphasized in the police force

services in Nigeria (Morabiti et al., 2013). In ranking the factors that cause stress to the

police officer, such factors that appear more are (a) having friends among police officers,

(b) low salary paid to police officers, (c) using policing as gaining job experience to

better career (Morabiti et al., 2013). Despite the study on poor salary and unease of police

officers, these researchers fail to address the factors resulting in occupational stress to

police officers in Lagos, Nigeria.

Inability to Sleep

Chae and Boyle (2013) found that inadequate sleep by police officers could result

in occupational stress that affects police officer's job performance. The result of multiple

risk factors such as lack of sleep, increased workload, and lack of annual leave could

have a cumulative effect in increasing the risk for suicidal ideation among police officers.

Quah (2014) investigated whether law enforcement personnel are at greater risk for

suicide than those in the general population. Police officer's job has been found to be

highly stressful and characterized by unexpected events, exposed to trauma, irregular

sleep pattern due to unstable shift, an extended period of boredom, unregulated shift

period, and tension associated with public relations (Chae & Boyles, 2013; Quah, 2014).

There appears to be no study on the factors resulting in an inability to sleep leading to

occupational stress among police officers in Lagos, Nigeria.

Psychological Police Stress

Lanacre (2016) found that increased levels of stress may generate psychological

strain on police officers. Police officer's jobs require adequate energy to carry out the

daily task of protecting life and property (Lanacre, 2016). Police officers feel

demoralized by the increased rate of crime in the society which is beyond the control of

the police officer as a result of uncoordinated effort (Lornudd, Bergman, Sandahl, &

Schwarz, 2016). The psychological stress of incidents such as depression, and unpleasant

state of mind as a result of working late and lack of rest could result in occupational

stress among police officers (Lornudd et al., 2016). The unresolved psychological stress

of the police officer could be linked to the negative behavior of the police officers such as

mood swing, anxiety, intense fear, and isolation (Rosenbusch, Cerny, & Earnest, 2015).

The combination of these stressors causes a decline in job performance, negative

behavior, and occupational stress among police officers (Lanzo, Aziz, & Wuensch,

2016). The uncontrolled increase of the occupational stress, physical, and psychological

stress associated with the police officers in enforcement of the law could significantly

increase problem for police administration (Lanacre, 2016; Lanzo et al., 2016;

Rosenbusch et al., 2015). None of these researchers refer to how psychological factors

contribute to occupational stress among police officers in Lagos, Nigeria.

Stress among Women Police Officers

Previous research suggested female police officers experience a unique blend of

causes related to occupational stress, such as operational stressors, organizational

stressors, and interpersonal stressors (Ivkovic, Mraovic, & Borovec, 2016). Ellrich (2016)

evaluated operational stress as stress arising from the essential aspects of police work.

Operational stress can include exposure to danger and external threats from the public.

Police officers are likely to be exposed to traumatic events and encounter violence,

including accidents, shootings, assaults, domestic violence, murders, sexual assaults, and

deaths (Dawson & Davies, 2017). Abuse from the public when interacting with crime

victims, crime perpetrators, and witnesses, as well as operating within the criminal justice

system, appearing in court, completing police reports, and working fluctuating shifts are

cited as operational stress that is part of police work (Chen, 2016). Brutal and random

incidents, such as killing a fleeing suspect in the line of duty or witnessing a fellow police

officer being killed is a traumatic experience that police officers consider a source of

operational stress (Maran, Varetto, Zedda, & Franscini, 2014). All police officers are

trained to be prepared for traumatic events such as these; however, female police officers

often are faced with believe like they have to prove to their male counterparts that they

are physically and mentally capable and prepared for the possibility of such an event

(Maran et al., 2014). Lee and Yun (2014) inferred that male officers expressed

apprehension that their female partners could not be counted on as back up support in a

violent confrontation. Lee and Yun (2014) researched danger stress and concluded that

the effects of danger stress could be greater for female officers due to the lack of social

support derived from police solidarity. White, O'Connor, and Garrett (1997) found out

that 80% of female police officers in Britain do the household shopping compared to just

2% of male officers. The major stressor for women offices are conflict felt between

career and personal life (White et al., 1997). Levy (2015) using female officers in the US

inferred that social support moderates the relationship between job satisfaction and work

holism through work enjoyment. Women with greater social support demonstrate higher

job satisfaction at equivalent work enjoyment levels compared to women officers with

low social support (Levy, 2015).

      Occupational stress impact on performance. Contextual differences related to

work assignments are also operational stressors for female police officers. Lobnikar,

Prislan, Cuvan, and Mesko (2016) inferred that police officer who worked in urban areas

often faced greater danger at work than their rural counter parts, partially due to the

higher levels of violent crimes committed in the urban areas. Police officers, assigned to

police departments in urban areas, experienced higher calls for police assistance to

restore social order, than those assigned to rural departments (Lobnikar et al., 2016).

Lobnikar et al. (2016) found that female police officers reported receiving a different

public reaction than their male counterparts when they arrived at the scene of a crime.

Organizational stress is stress that is initiated by certain characteristics of an organization

and the behavior of its employees that may cause stress for the employees. Organizational

stress may include work overload, overtime demands, staff shortages, poor

communication, a lack of support, and inconsistent practices (Maran et al., 2014). The

severity of job stress depends on the magnitude of the demands that are being made and

the individual's sense of control or decision-making latitude he or she has in dealing with them. In a study of police officers in a Metropolitan Northeastern police department, Chent (2016) inferred that there were similar predictors of stress and burnout for male and female officers; however, differences did exist in the models, lending support to the claim that the female officers may experience distinctive stressors in the police organization. A limitation of the research study was that the focus was on only one police department in the Northeast which may limit one's ability to generalize the results.

In research comparing the work-related stressors of male police officers and female police officers, Lee and Yun (2014) found that workplace problems contributed to more stress for more police men than police women. However, findings suggested gender differences in stress were related to the female officer's token status. Acceptance by their male counterparts is not always the practice; which could increase the danger of occupational stress for the female officers. Ivkovic et al. (2016) researched stress experienced by Australian female police officers and found that the lack of good interpersonal relationships with male counterparts was considered a social stressor for them. Research findings suggested that female police officers token status and the organizational culture of policing may create a level of vulnerability as it relates to the lack of social support in the work place (Ivkovic et al., 2016).

Social support within the work place is related to increased employee well-being (Lee & Yun, 2014). Support received from other employees in the workplace can contribute significantly in buffering individuals against job dissatisfaction and noncompliant job behaviors when job security is at stake (Ellrich, 2016). Female police

officers often lack social support from male officers, and a nonsupportive work environment is related to low levels of life and marital satisfaction (Dawson & Davies, 2017).

The results of a Gallup poll conducted between November 2010 and December 2010, indicated American employees who were emotionally disconnected to their work and work places rated their lives poorly (Ellrich, 2016). Conversely, American workers who were involved in and enthusiastic about their work reported thriving in their lives (Chen, 2016). Social support from colleagues and management can be essential to an individual employee's welfare and happiness at work and in his or her personal lives. Social support in police work can have a more significant meaning since police officers depend on each other to protect lives and ensure both partners remain safe. Interpersonal stressors in the work place specific to the female police officer also include inequality in work schedule, including work shifts and work assignments, discrimination, and sexual harassment (Chen, 2016; Dawson & Davies, 2017; Ellrich, 2016; Lee & Yun, 2014).

Gap in Literature

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. Despite the fact that previous studies have identified occupational stress as a contributing factor to stress in police officers, no studies have examined occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Lagos using Karasek model of demands and decision control as the contextual lens.

This study may be significant because the police are confronted with a unique set of demands and decisions on a daily basis in carrying out their civic duties of protection of lives and properties (Chae & Boyle, 2013; Dawson & Davies, 2017; Maran et al., 2014). Wall et al. (1996) appraised demands to include heavy work load, time pressure, unexpected tasks, having to work at fast pace, while decision includes the ability to decide how employees will perform their task, ability to solve problems related to their work, and having freedom to adjust the pace of their work. Chae and Boyle (2013) analyzed how occupational stress had resulted to suicide ideation among police officers, while Maran et al. (2014) converged that stress among male and female patrol officers is increasing in Italy. Despite the fact that occupational stress has appeared in previous studies, none seems to have studied occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Lagos.

Summary and Conclusions

The purpose of this review is to analyze and synthesize the previous literature on occupational stress among police officers. I started the chapter with an overview of the challenges confronting Nigeria police officers in performing their roles as law enforcement agents. Using the conceptual framework of Karasek model of demands and decision control. Wall et al. (1996) appraised demands to include heavy work load, time pressure, unexpected tasks, having to work at fast pace, while decision includes the ability to decide how employees will perform their task, ability to solve problems related

to their work, and having freedom to adjust the pace of their work. Chapter 3 will contain the research methodology for the study.

Chapter 3: Research Method

Chapter 3 describes the methodologies, design, tools, and analysis that will be used to answer the research question. The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. Specifically, the impact that occupational stress has on frequent illnesses on police officers in Lagos will be studied using phenomenological design to have an in-depth understanding of the case. I concluded Chapter 3 with consideration of the issues of trustworthiness and ethics associated with conducting the study.

