

THE NIGERIA POLICE STRESS: ITS ORGANIZATION AND OPERATIONS

Money, Udih (PhD),

Lecturer,
Department of General Studies &
Entrepreneurship, College of Science
Federal University of Petroleum
Resources, Effurun (FUPRE), Nigeria

Ehimwenma, Enaruna Idubor (PhD),

Lecturer,
Department of Business Administration,
Faculty of Management Sciences,
University of Benin, Nigeria

ABSTRACT

This paper examines the stress in the Nigeria police force from the organizational and operational perspectives. This study uses a multi-stage technique to select the entire police formation to give a wider scope, while a random sampling method was later used to select 1000 police officers from the total of 10,000 police officers in the Edo State police command. The responses from the police officers were collated and analyzed. About 80 percent of the respondents were in uniformed policing, while 20 percent were in administration. The study found out that on the average, the stress in the Nigeria police was moderately high, with none included in operations and organization. It is concluded that the extent to which scores reported for operation and organization stress should agree with that from other states of the federation, and should be established with respect to male and female police officers as well as between officers of the other levels.

Keywords: *Stressors, organizational, operational, stress, Nigeria police, and officers' health.*

Introduction:

The issue of stress has long gone beyond what people perceived in the past to be 'just in the mind' (Asmundson and Taylor, 2005). Recent advances in medicine and psychology have revealed that stress is implicated in many physical and psychological health disorders in man. (Clegg and Clegg 1998)

While stress in itself is not all bad because a certain level of stress is required to achieve optimal performance, it becomes a problem when it is relentless and the individual is unable to cope effectively. (Violanti and Aron, 1995).

Police work can be separated into two major categories – operational and organizational or administrative activities. Ganster, Pagon and Duffy (1996), Taylor and Bennell (2006) and Finn and Tomz (1997) have established that there are stressors associated with these activities. Police work has been associated with a high level of stress in terms of what Police officers do (operations) and the Police organization. (Brown and Campbell, 1999; Anshel, 2000; Toch, 2002).

Isolating stressors associated with Police work is important because they have the potential for lowering performance and negatively affecting the health of Police officers. Performance is regarded as an element of professionalism; hence determining specific stressors that can lower performance can improve organizational effectiveness, the image and reputation of the police.

It has been established that when a Police officer is under stress, the quality of his decisions is lowered, he becomes more prone to anger and aggression. (Park, 1987; Baldwin, 1997). A state of constant irritation can cause a Police officer to react negatively and aggressively to even the slightest provocation by misinterpreting the magnitude or seriousness of the event as potentially harmful. Police officers who resort to drug and alcohol use as ways of dealing with stress, may increase their risk of personal injury and liability. (Hillgren, Bond and Edstrom, 2008). They may also endanger public safety due to diminished cognition and sleep deprivation Their reaction time may become slow, they may take unnecessary risks and be unable to

listen to and interpret instructions properly (Shane 2008, Finn and Tomz 1997, Toch 2002).

Studies by Taylor and Bennell (2006), Brown, Fielding and Grover (1999) and Violanti and Aron (1995) have revealed that organizational stressors create more stress for Police officers than operational stressors.

The objective of this study is to identify the specific stressors associated with Police work in Nigeria in terms of Police operations and the Police organization, and to determine by empirical means, which create more stress for Police officers.

The Concept of Stress:

Stress can be either good or bad. When it is good, it is called Eustress, which is the pleasurable stress that accompanies positive events, and when bad, it is called distress, which is the unpleasant stress that accompanies negative events. Stress according to Gherman (2008) becomes distress when the stress response is too intense and/or lasts for too long. It is this type of stress that becomes damaging to human health and adversely affects organizational effectiveness when it is relentless. Stress has been defined as the mental and physical condition that occurs when we adjust or adapt to the environment (Coon and Mitterer, 2009). A perceptual phenomenon arising from a comparison between the demand on the person and his ability to cope (Cox and Mackay 1976), and a condition that occurs when the individual perceives a mismatch between the demands of a situation and the resources at his disposal based on his interaction with his environment (Idubor, 2013).