Research Design and Rationale

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. The central research question for the study is: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers? The conceptual framework on Karasek model of demands and decision control will provide a guide towards data collection capable of providing answers to the research question. Using a phenomenological design enables the researcher to study the lived experiences of the research participants (Moustakas, 1994). The phenomenological design is adequate for this study because a phenomenological design is used to evaluate participants with lived experience of the phenomenon. The Qualitative method is suitable for this study because it allows the researcher to explore the concept of human

understanding through an open-ended interview question (Marshall & Rossman, 2011).

The purpose of the study is to address the impact of occupational stress on policing in

Lagos, Nigeria.

Role of the Researcher

Researchers using qualitative method must possess high-quality interpersonal

interviewing skills to successfully conduct a case research project. Frels and

Onwuegbuzie (2013) suggested qualitative methods tend to focus on in-depth

understanding from the individuals who have had previous knowledge and education on

particular incidents and share similar occurrences. In using a qualitative methodology,

participants are empowered through the research process, as they are actively involved in

the study and can voice their individual experiences in the form of interviews (Frels &

Onwuegbuzie, 2013). The primary data collection tools will be face-to-face interviews

and focus groups. I transcribed the data after final interviews. The researcher is also

responsible for ensuring that participants have the opportunity to validate the findings

through member checking (Loh, 2013; Paull, Boudville, & Sitlington, 2013). I have an

extensive background in the police profession in the Federal Capital Territory Abuja,

Nigeria. In my role as police officer, there is a slight chance that some participants have

met me. I may possess unknown biases as a police officer who currently works in the law

enforcement profession. To prevent personal bias, I remained conscious of the potential

for bias and maintain a high degree of professionalism during the interview process by

using the interview protocol and ask follow-up questions to have in-depth understanding

of the phenomenon. I also managed power sensitive relationship since I attended role

calls. Stake (1995) explained that researcher must balance personal involvement with the case under study. A certain level of intrinsic understanding derives from working in law enforcement in regards to police officers and police culture. I endeavoured to be objective in light of experiences working in similar environments. It was important for me to remain as neutral as possible in an effort not to transfer any personal experiences, thoughts, or perceptions into the research study. I used the interview protocol in the interview process. The researcher is responsible to provide quality assurance of the study (Johnson, 2009).

Methodology

The qualitative method is suitable for this study because it allows the researcher to explore the concept of human understanding through an open-ended interview questions (Marshall & Rossman, 2011). In this study, phenomenological study design is most suitable because the purpose of the study is to explore occupational stress, potential consequences of occupational stress, and the impact of occupational stress on the health of police officers in Lagos. Other design such as case study, grounded theory, narrative, and ethnography were not suitable. The unit of analysis was 15 senior police officers in Lagos, Nigeria from the rank of Deputy Superintendent of Police (DSP) to Assistant Commissioner of Police (ACP) who have had 20 years of service in the Nigeria Police Force. The data collection tools were semi structured interview questions, a focus group interview, and document review.

Participant Selection Logic

Fifteen senior police officers were chosen to volunteer for this study. I attended several police roll calls in other police agencies to provide background information about the study. The appropriate sample size for a qualitative study depends on what the researcher seeks to understand (Marshall et al., 2013). Sample size planning is useful in determining an adequate number of participants for the study design (Trotter, 2012). A smaller sample size is sufficient in attempting to investigate a phenomenon (Trotter, 2012). Robinson (2014) suggested that insisted between three and 16 interviewees should be sufficient to achieve saturation in an exploratory case study. Furthermore, Trotter (2012) suggested that interview participants should include between three and 15 participants to explore a case extensively. Schenkel, Cochran, Carter-Thomas, Churchman, and Linton (2013) used 11 participants in a qualitative study to explore the phenomena about investor exit strategies. With these guidelines, this study included 15 participants, because saturation is reached when no new themes emerged from the participants. Data saturation is reached when there is enough information to replicate the study when the ability to obtain additional new information has been attained and when further coding is no longer feasible (Fusch & Ness, 2015; Walker, 2012). I asked senior police officers to volunteer to participate in the study by providing their contact information. I collected contact information such as email and telephone numbers from participants who wished to participate and to arrange a date and time to conduct semi-structured interviews and a focus group interview. I ensured that I obtain the permission of the Inspector General of Police to access the information of the participants for this

study from the nominal role register. Purposeful sampling is the only way to reach

officers that have the requisite experience needed to gain insight into occupational stress

confronting police officers in Lagos. The police nominal roll was used to verify the

senior police officers who satisfy the inclusion criteria. The inclusion criteria were (a)

Police officers from the rank of DSP to ACP, (b) Police officers that have served in the

Police Force for 20 years, and (c) a Police officers that have risen from the rank and files

before attaining the current leadership position. I interviewed 15 participants.

Instrumentation

I used face-to-face, semi structured interviews regarding the occupational stress

confronting Police officers in Lagos state. Data triangulation helps the researcher to

mitigate bias in studies (Hyett et al., 2014). I used open ended questions to collect data

from the participants in semistructured interview which allowed the participants to

provide answers based on their previous experience and knowledge on occupational

stress that confront police officers and to discover new knowledge I may have previously

considered that are not part of the lived experiences of police officers in Nigeria. Open

ended questions are relevant in data collection process since the interviewees will not be

limited to simple yes or no responses; rather, a process that will allow the interviewer to

ask a follow questions that would allow in having an in-depth understanding of the case

(Yin, 2014). I conducted semistructured interviews on a one-on-one basis to explore the

research question. The questions were developed using the conceptual framework as a

contextual lens in developing the questions.

The interviews were audio recorded and the participants had the opportunity to review the responses as transcribed for correction before data analysis. The interview protocol (Appendix A) served as guide to ensure the alignment and trustworthiness of the study. I used the services of three experts on phenomenological study that provided comments that were used to validate the suitability of the interview protocol. The interview protocol serves as guide to direct and coordinate questions in uniformity in the interview process (Fakis, Hilliam, Stoneley, & Townend, 2014). All participants were given the interview transcript to ensure credibility to facilitate transcription, coding, and data analysis. I used the interview protocol I developed using the conceptual framework as guide as well as asking experts on phenomenological study if the questions are capable of generating the data that would provide answers to the research questions.

Semistructured interview. The interview protocol (Appendix A) served as guide during the interview process. Using the interview protocol, I ensured that all questions are asked in uniformity to ensure data saturation is achieved. I ensured no personal information is included in the interview protocol to prevent the identification of the participants. I obtained the participants informed consent to participate in the interview process. To ensure ethics are respected, I ensured that participants understand the phenomenon being addressed and the meaning the interviewee could make out from the case being studied. The participants were informed that they reserve the right to terminate participation at any time of the interview process without penalty.

Procedures for Recruitment, Participation, and Data Collection

The following steps were used in the preparation for the data collection process in advance of data analysis:

1. Obtained approval from Nigeria Police Force on using the letter of cooperation.

2. Presented the letter of cooperation to Walden University Institutional Review Board for comment prior to sending the letter to partner organization.

3. Obtained permission from the Walden University Institutional Review Board to collect data (IRB approval process).

4. Recruited participants using the inclusion criteria.

5. Obtained written consent from the participants after using the police agencies to identify officers using the nominal roll register.

6. Scheduled and conduct and face to face semistructured interview with participants to obtain data and to record such interviews.

7. Read and transcribe the recorded interviews.

8. Performed member checking on both the semi-structured interview Data analysis and presentation

Letter of cooperation. I sent the letter of cooperation to the headquarters of the Nigeria Police Force in Abuja, requesting cooperation in identifying likely participants who may be interested in the study. I presented to the human resource personnel the inclusion criteria for recruiting the participants into the study. Participants who have had

experience, knowledge and training on occupational stress in the police service were recruited. The Nigeria Police Force agreed to the collection of data using a semi structured interview among identified police officers that meet the inclusion criteria.

Expression of interest. As contained in Appendix B, I invited each participant using email to request for participation. The aim of the email was to request identified participants for participation. The letter is not obligatory to the participants' response if their willingness cannot be sort. The expression of interest letter is the first letter sent to several identified participants who appear to fulfill the inclusion criteria.

Consent form. I obtained consent from the purposeful sample group for the study using the consent form of the Walden University Institutional Review Board. Participation in the study was on voluntary basis, as stated in the consent form (Appendix C). No money was offered to the participants and no force used to obtain information from the participants. Participants have the right to walk away from the interview process without any penalty.

Data collection plan. The sample population in this study consist of 15 senior Police officers within the rank of DSP to ACP. I used purposeful sampling to select the participants for the study. The interview questions were designed using the conceptual framework as lens. I triangulated the data using semi-structured interview, from 15 participants. I adhered to the strategy of triangulation to ensure credibility of study. I coordinated the time, date, and location of the interview. The semistructured interview took 30-40 minutes to complete. The venue of the interviews was outside the working environment of the police officers, so as to gain a full attention of the

participants. The participants approved the venue upon my suggestion. I used member

checking to ensure I capture all the responses from the participants as well as accurate

information and to ensure the participants agree with what they think they said during the

interview. The interview process was within one month; with five interviews each week.

I used such techniques as (a) thematising, (b) designing, (c) interviewing, (d)

transcribing, (e) analyzing, (f) verifying, and (g) reporting to ensure professionalism and

data collection and reporting. Thematising is the process of generating themes from the

data collected through the interview process (Yin, 2014). Designing is the process of

preparing the interview protocol using the conceptual framework as contextual lens and

validating the interview question from three experts. Interviewing is the processes of data

collection where the researcher asks the participants questions from a set of pre-

determined questions to provide answer to the overarching research question.

Transcription is the process of processing the recorded interview into text for ease of

reading. Reporting is the process of reporting findings of the research process.

Data Analysis Plan

Yin (2014) recommended that qualitative research follows the process of (a) data

gathering, (b) data disassembled, (c) data reassembled, (d) data interpretation, and (e)

data reporting and recommendation. I transcribed all the audio-recorded semi-structured

interviews and conducted member checking to validate the data collection process. I

uploaded the textual transcript into NVivo software from Microsoft word to organize the

data into codes and themes. I manually cycled each sentence to arrive at codes and

categories. Data tools such as NVivo helped in the organization of data collected from

semistructured interviews (Miles & Huberman, 1994). I performed manual coding, using a logical taxonomy coding process to create themes and codes from the transcribed interview questions. Coding enables the researcher to connect the data to the transcribed data collected through the interview process (Kim, 2014). The major and minor themes were identified using NVivo software.

Issues of Trustworthiness

Some of the setbacks that may be associated with qualitative frameworks include threats to validity such as trustworthiness, dependability, utility, transferability, and confirmability (Gibson, Benson, & Brand, 2013). Validity is relevant as validity is used to test whether the research is true, believable, and testing what the study initiated at the beginning to study (Baskarada, 2014). Validity is a critical factor for assessing the quality and acceptability of any study (Zohrabi, 2013). I used semi-structured interviews, on 15 participants to triangulate the trustworthiness of responses.

Credibility

Yin (2014) and Loh (2013) categorized the four criteria for evaluating the quality of research designs to include (a) construct validity; the use of multiple methods of data collection, (b) internal validity; performing data analysis accurately, (c) external validity; use of a theoretical foundation to access the usefulness of the study, and (d) reliability; consideration for using a research design. Member checking is another way to ensure trustworthiness, credibility, and quality in a study (Reilly, 2013). Preventing the bias surrounding a research is a way to ensure credibility. To ensure credibility, I used transcript review by providing each participant a copy of the transcription to close any

likely gaps or imprecise statements and return to the participants with any interpretation

of what was said to ensure that I captured the meaning for member checking. I adhered to

the rule of triangulation as strategy for ensuring credibility; I interviewed 15 participants

through semistructured interview to maximize the potential for an in-depth understanding

and insight into the phenomena. Using individual interviews helped to ensure data

saturation when no new themes emerge in the process of data collection. To ensure

credibility, I ensured openness, honesty, and legitimacy of behavior during the interview

process. I also used tools such as reading the transcript, journaling, and note taking

during the interview to ensure data integrity. To ensure credibility, I also retained

accurate data collection from the past and present research on occupational stress.

Transferability

Transferability refers to the ability to reapply research findings in one study to

another study (Gibson et al., 2013). I offered a precise description that would allow the

readers to make an informed decision about the transferability of the study findings. The

description includes the research methods, the data collected to enable the reader to

consider their explanations and decide whether to transfer the finding to another setting

(Baskarada, 2014). Transferability is always left up to the reader to determine if the work

could be replicated or not. The explanation is that participants provided detailed

responses concerning their personal experiences and knowledge on occupational stress

which may enable most police officers and government to find the study valuable.

Dependability

Dependability is used in a qualitative study as reliability is used in a quantitative study. Dependability refers to the consistency and rigor used in a qualitative study to arrive at a finding (Gidson et al., 2013; Mores & McEvoy, 2014). To ensure dependability, I subjected the data collection process to rigor and audit trail. I documented all steps that were taken to report the outcome of the study. I used the audit trail to provide a clear portrayal of the specific research path that I chose, the decisions made, and the process followed to evaluate and manage the data.

Confirmability

Confirmability is the impartiality and precision of the data collection, analysis, and reporting (Houghton, Casey, Shaw, & Murphy, 2013). To ensure confirmability, I maintained a qualitative objectivity within the study through reflective journal entries, audit trail, and data triangulation. I ensured that my personal experience do not result to bias in the study. I used member checking to ensure reliability and validity of data; by conducting the interview and transcribing the audio recording. I interpreted the transcript, share the interpretations with the participants and obtain feedback from the participants to validate the data.

Ethical Procedures

Some of the methods I used to protect participants in the study include (a) obtain a voluntary consent, (b) disclose fully the intention of the study to participants, (c) privacy and consideration for vulnerability population, and (d) privacy and confidentiality of participation (Kendall & Halliday, 2014). Another factor to consider is

to ensure participants are free from harm, risk, and that the benefits of the study outweigh

the cost of the study. To ensure the participants are protected in the study, I (a) informed

the participants the nature of the study, (b) the consequences associated with their

participation, and (c) their role in the study. I informed the participants that their role is

voluntary, and they have the right to refuse to answer any of the questions asked or to

decide not to participate at any point throughout the study. I did not compensate or offer

any incentive to participants for their participation in the study. I informed the

participants about the confidentiality procedures. I ensured that personal identification

such as names, address, email address, and other information were not revealed in the

study results. As stated by Walden University, I will store the data for a minimum of 5

years in a safe place with a password, prior to destroying them after 5 years. To minimize

the possibility of exposing participants to any harm or ethical violations during the study,

the research question and interview protocol was designed for the study exclusively

focusing on the possible occupational stress confronting police officers in Lagos. I made

the final report available to the participants for member checking as discussed by

Bowtell, Sawyer, Aroni, Green, and Duncan (2013).

Summary

Police officers in Nigeria are confronted with difficult working conditions,

dealing with difficult criminals, uncertainty concerning treatment of criminals and

numerous occupational stresses that made the police profession a stressful profession

(Mogadeghrad, 2014). Ninety-one percent of police officers in Nigeria are confronted

with psychological illness and injuries as a result of occupational stress (Adegoke, 2014;

Rose & Unnithan, 2015). To address the issues on occupational stress confronting the police officers in Lagos state, the purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria.

I recruited 15 senior police officers in Lagos who have had experience and training on occupational stress as police officers to have an in-depth understanding of the occupational stressors and consequences that confront police officers in Lagos, Nigeria that causes frequent illness among police officers. I collected data using semi-structured interview. Using the conceptual framework on Karasek model of demand and decision control, I designed the interview protocol that will serve as lens in data collection. I employed phenomenological design as a guide for the interview question that was designed to extract information to answer the research question. Chapter 4 contains the presentation of data collected and analysis for the study.

Chapter 4: Results

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. To address the research question and purpose of the study, I recruited 15 senior police officers in Lagos who have had experience and training on occupational stress as police officers to have an in-depth understanding of the occupational stressors and consequences that confront police officers in Lagos, Nigeria that causes frequent illness among police officers, using semistructured interview. I purposely selected the sample population of the 15 research participants and obtained data from them using semistructured face to face interviews and reviewed archived training documents to ascertain the correctness of information of the participants.

Research methodologies are used to described the pattern of data analysis to provide common understanding of the findings from the research question and interview questions (Hyett, Kenny, & Dickson, 2014). Data was collected through face to face interview using open-ended questions to address the central research question: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers? The data resulting from the interviews with the 15 participants served as the input for analysis after using NVivo 11 software to organize the data.

This chapter entails the purpose overview, the design of this study, and the implementation of the research setting, demographics, data collection, analysis, and the

general analysis strategy used for this study. I illustrated the data collection procedures that were analyzed using coding and themes to reflect the findings ascertained from the stored data collection consisting of 15 respondent audio recordings and transcriptions. This Chapter is a reflection of the attempts I provided in this study that was note-worthy of trust and integrity to recap the findings from this study.

Research Setting

To recruit participants for this study, I approached the police headquarters' human resources department with the inclusion criteria and 15 police participants who had experience as rank and file were identified using the nominal roll. I sent a direct email requesting for consent to participate in the interview. I interviewed the 15 participants within two weeks in the public library as agreed by the participants. The interviewing process and member checking occurred in the government and office premises of the participants. I administered and disseminated the script and the Consent Agreement Form (see Appendix xx) to the research participants and explained the primary focus of the study prior to asking them the interview questions.

Prior to completing interviews of the 15 participants, some potential participants declined to be a part of the study based on their busy schedules, while others did not respond to my email. Four of the potential participants did not have email addresses; therefore, I contacted them and learned that they did not have the qualifications to participate as per the inclusion criteria. As a result, I sent recruitment e-mails to other possible participants not covered earlier, they responded, and I sent consent forms and interview protocols to the participants that responded. I obtained the necessary number of

participants and setup interviews. The interviews lasted approximately 30-45 minutes. I

sent the transcripts to the participants the day after their interview over the course of the

data collection process, to ensure their immediate review for the strength, validity, and

reliability of the study.