Stressors are conditions or events that challenge or threaten a person. For a condition or event to be seen as a stressor, the individual must appraise the situation as threatening and that he lacks the resources and abilities to effectively deal with it. (Selye, 1982)

Auerbach and Gramling (2008) have grouped stressors into three major categories:

- Catastrophic events e.g. earthquakes wars, violent physical attacks etc,
- Major life changes e.g. the death of a spouse or close family member, divorce or losing job,
- Daily hassles e.g. work related irritations interpersonal relationships, financial workers etc.

This last group may seem the least disturbing but in reality many of the stresses individuals face in life arise from this category. They are experienced on a daily basis and thus add up to create a great deal of strain on the mind and body. Researchers have found that exposure to daily hassles is more predictive of illness than exposure to major life events (Auerbach and Gramling 2008)

The Nigeria Police Stress at Work:

The Nigeria Police Force has been in existence since 1861 when it was set up in the Lagos colony. The

Hausa paramilitary constabulary was set up in 1879. The Northern and Southern Nigeria Police Forces were merged in 1930 to become the Nigeria Police Force (Ahire, 1991). The present day Nigeria Police Force is set up under section 194 of the 1979 constitution of Nigeria and its functions include the protection of harbours, waterways, railways and airfields.

The size of the Nigeria Police Force is estimated to be between 300,000 to 390,000. An Inspector General of Police heads the Force. Several Deputy Inspector Generals (D.I.Gs), Assistant Inspector Generals (A.I.Gs) who are in charge of zones and a Police commissioner in each state, support him. The Nigeria Police Force is divided into zones, states commands, area commands and divisional commands. There are seven departments in the Nigeria Police force labeled A to G responsible for administration and finance, operations, logistics and supply, investigations and intelligence, training and command, research and planning, information and communication technology respectively.

Several challenges have been associated with the Nigeria Police by many authors and they include problems with recruitment, training, indiscipline and corruption, ethnicity and culture, low level of confidence in the Nigeria Police force, poor interpersonal relationship with the public, poor funding and mismanagement of available funds, and creation of parallel security organizations. (Onyeozili 2005, Odita 2005, Olatise 2001, Osayande 2008, Nwabueze 1992, Ilevbare 2003, Alemika and Chukwuma, 2003, Tamuno, Bashir, Alemika and Akano, 1993, Aremu and Adeyoju 1998, and Idubor 2012)

The Nigeria Police Force has also claimed that some of the reasons it is unable to perform effectively include lack of adequate logistics and communication, inaccessibility of roads, lack of signposts, information withholding by the public and inadequate workers.

Coon and Mitterer (2009) indicate that Police officers suffer from a high rate of stress related diseases. The threat of injury or death, confrontations with abusive, drunk or hostile citizens and other such events on an almost daily basis takes a toll. The major factor is the unpredictable nature of Police work.

Stressors in Police work can be divided into two categories: operational and organizational stressors (McCreary, 2004; Brown and Campbell, 1999; Constant, 2010.)

The Police Work and Stressors:

Operational stressors are those stressors inherent in Police work and include:

The nature of Police work: Police officers are often in situations where they encounter stress especially for those who are involved in operational activities. Brown and Campbell (1994) state that duties required

of law enforcement officers, such as delivering notice of death, or being fired upon while on the job are stressful events unique to being a Police officer. Having to participate in high-speed chases of criminals, responding to a felony in progress, especially in Nigeria where protective gears are not common and life insurance is not provided, create stress for Police officers.

Public Expectations: The public expects the Police officer to be polite and friendly at all times but hardly anyone thinks of the uncertainty the Police officer feels when he approaches a car at a checkpoint - is the occupant of the car a law-abiding citizen or is he a psychopathic killer (Coon and Mitterer, 2009). A split second of letting down his guard may mean the difference between life and death. It is difficult to be on guard for your life and appear friendly at the same time. This is a dilemma for the average Police officer and this creates chronic stress for him

Risk of traumatic events: Spielberg, Westberry, Greer et al (2009) observed that the fear of killing someone in the line of duty, having your partner or member of your team killed on the job, the daily grind of dealing with the "stupidity" of the public, exposure to neglected, battered or dead children, and accident scenes are some other traumatic events inherent in Police work.