All 15 participants requested copies of their final transcripts, and 11 participants

requested copies of the final dissertation. The strength of the study reflects a mixture of

interviewees' expertise varying from their area of specialization of service. The

professional knowledge shared by the participants during the face-to-face interviews for

the selected times showed depth of their knowledge of the experiences on causes and

management of occupational stress that they shared with me without any signs of

discomfort.

Demographics

The sample for this study consisted of 15 senior police officers within the rank of

DSP to ACP. The purposeful sampling allowed me to intentionally select this sample size

which constituted the demographics aligned with the criteria for participation in this

qualitative study. Table 1 depicts the demographics of the research participants. The

study population was composed of 15 senior police officers who currently are in the

headquarters in Lagos, Nigeria. In alignment with the objectives of the study, I used the

sample size of 15 to establish data saturation and appropriately answer the central

research question.

Table 1:

Participants Demographics

Name	Gender	Education Level	Position	Years of Experience
Participant 1	Male	BSc	SP	20 YEARS
Participant 2	Male	BSc	DSP	21 YEARS
Participant 3	Female	Masters	CSP	24 YEARS
Participant 4	Male	BSc	DSP	20 YEARS
Participant 5	Male	Masters	ACP	22 YEARS
Participant 6	Male	Masters	ACP	22 YEARS
Participant 7	Female	BSc	SP	21 YEARS
Participant 8	Male	BSc	CSP	29 YEARS
Participant 9	Male	BSc	DSP	28 YEARS
Participant 10	Male	BSc	SP	22 YEARS
Participant 11	Male	BSc	DSP	23 YEARS
Participant 12	Male	BSc	DSP	21 YEARS
Participant 13	Male	Masters	ACP	20 YEARS
Participant 14	Female	BSc	DSP	24 YEARS
Participant 15	Male	BSc	SP	24 YEARS

Where *SP; Superintendent of Police, DSP; Deputy Superintendent of Police, CSP; Chief Superintendent of Police, and ACP; Assistant Commissioner of Police*

Data Collection

After the IRB approval with #07-25-18-0442135, I started the recruitment process of the participants for the interview process. The sample population in this study consisted of 15 senior police officers within the rank of DSP to ACP. I used purposeful sampling to select the participants for the study. The interview questions were designed using the conceptual framework as lens. I triangulated the data using semistructured interview, from 15 participants. I adhered to the strategy of triangulation to ensure credibility of study. I coordinated the time, date, and location of interview. The semi structured interview took 30-40 minutes to complete. The venue of the interviews was outside the working environment of the police officers, so as to gain a full attention of the participants. The participants approved the venue upon my suggestion. I used member checking to ensure I captured all the responses from the participants as well as accurate information and to ensure the participants agree with what they think they said during the interview.

Individual interview. The individual semistructured interviews with open-ended questions asked of the participants were central to the data collection processes. Face to face interviews provided an opportunity to obtain extensive insight into the persons acting as a participant; how they felt, what they think, what are the effects of certain events (Hazzan & Nutov, 2014). The interview process took place within one month; with five interviews each week.

Field notes. The field notes generated insight into the roles been observed and reflective engagement into the data collection activities. An observation and field note in a qualitative study is a data-collecting tool that allowed the researcher to acquire data from participants in the context of the activities or the environment (Leedy & Ormrod, 2015; Ravitch & Carl, 2016). Leedy and Ormrod (2015) explained that the field note was commonly used by qualitative researchers to collect an observational field note that includes: (a) notes that recorded occurrences and events as they happen in the course of the interview (b) notes were taken which reflected the preliminary understandings and connotation that were given to the meanings (c) procedural notes and protocols were written to serve as a reminder to the researcher on certain steps to be taken at the designated time and (d) memos were taken to close out each interview session, that served as a brief abstract of summaries

Document review. The third instrument used was document review. Yin (2014) explained that documentation was a significant source of relevant information for case studies; it included letters, e-mails, and companies' formal reports available through search engine platforms. Document review was stable, specific, and broad; it covered an extended period and many settings. In conducting an examination of records, I searched across a broad range of databases, such as papers, articles, government websites and public libraries. I used such techniques as (a) thematising, (b) designing, (c) interviewing, (d) transcribing, (e) analyzing, (f) verifying, and (g) reporting to ensure professionalism and data collection and reporting. Thematising is the process of generating themes from the data collected through the interview process (Yin, 2014). Designing is the process of

preparing the interview protocol using the conceptual framework as contextual lens and validating the interview question from three experts. Interviewing is the processes of data collection where the researcher asked the participants questions from a set of pre-determined questions to provide answer to the overarching research question. Transcription is the process of processing the recorded interview into text for ease of reading. Reporting is the process of reporting findings of the research process. Through note taking in collaboration with using the seven-data collection pattern, I was able to ascertain the interest and ideas that the participants shared on their experience on occupational stress that confront police officers in Lagos, Nigeria.

Data Analysis

My data analysis plan was deployed as previously outlined in Chapter 3. The selected instruments for data collection for this study included semistructured, face-to-face interviews, fieldnotes from observation, and archived document reviews. I used these sources of data to answer the research question: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers? Yin (2014) recommended that qualitative research follows the process of (a) data gathering, (b) data disassembled, (c) data reassembled, (d) data interpretation, and (e) data reporting and recommendation. I transcribed all the audio-recorded semi-structured interviews and carry out a member checking to validate the data collection process. I uploaded the textual transcript into NVivo software from Microsoft word to organize the data into codes and themes. I manually cycled each sentence to arrive at codes and categories. Data tools such as NVivo helps in the organization of data

collected from semistructured (Miles & Huberman, 1994). I performed manual coding, using a logical taxonomy coding process to create themes and codes from the transcribed interview questions. Coding enables the researcher to connect the data to the transcribed data collected through the interview process (Kim, 2014). The major and minor themes were identified using NVivo software. The research question served as lens in the formation of codes and categories in the study. By repeatedly listening to the audio recording of the interviews, I achieved accuracy in the data transcription process. The participants also validated the accuracy of their interview responses through member checking by reviewing the copies of the transcript for discrepancies.

Issues of Trustworthiness

Pieces of evidence to demonstrate of rigor in qualitative research need to be established; it was critical in ensuring that research findings had integrity in the process to make an impact. Using basic analytical processes enabled me to ensure the support of the evidence and trustworthiness from the data collected (Marshall & Rossman, 2014). Chapter 3 contained the same approach to confirm credibility, transferability, dependability, and confirmability as provided in this chapter. The approach described in Chapter 3 was adapted to supports the results of this study and validate the evidence of trustworthiness. I ensured that I followed the interview protocol to keep track of the questions for uniformity in the data collection processes.

Credibility

I engaged the study participants to gain and earn their trust through the establishment of rapport. I spent sufficient time during the individual interview process to

gain a sound understanding of the case. The responses of the participants were verified

and validated numerous times to accentuate the credibility of this study. Credibility was

important qualitative research undertaking; the strategies used to ensure credibility

require techniques to facilitate the management of findings for the study (Berger, 2015).

Member checking, field notes taking, review of the audio recorder and transcripts

provided the basis for triangulation that established authenticity and credibility. After

each interview, I transcribed the recorded interviews verbatim and ensured that the

participants received manuscript of the transcribed interview for comment and correction

through their e-mails within 48 hours for any additions, corrections, and approval.

Transferability

The need exists for thoroughness in the processes leading to the identification of

the research participants and the overall data collection and analysis processes. Providing

a detailed protocol, explicit in the description of the steps to take guarantee external

validity; it served as the ability of the outcome and findings of the research to be

transferable. Transferability refers to the ability to reapply a research finding in another

study (Collins & Cooper, 2014). I ensured the provision of a detailed account of the

natural settings where data were collected and provide an in-depth explanation of the data

collected and analyzed. Future researchers and readers will have the opportunity of

having the findings and to evaluate the extent to which these findings will be transferable

to similar settings and larger population (Marshall, Cardon, Poddar, & Fontenot, 2013).

Dependability

Dependability is a component of trustworthiness used in research to demonstrate integrity (Hesse-Biber, & Leavy, 2006). The appropriate detailed procedures were followed to identify the evidence of dependability. When I used the same techniques addressed in chapter 3, replication occurred. Miles and Huberman (1994) asserted that researchers evaluating the qualitative data would be able to justify the system followed. As for each interviewee, I followed the same procedures using the ethical guidelines that required repetitive reviewing throughout the entire study. I noticed the repeated responses that came from the respondents and the formulation and unfolding of saturation. I used Microsoft Word and Excel applications to develop codes and thematic categories with the selected conceptual framework that guided this study, all of which established the consistency of strength in every aspect of this study.

Confirmability

In Chapter 3, I outlined the appropriate steps I used to ascertain confirmability for this topic of study. The need for the justification of the rationale behind the preference of the data collection methods chosen and how it aligned with the research question and problem statement were made known. Confirmability refers to the objectivity and correctness of data (Abend, 2013). I provided a detailed explanation of the data analysis process to demonstrate and exhibit transparency of the process. I used a systematic strategy to ensure credibility that required the use of varying techniques to help manage a common understanding (Hyett, et al,, 2014) of the findings from this topic of study. In checking for conformability, I reviewed the audio recorder numerous times comparing it

to the hand coding, transcripts, notes, and established codes and themes to ensure accuracy. The recommendations of the result indicated what the experiences and thoughts of the individual interview respondents were, rather than my prejudices as I remained objective and unbiased (Anney, 2014). I followed the ethical standards, as the interviewees' responses supported the purpose of the study.