Role conflict: Task related stressors in Police work might occur when Police officers find themselves with conflicting roles. Personal conflicts can develop when Police officer are put in situations where they have to choose between contradictory goals e.g. the notions of loyalty to fellow officers and honesty which includes conflicts arising from temptation, fear or inability to ease human suffering, conflict in belief with the law or authorities. Police officers must in addition cope with the tight controls of a quasi-military organizational structure combined with the often-unstructured working conditions of the individual officer. (Eisenberg 1985 1988, Cullen, Lerner, Link et al 1985, Violanti and Aron 1995, and Toch 2002)

Work Overload: Due to shortage of workers, many Police officers often have to work overtime. An emergency like a bank robbery, a terrible accident, fire outbreak, civil unrest, a visiting dignitary can totally upset the duty schedule of a Police officer. Many Police officers who are detailed as court duty men, orderlies and bank security are often also involved in other duties at the station.

Stress: Its Organizational Effect

Organizational stressors are those stressors associated with the how police work is organized, policies, welfare and remuneration issues. (Crowe and Stradling 1993)

Studies by Brown, Fielding and Grover (1999), Violanti and Aron (1995), have indicated that organizational issues are the most common source of Police stress. Organizational stressors include poor

pay, excessive paper work, inadequate training and equipment, changing shifts, limited promotional opportunities, unfair policies and procedures and lack of rewards for good job performance

Dwyer (1991) has also suggested that the effects of stress are exacerbated when people work in either extremely loosely or tightly structured organizations with the resulting rules and regulations that are imposed. These organizational dysfunctions create an undesirable work environment. Martin (1997) adds that among those elements that are considered "dominant" job stressors are role conflict, role ambiguity, organizational reward inequity and lack of participation in decision-making.

Nigeria Police Officers' Stress and Health: Its Consequences

A large number of studies agrees that Police work creates or contributes to psychological and physical ailments for Police officers resulting in high incidents of high blood pressure, an increased risk of cardiovascular disease, insomnia, increased level of destructive stress hormone, increased risk of substance abuse, heart problems, post-traumatic stress disorder, suicide, high divorce rates, alcohol and substance abuse. (Selye 1982, Brown and Campbell 1984, Violanti and Aron 1995, Graves 1996, Brosnan 1999, Toch 2002, Anshel 2000, University of Buffalo 2008.) Oshodi (2011) also reports that Police officers who have suffered some traumatic events may have some emotional reactions such as flash backs, nightmares, physical sensation of fear, excessive sweating and pain. He adds that the traumatic deaths of fellow officers could lead to numbing, being always on guard, hyper-vigilance, jumpiness insomnia, irritability, panic, irregular heart beats and alcohol/drug abuse.

These consequences indicate the importance of understanding stressors in Police work and how the effects of such stressors may be moderated.

Hypothesis:

Recent stress research has posited that organizational stressors rank higher on the average than operational stressors (Taylor and Bennell, 2006; Violanti and Aron, 1995; Ayres and Flanagan, 1994.) This study therefore tests the hypothesis that:

Organizational stressors create more stress for Nigeria Police Officers than operational stressors

Methods:

The research design was the survey type. Primary data was collected by means of the Operational Police Stress Questionnaire (PSQ-Op) and the Organizational Police Stress Questionnaire (PSQ- Org) administered on 1000 Police officers serving across the 18 Local Government Areas of Edo State. These data collection

instruments were selected because they were deemed the most suitable for obtaining information on both operational and organizational stressors among Police officers. The questionnaires were developed by McCreary (2004) and have been validated to be psychometrically sound.

The questionnaires were designed to investigate separately both operational stressors and organizational stress. The questionnaires consist of 20 items each and respondents were required to circle how much stress each item caused them within the last six months. The scale for each item ranged from 1 (no stress at all) to 7 (a lot of stress).

The official Police website claims that there are about 350,000 – 390,000 Police officers in Nigeria. On the assumption that on the average there may be about 10,000 Police officers or so in each of the 36 states of Nigeria, this study decided to use a sample size of 1000 (or one-tenth of assumed Police population in Edo State). The sample included constables, sergeants and inspectors in the Nigeria Police force. Hence, the term “Police officer” was used to describe respondents in the general sample.