Study Results

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria, towards gaining understanding on: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers? I purposively selected 15 participants in alignment with the research method and methodology of this research study; I recruited the 15 participants after getting the Walden University IRB approval (#07-25-18-0442135), and I interviewed the 15 participants as outlined in Chapter 3. The responses from the 15 participants formed the basis for the generation of the themes and analysis of the themes was based on the interview questions in alignment with the central research question. Participants' interviews were transcribed, and the transcription served as evidence to the theme formation. I transcribed the interviews word for word, but removed such words as *Umms, ahhs*, and repeated the participants' words as interviewed. I presented the themes in the highest order of occurrence and order of the interview questions using the semistructured

interview protocol. I also included the themes that emerged from the field notes, and observation along with the interview questions to triangulate the data.

     Research question. The central research question for the study is: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that cause frequent illness among police officers?

Table 2

Interview Questions, & Data Analysis Pattern

Research Question	Interview Questions	Types of Data Collection Tool	Analysis of Data
The central research question for the study is: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that causes frequent illness among police officers?	How does your work load level contribute to occupational stress as a police officer?	Semistructured, open-ended question, notes and documents reviews	Through coding, category, and theme formation
	How does time pressure create occupational stress to you as police officer?		
	How does unexpected task contribute to occupational stress to you as police officer?		
	How does unexpected task		

contribute to
occupational stress
to you as police
officer?

How does your
ability to decide how
you perform your
duties relieve you of
occupational stress?

How has the ability
to solve problems
related to your work
assisted in managing
occupational stress?

How has having the
freedom to adjust the
pace of your work
assisted in managing
occupational stress?
How does
occupational stress
make you feel
depressed at work?

How does
occupational stress
contribute to anxiety
for you as work?
How does
occupational stress
make you have
suicide ideation at
work?

How does
occupational stress
contribute to your
emotional weakness?
How does the police
organizational
structure contribute

to occupational
stress?

How does police
policies and
procedures
contribute to
occupational stress?
How does your pay
and benefits
contribute or relieve
you of occupational
stress?

How does the
leadership style
contribute to
occupational stress
in police force?
How does support
from peers relieve
you of occupational
stress?

How does support of
management or the
absent of it
contribute to
occupational stress?

How does
communicational
quality in the police
force assist in
handling
occupational stress?

Table 3

Theme Generation from Interview Protocol, and Document Review

Codes	Themes	Number of Occurrence	Percentage of Occurrence
Less Personnel handling more assignment causes stress on the job	Insufficient Police Personnel	15	100%
The road to drive to attend to emergencies are part of the constraints with experience as police officers	Limited Infrastructural Resources	9	60%
No adequate time to deal with family issues when attention is required at work	Family-Work Conflict	14	93.3%
Un-ending duties and without clear reporting structure	Unclear Work Roles	12	80%
Training needs are hardly met throughout the year	Inadequate Counselling and Training Procedures	11	73.3%
Office jobs, field jobs, and emergencies often conflict while on duty	Conflict from Supervisor's Demands	14	93.3%
An issue might occur during closing hours and a call-to-duty is required	Extended Working Hours	14	93.3%
The take-home pay, hardly take a police	Inadequate Salary Level	15	100%

officer home in
Nigeria

Emergent Themes

Theme 1: Insufficient Police Personnel

The first emergent theme resulted from an analysis and interpretation of the data

collected from the semistructured interview question, field notes, and document review.

Fifteen participants (1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12,13, 14, and 15) which represent 100%

responded that insufficient police personnel causes police to be over-worked resulting to

occupational stress on policing as evidenced in frequent illnesses in the police officers in

Lagos, Nigeria. Participant 1,3,4, and 5 mentioned that

during their service years as rank and file police man, one police officer

was responsible to over 1500 citizen and that emergency calls could be

made during lunch time of a police officer which made the work

unpredictable for police officers. They also said that when a police man is

not on duty as a result of illness, that officers' duty post remains vacant

until the officer resumed duty

Participant 6 stated that

"I was the only one on duty most times in the university area where I

worked for over four years; I hardly had time for break or prayers and

each time I go out for lunch, I have a divided mind if my duty post is safe

during the period I took break. I suffered this for four years before a junior

officer came to replace me"

Participant 7 mentioned that during an election, he supervised more than four polling stations which were far from each other, and no other officer was posted to assist during break time; that causes a lot of stress that make an officer get exhausted. Participant 8 and 9 inferred that they were working close to 18 hours each day as a result of insufficient police manpower to replace them on duty in their place of assignment. Participant 10 stated "I fainted one afternoon after working for three hours and thirty minutes, trying to supervise my area of duty since I was alone on duty; insufficient police officers in the state is a major cause of stress''. Participant 11,12, and 13 mentioned that a major cause of their occupational stress was the fact that they had no replacement at work, which resulted to working all days in a week. Participant 14 stated '' having less police to protect lives and properties had made the police officer stressed to carry out his duties''. Participant 15 mentioned that what caused him occupational stress was when he was alone on duty post and no other officer came to his rescue in the middle of the night when thieves and robbers attacked in bushes in the local government he worked for three years.

Theme 2: Limited Infrastructural Resources

The second emergent theme resulted from an analysis and interpretation of the data collected from the semistructured interview question, field notes, and document review. Nine participants (3, 4, 7, 8, 9, 10, 11, 12, 13, 14, and 15) agreed that limited environmental resources cause occupational stress on policing as evidenced in frequent illnesses in the police officers in Lagos, Nigeria. Participant 3 stated that '' working in places like Lagos where you are confronted with huge traffic due to bad roads and no

electricity to charge your phone for effective functioning causes stress'' Participant 4,7, and 8 inferred that lack of infrastructures such as accommodation for police officers make lots of police officer stay far from place of primary duties, therefore experience occupational stress in having to transport for long hours to and from work. Participant 9 mentioned that the limitation of infrastructure such as police training schools, libraries, and facilities for training, had made the profession causes occupational stress to police officers. Participant 10 stated

> When I was on a mission at Alaba in Lagos for a six months' period, I could not have relocated from Ikorodu since it was a short-term mission. On the average, I spent two hours thirty minutes on the road to and from work. I began to fall ill on regular basis as a result of the cars falling into pot-holes as a result of bad roads from Ikorodu to Alaba. After I was redeployed back to Ikorodu, I realized I have lost weight during the six months because of the stress associated with the journey.

Participants 11 and 12 inferred that they almost got depressed with the police job as a result of lack of infrastructure such as electricity, water, and building for relaxation for police officers during the hot sun while performing their civic duties on the field. During the traffic control, you can hardly find areas provided by government were police officers could have some rest during break time. Participant 13, 14, and 15 inferred that police officers job is confronted with occupational stress as a result of lack of or inadequate infrastructure. Most government environments such as stadium hardly have a place where police officers that provide security can have their bath, or sleep at night during functions

at the stadium. This lack of infrastructure exposes police officers to occupational stress

that undermines their performance on the job.

Theme 3: Family-Work Conflict

The third emergent theme resulted from an analysis and interpretation of the data

collected from the semistructured interview question, field notes, and document review.

Fourteen participants (1,2,3,5,6,7,8,9,10,11,12,13, and 15) who represent 93.3% agreed

that family-work conflict causes occupational stress on policing as evidenced in frequent

illnesses in the police officers in Lagos, Nigeria. Participant 1 stated that

I find it difficult combining the family demand with work demands

especially when one requires more of your time. For instance, during the

period my wife gave birth, the leave I was given was not enough and most

times, I find it difficult to concentrate at work knowing I had to return

home to assist the family. This period was stressful to manage, and I know

so many police officers who are in such situations.

Participant 2, and 3 inferred that family and police work are both at extreme of

one's life. While police job requires full attention, the family also requires full attention.

Having to manage this conflict causes stress to police officers. Participant 5 stated ''I

hardly spent time with my family due to the nature of my work as police officer; I leave

for work on Mondays and return on Saturday, and sometimes, I stay over-time for

Sunday and resume by Monday as a result of work demand''. Participant 6 mentioned

that combining police work especially during election where one's primary duty could be

away from his or her state, could be very stressful as one will have to keep calling to

check on family as well as stay committed to the duty. Participant 7 stated ''I am often

stressed out at work that I have little or no time to attend to my duties as a father''.

Participant 8, 9, and 10 inferred that police officers' work could be so demanding that

one hardly remembers to perform home responsibilities such as checking his/her children

school homework, monitor their home activities as well as after school activities.

Participants 11 stated

> There was a night I was at home and it was very late, yet I received a call
>
> that my attention was required at work, I had to rush to work to attend to
>
> the emergency without considering the risk of leaving home which my
>
> family worried so much about. I experienced such conflicting roles
>
> between home and work and most times, I really took decisions to satisfy
>
> the job against my family.

Participant 12, 13, and 15 inferred that maintaining a balance between family and police

work was the area they find stressful during their period as police officers on the field.

Theme 4: Unclear Work Roles

The fourth emergent theme resulted from an analysis and interpretation of the data

collected from the semistructured interview question, field notes, and document review.

Twelve participants (2,3,5,6,8,9,10,11,12,13,14, and 15) who represent 80% agreed that

unclear work roles cause occupational stress on policing as evidenced in frequent

illnesses in the police officers in Lagos, Nigeria. Participant 2 and 3 inferred that while

most roles in the government offices are clear, that the police duties are not clear and as

such, a police officer is confronted with having to think out of box to act in the best

interest of the country; what could be best interest is also subjective to people's judgment. Participant 5 stated '' the job duties were never stated, reporting lines were also not defined, which resulted in many occasion causing stress on the job''. Participant 6 mentioned that unclear work of the police officer is the very cause of occupational stress that could make working as a police officer very uncomfortable''. Participant 8 stated

> The duties were never spelt out; you remove looking forward to what
>
> could come up for the day. You have lots of pending issues to address and
>
> a day's complaints alone is sufficient to occupy a police officer for one
>
> week; what is urgent, what is important, what is critical, and what is
>
> priority; all these are questions you never find defined answers to as police
>
> officer

Participants 8, 9, 10, and 11 inferred that, not knowing what exactly your defined duties for a day makes it difficult to have a planned day to approach issues; hence causing stress while trying to figure out the duties that will justify your call to service as police officer. Participants 12, 13, 14, and 15 mentioned the since the work duties are not clearly defined, many police officers had taken decisions that landed them in problem such as leaving a duty post when senior officer call your attention to personal services that are supposed to be short service for the day. But should an event take place that leads to crime or robbery at the original place of work, you may not have the senior officer protecting you on leaving your duty post. But not respecting the senior officer's call may also cost you your job or result to transfer to the deep villages in that location.

Theme 5: Inadequate Counselling and Training Procedures

The fifth emergent theme resulted from an analysis and interpretation of the data collected from the semistructured interview question, field notes, and document review. Eleven participants (3,4,5,8,9,10,11,12,13,14, and 15) who represent 73.3% agreed that inadequate counselling and training procedures causes occupational stress on policing as evidenced in frequent illnesses in the police officers in Lagos, Nigeria. Participant 3 stated

> Not having sufficient training, coaching, and counselling for police
>
> officers could result to experiencing occupational stress for not adequately
>
> informed and motivated to handle such stress. You can be on the job for
>
> several years without any training to upgrade your knowledge on the job.
>
> Sometimes one could require counselling and training to enhance
>
> performance and stay up to date with modern technology and information

Participants 4, 5, and 6 mentioned that lack of training could result to slow promotion which in turn causes stress on police officer in staying on same position for more years than necessary. Participants 9 and 10 inferred that not having adequate training on managing stress could result to stress as a result of inability to manage occupational stress. Participant 11 mentioned that not having training since date of employment and the inadequate training from inception could result to using the wrong approach to perform police duties, which could result to occupational stress by using analog approach in a digital world. Participants 12, 13, and 14 inferred that lack of training and counselling had resulted to having untrained police manpower who approach

their work using the orthodox approach in this world of technological advancement.

Participant 15 stated

> In my first 5 years as police officer, I had series of difficulties performing
>
> my roles, which caused me stress on the job. I had to borrow some money
>
> to enroll for a master's degree program which served as the platform for
>
> my promotion from an ordinary officer to a supervisor. Since that moment
>
> I valued the importance of training as means to avoid stress on the job

Theme 6: Conflict from the Supervisors Demands

The sixth emergent theme resulted from an analysis and interpretation of the data

collected from the semistructured interview question, field notes, and document review.

Fourteen participants (1,2,3,4,5,6,7,8,9,11,12,13,14, and 15) who represent 93.3% agreed

that conflict from supervisor's demands causes occupational stress on policing as

evidenced in frequent illnesses in the police officers in Lagos, Nigeria. Participant 1

stated

> A Police officer is meant to report to one authority; but this is hardly the
>
> case, yes you report to one authority, yet all duties from the higher
>
> superiors are supposed to be performed irrespective the conflicting nature.
>
> Performing such conflicting roles from different supervisors could result
>
> to occupational stress, such as having to attend a burial of a supervisor
>
> when your primary duty is maintaining peace in a market place.

Participant 2 mentioned that two or more supervisors can engage you at the same time,

and the police work demand that you respect your superiors exclusively, therefore, it will

require extra efforts, at times breaks down the officer while attempting to complete the conflicting roles. Participants 3, 4, 5, and 6 inferred that occupational stress in police job is more associated with respecting hierarchies than the job itself; for instance, you can be in office attending to an instruction for your line superior when a senior superior to your line superior require your attention, completing both assignments within time is the sole responsibility of the police officer; that could be stressful. Participants 7, 8, 9, and 11 mentioned that police work is surrounded with authorities and demands that require only execution and not how it is executed no, irrespective of whose ox is gored. Participant 12,13 14, and 15 mentioned that stress at work place or duty post for a police officers are caused by the organizational arrangement of the police force as a result of the conflicting reporting line in police job.

Theme 7: Extended Working Hours

The seventh emergent theme resulted from an analysis and interpretation of the data collected from the semistructured interview question, field notes, and document review. Fourteen participants (1,2,3,4,5,6,7,8,9,11,12,13,14, and 15) who represent 93.3% agreed extended working hours causes occupational stress on policing as evidenced in frequent illnesses in the police officers in Lagos, Nigeria. Participant 1 and 2 mentioned that not knowing when to close from work once you resume is the number one stressor in carrying out your duties. Participant 3 stated

As a police officer, you only know resumption time, and not closing time;

this is because work can be extended when situation demands. In most

cases, I stay longer than expected as a result of closing on the case file

assign on that day. Again, the unpredictability of the demands of the work

requires a rank and file police officer to have extended working hours on

weekly basis

Participants 4, and 5 mentioned that working for 12 to 18 hours a day could make

someone stressed out and depressed if not controlled; long hours is what police officers

face on daily and weekly basis in Lagos, Nigeria.   Participant 6 stated

At times I work for 11 hours, and during weekend, you may not even go

home to refresh before a new assignment is given that will make you

extend the working time. The extension of working hour for a sensitive

job as police officer causes stress and anxiety for police officers and affect

their performance on duty as a result of lack of adequate sleep

Participants 7 and 8 mentioned that the late closure of police officers as a result of

extension of working hour had led to a police officer been attack by criminals at night or

been beaten up by unidentified persons; the fear of going home at night often make police

officers to sleep at place of work where there is no adequate arrangement for a place to

sleep; the long working hour causes stress to police officers work. Participants

9,11,12,13,14, and 15 agreed that extended working hours causes stress to police officers

that could result to illness among police officers, which could further lead to

underperformance on the part of the affected police officer.

Theme 8: Inadequate Salary Level

The eighth emergent theme resulted from an analysis and interpretation of the

data collected from the semistructured interview question, field notes, and document

review. Fifteen participants (1-15) representing 100% agreed that inadequate salary level

for police officers causes occupational stress on policing as evidenced in frequent

illnesses in the police officers in Lagos, Nigeria. Participant 1-5 mentioned that waiting

for a salary for 30 days that you know will not solve the basic needs of food, shelter, and

clothing for your immediate family is a negative feeling that result to stress and anxiety

for police officers. Participants 6, 7, and 9 inferred that policing is a risky job that require

adequate compensation and motivation, but that in Nigeria, the reverse is the case; police

are demotivated and less paid as compared to workers in other sectors such as oil, power,

and banks. Participants 10, 11, and 12 mentioned that the small amount paid as salary to

police officers made the police work very demotivating and the salary cannot meet police

officer's personal and family needs, which often result to pressure from home which

causes stress to police officers in managing their homes, and personal affairs. Participant

13 stated

> My take home pay hardly takes me home which causes stress of jumping
>
> from one bus to the other under the rain and under the sun. The salary is
>
> spread over children fees, family upkeep, police uniform, shoes and
>
> feeding during the day. The government hardly review the police salary
>
> upward. The salary level of a police officer in Nigeria is low as compared
>
> to foreign police service officers

Participants 14 and 15 inferred the primary cause of occupational stress among police

officers is the low remuneration for the job of a police officer where one is required to

protect lives and properties at the risk of low salary for the job in comparison with the task.

Summary

In Chapter 4, I explained the setting of the research concerning the demographics and schedule for interviews. I presented the demographics of the participants drawn from Police officers from DSP-ACP position. The research question was used to identify the common understanding from the findings in the areas of occupational stress among police officers. I discussed the trustworthiness and its application to the study. The chapter comprised the study results that encompassed how I generated the codes that entailed the themes in alignment with the interview questions and participants' quotes supporting the themes. Chapter 5 will reflect the findings from the study, including the clarification and considerations to support additional research knowledge, the limitation of the study, the recommendation, and the implication of social change for the study.

Chapter 5: Discussion, Conclusions, and Recommendations

The focus of this study was to investigate the lived experience of the impact of occupational stress on policing as evidenced in frequent illnesses among police officers in Lagos, Nigeria. I used a purposive sample of 15 research participants in the police force; officers from DSP-ACP. A qualitative approach was appropriate for this study because the qualitative research method explores potential antecedents and factors that researchers do not know or intend to explore (Khan, 2014). The participants in this study to answer my interview questions and contributed to the development of emerging themes to address the research question.