A multi - stage technique was adopted in the study, the entire Police formation was purposively selected to give the study a wide scope. A random sampling method was later used to select 1000 Police officers from the total 10,000 officers of the Edo State Police command in both the Headquarters and Divisional commands.

Fifty respondents were selected from each Divisional Police command per Local Government Area and a hundred respondents from the State Police Headquarters. Due to the random sampling procedure that was used in this study, the ratio of Police officers in operations to those in administration could not be controlled. The data revealed that about 80% of the respondents were in uniformed policing while 20% were in administration. The uneven size of Police officers engaged in either operational or organizational activities may affect the results of this study to the extent that those in uniformed policing are more likely to be more affected by operational issues than by organizational issues and vice versa. However, the effect of this may not be significant, as the Police officers who are now involved in either operational or organizational activities may have functioned in either area before; moreover, some of the functions overlap in certain areas. The response rate to the study's questionnaires was 90% with 100 questionnaires uncompleted or unreturned.

The study concentrated on operational and organizational stressors associated with Police work in Nigeria. Due to the exploratory nature and scale of the study as well as limited resources and time, the study was limited to police officers serving in

Edo state only. The period of the study was 4 months, running from July to October 2011. The questionnaires were administered between 1 August and 12 September 2011.

One thousand questionnaires were distributed to the sample respondents and all questionnaires were collected by 12 September 2011. The data generated were aggregated and analyzed using data presentation and interpretation.

Analyses of Data:

Operations and the Nigeria Police Stress:

As set out in table I, the three highest ranked operational stressors were “overtime demands, (M=5.27, SD=2.075), “traumatic events” (M=5.22, SD=2.118) and the “risk of being injured on the job” (M=5.20, SD=2.055) respectively. While the least ranked stressors (using a possible 7 point rating) were: feeling uncomfortable introducing yourself as a Police officer” (M=3.55, SD=2.505), “Occupation related health issues” (M=3.63, SD=2.299) and “Hardly having any friend that is not a Police officer” (M=3.67, SD=2.344). The overall mean operational stress ranking was 4.39 out of 7.00 (SD=1.24).

Organisation and the Nigeria Police Stress:

As shown in table 2, the three highest ranked stressors were “Inadequate welfare and health packages for officers and their families when injured or killed in the line of duty” (M=5.76, SD=2.070), “Lack of new/modern crime fighting/detection equipment and communication gadgets” (M=5.41, SD=0.48), and “Lack of resources (bullet proof vests, kits etc (M=5.41, SD=2.048) respectively. While the least ranked stressors were “Being unclear about the scope and responsibilities of your job” (M=3.51, SD=2.281), “Dealing with the court system” (M=3.68, SD=2.151) and “Dealing with supervisors or superior officers” (M=3.70, SD=2.089).

The overall mean organizational stress ranking was 4.43 out of 7.00 (SD=1.16).

Operational and Organizational Stress in Nigeria Police: Hypothesis Testing:

NOTE: I OPR = Operational Stress, ORG = Organization Stress r=Correlation coefficient, S=Significant, (2) Values in parentheses = Standard deviations.

Table 1

S/N	Stressor	N	Mean	Standard Deviation	Rank of Mean
1.	Overtime demands	819	5.27	2.075	1
2.	Traumatic events	831	5.22	2.118	2
3.	Risk of being injured on the job	823	5.20	2.055	3
4.	Negative comments from the public	824	4.93	2.199	4
5	You find that work is taking more of your time leaving you little or no time to spend with your family, friends and for recreation.	844	4.85	2.124	5
6	Responding to a shooting in progress between two gangs	843	4.83	2.19	6
7.	Called to respond to a bank robbery in progress	853	4.82	2.269	7
8	Responding to a major accident with multiple injuries and possible deaths				
9.	Frequently tired and fatigued due to overtime and short work.	843	4.63	2.187	9
10.	Changing shifts have interfered with your sleep pattern	843	4.13	2.461	10
11.	Making progress on a case when pulled off or political reasons	822	4.13	2.208	11
12.	Finding time for leisure and to stay in good physical condition	844	4.08	2.214	12
13	Lack of understanding from family and friends about your work	847	4.06	2.250	13
14	Difficulty in eating healthy while at work	827	3.96	2.137	14
15	Work related activities on your social life outside of work	835	3.81	2.190	15
16	Managing your social life outside of work	835	3.81	2.190	16
17	Too much paper work	802	3.74	2.315	17
18	Hardly having any friend that is not a police officer	853	3.67	2.344	18
19	Occupation related health issues	840	3.63	2.299	19
20	Feeling uncomfortable introducing yourself as a police officer	847	3.55	2.505	20