Interpretation of Findings

Insufficient Police Personnel

The first theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. Annel, Lindfors, and Sverke (2015) appraised police officers as one of various careers that are significant to the growth of national economic and social development because they have a key function and authority with regard to keeping the peace, maintaining public security and safety, and preserving common property for citizens in the community and society which are basic, physical needs in human society. Ogunyemi and Laguda (2016) identified how the Nigeria's Inspector-General of Police (IGP), lamented over the inadequate number of police. Worried by this underdevelopment, IGP urged various state police commands to embark upon community policing and strengthen same (in the case of commands where it already exists) in order to curb crime rate in the country. The current total number of

police personnel in the country is put at 370,000 which approximately puts the ratio of 1

policeman to 459 Nigerians (Ogunyemi & Laguda, 2016). These insufficient number of

police manpower create additional work for the few police officers on duty, leading to

stres in policing as evidenced in frequent illnesses in the police officers. The findings

confirmed Maran's position in chapter 2. Some of the factors causing stress among police

officers are (a) shift work, (b) excessive overtime, (c) heavy workload, (d) poor working

conditions, and € negative public perception of the police force in Nigeria (Maran et al.,

2014).

Limited Infrastructural Resources

The second theme resulted from an analysis and interpretation of the data

collected from the semistructured interview questions. Most of the operational equipment

used by the Police Force such as Armoured Personnel Carriers, vehicles, body armours,

communications equipment and boats are the responsibility of both the state governments

and the federal government (Lee, 2018). Tsamenyi, Hopper and Uddin (2017) evaluated

the state of policing in their report of 2007-08 by the British House of Commons

Home Affairs Committee entitled "Policing in the 21st Century" where it was

found out that the United Kingdom spent 2.5 per cent of its Gross Domestic

Product on the police in 2004; which represent £12.6 billion on the police in

2007/08, according to the Home Office. In the same year, the United States did 2.2

per cent, Spain 1.8 per cent and Germany 1.6 per cent.

Confronted with terrorism, France, which spent 1.4 per cent of its GDP in

2004, agreed to shell out an additional €250 million on the police in October 2016.

However, the Nigeria government spent 0.6 percent of its GDP in 2016 on police affairs including infrastructure (Ogunyemi & Laguda, 2016). The poor infrastructural provisions for police officer had made several police officers to live in accommodation of low rent payment which is distance from their work; leading to occupational stress that causes illness among police officers in Lagos Nigeria. The findings confirmed Smollan position in chapter 2. Smollan (2015) evaluated the police job whereby high job demands of mental, emotional, and physical coupled with low resources inform of poor supervision, and little feedback would lead to strain and demotivation

Family-Work Conflict

The third theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. For police officers in particular, work-family conflict (WFC) is shown to affect their ability to perform their duties, with WFC contributing to increased absenteeism and turnover rates (Julien, Somerville, & Brant, 2017). The findings reveal that the complex interplay between job demands, emotional exhaustion, and WFC result to occupational stress among police officers in Lagos. Violanti et al. (2017) inferred that WFC could lead high strain as evidenced by the severe psychological and physiological problems experienced by officers, such as burnout (including emotional exhaustion), marital problems, alcohol and drug abuse, heart disease, and suicide. WFC refers to 'a form of interrole conflict in which the role pressures from work and family domains are mutually incompatible in some respect', and is thought to comprise two separate domains of (a) WFC, and (b) family−work conflict

(Violanti et al., 2017). The findings confirmed Yun et al's position in chapter 2. Yun et al. (2013) evaluated that the effect of police officer stress is not only harmful to the officer's physical health, but it has a spiral effect on spouses and other family members, leading to marital disputes, divorces, and even inter-family violence.

Unclear Work Roles and Ambiguity

The fourth theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. Boels and Verhage (2016) appraised the more ambiguous contexts present individuals with limited or conflicting information about the work behaviors that are appropriate for effectively performing their roles, often resulting from an unclear articulation of performance expectations or performance contingencies. A police officer experiences role clarity in their job when they know what they need to do and what is expected of them.

The details of their deliverables, processes, stakeholders, and priorities are all clear, and the officer is aware of their role within the organization; on the other end of the scale, role ambiguity occurs when the details are unclear thereby resulting to stress among police officers causing illness and burnout (Boels & Verhage, 2016). Matthew (2018) suggested that for police effective engagement, supervisors should (a) provides clear role accountability and ownership, (b) reduces confusion by eliminating unintentional job overlap, (c) defines how the role fits within the larger picture and how it intersects with other roles, functions and teams, and (d) improves collaboration by providing a non-threatening space for people to work independently and creatively. The

findings confirmed previous literature on police unclear work role and ambiguity (Boels & Verhage, 2016; Lee, 2018).

Inadequate Counselling and Training Procedures for Police Officers

The fifth theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. Police officers face one of the most *hostile* work environments of any profession. Not only is the crime rate significant, with over 14.1 million crimes reported in 1993 alone, but police officers are increasingly likely to be involved in physical confrontations with suspects (Chave, 2017). Between 1980 and 1989 alone, 1,514 police officers were killed or died in the line of duty in the US. Additionally, police officers have seen their ability to use deadly force in apprehending suspects curtailed over the last decade through a series of United States Supreme Court decisions (Chave, 2017). This has served to add pressure to officers when making the split-second decision of whether to use deadly force. Moreover, when police officers use deadly force in apprehending a suspect, that decision will frequently spark a public outcry, an internal investigation, and in some situations, a criminal prosecution of the police officer (Patten, Alward, Thomas, & Wada, 2016). In addition, a police officer's split-second miscalculation to use deadly force may result in a civil suit and large monetary judgment. Inadequate counselling and training had resulted to inefficiency and causing stress on police officers who are confronted with arm robbers when the officers in most times had baton or no weapon to use in defense (Patten et al., 2016). The findings confirmed previous literatures on police training for effectiveness and efficiency (Chave, 2017; Patten et al., 2016).

Conflict from the Supervisors Demands

The sixth theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. In a utopian world, police agencies never have disagreements, every squad and bureau in the department supports each other, and command staff meetings always end in smiles and handshakes. Unfortunately, that world has yet to be discovered (Zekavica, Simeunovic-Patic, Potgieter, & Roelofse, 2018). Police organizations are no different than any other organization with employees. We have tasks, goals, and objectives that need to be accomplished and by working as teams we can often accomplish things more effectively and efficiently. But despite our best efforts to work together at all times, we all come to the table with different agendas, ideas, and needs (Zakavica et al., 2018). Supervisory conflict could lead to stress which causes illness and work overload.

Zakavica et al. (2018) suggested that supervisory and functional conflict can be useful if the focus of the conflict stays on the task or problem at hand, and doesn't become personal. Functional conflict can introduce positive change to the organization (Zakavica et al., 2018). When forced to deal with problems or limitations from different supervisors, the police officer can get creative in order to get things done. Finding new ways of doing things, new approaches to issues, and better ways to communicate could result from supervisory conflicts. Furthermore, when individuals and groups are successful in working together and overcoming internal conflict, it tends to increase the

sense of *team* across competing groups and gives them the confidence that they can work together despite opposing interests.

Extended Working Hours

The seventh theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. The relationship between the work hours and sleep habits of police officers is of importance as it relates to both alertness and avoidance of accidents (Mawby & Zempi, 2018). The same is true with regard to the long work hours, partial sleep deprivation, and high workload, in that these factors can result in serious consequences of wrong decision-making in crucial situations (Mawby & Zempi, 2018). There is an increase in illness, both physical and emotional, when physiologic systems are out of synchronization with environmental clues (Mawby & Zempi, 2018). A shortened sleep period has been found in connection with both morning and night shifts (Todovic, Makajic-Nikolic, Kostic-Stakovic, & Martic, 2015). Morning workers need to terminate sleep very early but are unable to advance sleep time to compensate for earlier rising, and night workers have difficulty sleeping during the day (Todovic et al., 2015). Studies of adjustment to night work show that most people do not adjust fully after circadian rhythms are upset (Todovic et al., 2015).

This may be explained by the fact that the circadian system needs a longer time for adjustment than night workers ever have a chance at, because most revert to a normal life when off duty or when scheduled for a different shift (Todovic et al., 2015). Persons who enter police work are generally part of a healthy work population, but appear to deteriorate physically and psychologically as years of police service increase Fatigue and

circadian disturbances which lead to stress have been identified as possible factors in the etiology of disease (Todovic et al., 2015). The findings confirmed Webster (2014). Webster (2014) categorized police stress into organizational stressor and operational stressor. Organizational stressors include (a) shift work, (b) working long hours, and (c) having input in decision making while operational stressors include (a) firing a weapon or (b) investigating the victimization of a child.

Inadequate Salary Level

The eight theme resulted from an analysis and interpretation of the data collected from the semistructured interview questions. Maran, Varetto, Zedda, and Franscini (2014), using a quantitative methodology, analyzed the poor salaries of police officers, unease among police officers, and occupational stress in a population of 485 male and female police officers in northern Italy. Historically, policing has been a blue-collar occupation with relatively low salaries (Schuch & Rabe-Hemp, 2018). However, over the last half century, officer salaries in the USA have increased due in large part to the proliferation of labor unions that have successfully argued that police are underpaid and that the increasing complexity of police work should result in greater compensation. On the contrary, the salary paid to police officer had not increase significantly in relation to the stress associated with police work. The inadequate salary often makes some police officer to stay at road block at night and involving in unethical practices such as sales of arms and aiding and abating crime (Maran et al., 2014).

Limitations of the Study

The scope of this case study design was limited to police officers from DSP-ACP level in Nigeria, and this might detract the validity of the findings and generalizability of the research findings to other position among the police ranking in Nigeria as stated in Chapter 1. I was the sole instrument of data collection and due to elements of subjectivity from both the researcher and participants regarding the purposeful sampling approach used in the data collection process, it has an inherent bias. Thus, the research result from the sampled population cannot be generalized to a larger population (Patton, 2002).

I used a phenomenology design for this inquiry. This design entailed the selection of participants from the police force who have had experience on the occupational stress confronting police officers in Nigeria, which limited the representation of the population sample and this situation restricted the validity and generalizability of the research findings to the sampled population (Morse & McEvoy, 2014). I was the sole instrument of data collection; this situation may have affected the responses of the participants due to the open-ended nature of questions that have influenced the veracity of statements and personal interests. I upheld a high standard of academic integrity and followed the procedures for the data collection and interview protocol.

Also, some of the participants may have omitted some details in their responses, and some may have exaggerated in their responses. I used member checking to establish the reliability and validity of this study and verify the participants' statement within a limited time-frame, this may have impacted on the responses of the participants due to lack of sufficient time for proper reflection (Harvey, 2014). The consideration for time

restraints, rescheduling, and cancellations was a contributing factor that might have limited this study (Denscombe, 2013). I used NVivo 11 software for the data organization and audit trail to elicit reflexivity towards enhancing dependability and confirmability of the study (Houghton et al., 2013). The use of hand coding, note taking, and digital audio recorder for the interviews facilitated the validation and confirmation of the data collection. Consistent checking for reliability, validity, and accuracy of the data ensured that the study did not have any missed data or inconsistencies.

Recommendations

The study findings have created future opportunities for further research. The democratic leadership style is a leadership style where subordinates are involved in making decisions. Unlike autocratic, this leadership style is centered on officer's contributions from command staff to the front-line officer. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects. The unique feature of this leadership is that communication is active upward and downward. With respect to statistics, democratic leadership is one of the most preferred leadership, and it entails the following; fairness, competence, creativity, courage, intelligence and honesty (Wareham et al., 2015). This style of leadership would be recommended for Nigeria police force. A leader should want his or her followers to eventually take their place and be better than they are, and leave the organization better than when they arrived. They should empower their people to be the best they can be, not leave them out of the decision-making process or not listen to their

ideas about implementing programs that could benefit the community and the police

department.

The second recommendation is the assisted program for dealing with stress in the

rural area as well as urban area. An assistance program should be implemented in rural

area of Lagos for police officers. All of the participants of this study revealed that their

police department did not have any type of officer assistance program to assist officers in

dealing with the stressors of the police profession or other issues they may need

assistance with. All police departments should have an assistance program in place.

According to Chave (2017), officers who have mental illness brought on by the stress of

the job such as; anxiety and depression are much more likely to be confrontational and

aggressive. Therefore, it would be beneficial for the police department and the

community to have an assistance program in place to help officers who need it so they

can be productive and beneficial to the department and the community.

Another recommendation would be that officers should receive adequate training.

Officers need to have quality training to be prepared for the many scenarios they face

while they are performing their duties. The state or the board that oversee officer training

in various states across this country may only require a certain number of hours of

training per year. Training should comprise on health and safety, fire, arm handling,

entrepreneurship, and technology. Other training should be on intervention such as

medical screening and fitness evaluations can reliably evaluate an officer 's ability to

perform job-related tasks. Such tests should be performed on a regular basis during the

course of employment. Additional research should be conducted on police leadership in

small-town and rural police departments. The study should have the following research questions;

      1. What is the education and experience required to be a police officer?

      2. What is the predominant leadership style?

      3. Is the chief of police a merit-based position or are they appointed by the mayor and council?

Implications

Implication to Practice

Police officers that are dealing with stress have a difficult time keeping their composure when something minor may irritate them. A police officer must maintain a professional attitude and maintain their composure at all times. People understand that police officers are human, and they are going to display human emotions, however, they are held to a much higher standard than most professions. When an officer acts in an unprofessional manner, it causes conflict between the police and the community. It does not matter how many good things that officer has done for the community, they will remember that officer for being unprofessional (McKenzie, 2003). There is tension all across the Nigeria states between law enforcement and the community from a variety of incidents such as; the shooting of Boko Haram, Funani Herdsmen, and many others. The community does not trust their local law enforcement to investigate the shootings. They are skeptical of any agency other than the Ministry of Justice (DOJ) conducting the investigation of a police officer shooting a citizen; they do not know about the stressors that a police officer faces while on the job (Katz, 2015).

Implication to Social Change

   The first thing needed to implement social change is transparency. The community needs and has the right to know what the police departments are doing to ensure that healthy and trained officers are working to protect them, not hurt them. According to Swid (2014), police and city leaders need to communicate to the community that they have policies in place to ensure to the best of their ability that police officers are getting proper training and have resources available to them if they need assistance with their physical, emotional, or psychological health. The police department must have a good relationship with the community they serve, and the key to any good relationship is communication. Social change would imply that a physically, emotionally, and psychologically healthy officer would be beneficial to the officer, the police department, and the community. As previously mentioned, officers who have mental illness brought on by the stress of the job such as; anxiety and depression are much more likely to be confrontational and aggressive (Swid, 2014). Police officers who work for a supportive administration, have leadership that allows them to have input in decision making, and an officer assistance program in place would be much more likely to have a positive relationship with the community. A police officer takes an oath to protect and serve the community. However, they are human beings, and they are going to make mistakes. Officers who are properly trained and physically, emotionally, and psychologically healthy are more likely to make fewer mistakes because they will be able

to focus more on the job while they are on-duty. That would be a positive social change for the community and the country.

Implication to Theory

A police department or any other law enforcement agency cannot prevent or solve crime without the assistance of the community. Public relations are the first step in creating a partnership between the community and the police department (Goksel, Caz, Yazici, & Ikizler, 2017). According to Goksel et al. (2017), the best way to reduce the tension between law enforcement and the community in today's political climate is to create a partnership between to two groups. He further states that the leaders of law enforcement and the community must find some common ground and work together to heal the tension. Both sides need to educate each other on their roles in keeping the community safe. The community leaders should provide insight into the different cultures within the community and the most effective way of addressing issues with different communities within the city. Law enforcement leaders should find effective methods of educating the community on police procedures, so they will have a better understanding of how police are officers are trained to handle the many different situations they are faced with while on-duty. That relationship between police and community leaders would allow community and law enforcement leaders to educate their respective followers to have a better understanding of each group as well.

Conclusions

The topic of this study was Exploring the Factors Responsible for Occupational Stress among Police Officers in Nigeria. Influenced by the model of Demands and

Decision Control (DDCM) developed by Karasek (1979), I recruited 15 senior police officers in Lagos who have had experience and training on occupational stress as police officers to have an in-depth understanding of the occupational stressors and consequences that confront police officers in Lagos, Nigeria that causes frequent illness among police officers, using semistructured interview. The key findings from this study are demonstration of the need for continuous research on knowledge and positive social change initiatives to reduce the occupational stress confronting police officers in Nigeria to improve the efficiency and effectiveness of police officer in performing their duty of protection of lives and properties.

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Appendix A:

Interview Protocol

The purpose of this qualitative phenomenological study was to examine the lived experiences of police officers experiencing occupational stress on policing as evidenced in frequent illnesses among police officers in Nigeria.

The Research Question

The central research question for the study is: What are the occupational stressors and consequences that confront police officers in Lagos, Nigeria that causes frequent illness among police officers?

Interview Questions

1. How does your work load level contribute to occupational stress as a police officer?

2. How does time pressure create occupational stress to you as police officer?

3. How does unexpected task contribute to occupational stress to you as police officer?

4. How does unexpected task contribute to occupational stress to you as police officer?

5. How does your ability to decide how you perform your duties relieve you of occupational stress?

6. How has the ability to solve problems related to your work assisted in managing occupational stress?

7. How has having the freedom to adjust the pace of your work assisted in managing occupational stress?

8. How does occupational stress make you feel depressed at work?

9. How does occupational stress contribute to anxiety for you as work?

10. How does occupational stress make you have suicide ideation at work?

11. How does occupational stress contribute to your emotional weakness?

12. How does the police organizational structure contribute to occupational stress?

13. How does police policies and procedures contribute to occupational stress?

14. How does your pay and benefits contribute or relieve you of occupational stress?

15. How does job security or the absent of it contribute to occupation stress?

16. How does the leadership style contribute to occupational stress in police force?

17. How does support from peers relieve you of occupational stress?

18. How does support of management or the absent of it contribute to occupational stress?

19. How does communicational quality in the police force assist in handling occupational stress?