Source: Ehimwenma and Money, 2015

Table 2: Organizational Stress ranking

S/N		N	Mean	Standard Deviation	Rank of Mean
1.	Inadequate welfare/health packages of officers and officers' family injured or killed in the line of duty.	844	5.76	2.070	1
2.	Lack of new/modern crime fighting/detection equipment and communication gadgets	850	5.42	1.983	2
3.	Lack of resources (bullet proof vests, kits etc)	830	5.41	2.048	3
4.	Staff shortage	793	5.12	2.148	4
5	Inadequate wages/compensation for work done	844	5.06	2.159	5
6	Lack of adequate promotional opportunities	826	5.01	2.096	6
7.	Lack of training in modern crime combating techniques	849	4.63	2.190	7
8	Lack of administrative support	841	4.50	2.106	
9.	Bureaucratic red tape	728	4.49	2.250	9
10.	Inconsistent leadership style	817	4.43	2.180	10
11.	Dealing with co-worthy or competent	862	4.34	2.407	11
12.	Unequal sharing of work responsibilities	809	4.30	2.053	12
13	Constant changes in policy/legislation and rules	820	4.24	2.271	13
14	Leaders over emphasize the negative (e.g. supervisor evaluation, public, complaints	803	4.24	2.160	14
15	The feeling that different rules applied to different people	853	4.06	2.193	15
16	Lack of control over jobs task, decisions and resources	832	3.98	2.157	16
17	Interdepartmental politics	817	3.94	2.203	17
18	Dealing with supervisors or supervisor officers	821	3.70	2.089	18
19	Dealing with the count system	846	3.68	2.151	19
20	Unclear about the scope and responsibilities of your job	834	3.51	2.281	20

Source: Ehimwenma and Money, 2015

Table 3: Paired sample t-test of the difference between operational and organizational stress variables for Police officers

Paired T-Tests	Means		Paired Samples Correlations			Paired Differences				
	1	2	N	R	Sign	Mean	T	Df	Sig (2-Tailed)	Status
OPR AND ORG	4.38 (1.53)	4.43 (1.17)	853	.67	.00	.05	-1.40	852	.16	NS

Source: Ehimwenma and Money, 2015

Note: I OPR = Operational Stress, ORG = Organization Stress r=Correlation coefficient, S=Significant, (2) Values inn parentheses = Standard deviations.

The result of the paired sample t-test of the researched scales for police officers presented in table 3 reveal that there is no significant difference between the overall ranking for operational and organizational stressors.

Organizational stressors ($M=4.43$, $SD=1.17$) were ranked slightly higher than operational stressors ($M=4.38$, $SD=1.53$), but the difference was not significant statistically hence Organizational stressors do not create more stress for Nigeria Police officers than Operational stressors.

Discussion of Findings:

The study found that on the average, the stress experienced by Nigeria Police officers was moderately high though none of the stressors included in the PSQ-Op and the PSQ- Org were ranked in the extreme ranges. This study found that although organizational stressors were ranked slightly higher than operational stressors, the difference was not statistically significant. This finding is at variance with most Police stress research (Taylor and Bennell, 2006; Alexander, Innes, Irving Sinclair and walker, 1991; Ayres and Flanagan, 1994; Storch and Panzarella, 1996 Violanti and Aron 1995, Finn and Tomz 1997). The results from this current study indicate that operational and organizational stressors almost equally stress Police officers.

This departure from previous findings may be explained by the fact that what Police officers in Nigeria regard as stressful may be very different from what an American Police officer would regard as stressful. For example, the unavailability of crime fighting/detection equipment and inadequate welfare packages, which were ranked among the highest stressors in Nigeria, may not be issues for Police officers in more developed countries. Thus, the prevailing culture and perception of Police officers will greatly affect their experience of stress.

Another possible reason is that certain stressors included in McCreary's PSQ- Op and PSQ- Org questionnaires, which were used in this study, were designated in such a way that they were different from those used in other stress research. Some researchers for example define shift work as either belonging to both categories or as an organizational stressor but McCreary (2004) define it as an operational stressor (Ayres and Flanagan, 1994; Finn and Tomz 1997, Violanti and Aron 1994). It is imperative that researchers develop more definitive stressor categories to avoid this sort of confusion.

In addition, a sizeable number of the respondents were involved in uniformed Policing and investigation while only 20% of the respondents were in administration. Organizational stressors will most closely affect those involved in administrative work. The results may have been similar to that of other

studies if the questionnaires were evenly distributed between the two groups.

It is interesting to note that the highest rank stressor in this study was not the risk of being injured or killed, nor was it other traumatic events as indicated by previous studies (Violanti and Aron 1994, Finn and Tomz, 1997, Ayres and Flanagan 1994). Rather it was "inadequate welfare/health packages for Police officers and officers' family when injured or killed in the line of duty". Although the risk of injury and other traumatic events were ranked quite high, a more stressful event for Nigeria Police Officers is what happens to them and their families if they are injured or killed in the line of duty.

This may have profound implications for how far they are willing to go and how much they are willing to risk to combat crime. If Police officers harbours fears that they and their families may not be adequately catered for when injured/killed, they may be less enthusiastic about their jobs. Secondly, this fear of being inadequately taken care of when injured may also be partly responsible for the endemic problem of corruption in the Nigeria Police Force. (Osayande, 2008; Onyeozili, 2004; and Alemika, 1994.). Believing that if something bad happens to him, he will not be taken care of adequately by the Police Force may be sufficient reasons for Police officers to indulge in unwholesome practices to "save up for the rainy day"

Another finding of this study is that although most of the stressors were ranked moderately high, none was ranked in the extreme ranges. The highest ranked stressor as discussed above had a mean of 5.76 with standard deviation of 2.070. Previous studies by Violanti and Aron (1994), Finn and Tomz (1997) and Carcia et al (2004) reported very high levels of stress in relation to certain stressors such as the risk of injury and traumatic events, However, the average stress ranking for Nigeria Police officers does suggest that they are on the average under a high level of stress.

The finding that there were no extreme stress rankings may be due (in addition to other factors) to the fact that only Police officers serving in Edo State were sampled. There may be a sizeable number of them that have not served in some other states where problems like religious violence, ethnic cleansing and bomb blasts are commonplace. It is logical to assume that Police officers serving in such places will experience a higher level of stress than those in relatively "safer" places.

Conclusions:

This study examined the stressors that are specific to police work in Nigeria in terms of Police operations and the Police organization. It was revealed that the level of stress associated with these Police activities was moderately high. On the surface, organizational stressors seemed to create a higher level of stress for Police officers but when subjected to statistical

analysis, this difference was found to be insignificant. Interestingly it was found that Nigeria Police officers were more stressed by inadequate welfare/health packages for officers and their families when injured or killed in the line of duty than by the risk of injury and other traumatic events.

This particular finding is at variance with the results of other Police stress studies (Violanti and Aron, 1994; Finn and Tomz, 1994.). The reason for this seeming discrepancy between the results of this study and those of other conducted in the western world may not be far-fetched considering the different climates in which the studies were conducted. For example, lack of adequate training, lack of equipment and inadequate welfare packages may not be issues for Police officers in more advanced countries but these factors are the bane of Police officers in Nigeria.

Secondly, the difference in the result may also be attributable to the problems inherent in self-report questionnaires. Zerbe and Paulhus (1987) states that self-report questionnaires have a strong potential of response bias, the desire to conform to the acceptable norm (by not being overly critical of the system, wanting to appear strong and resilient and not admitting any weaknesses) and the inherent distrust and cynicism associated with the Police.

These findings indicate the need as well as direction for further research. For example, it will be important to establish the extent to which the scores reported for operational and organizational stress agree with scores from other states of the Federation comparisons can also be made between male and female Police officers and between officers at different levels of the Police hierarchy.

References:

- [1] Ahire, P. T. (1991). *Imperial Policing: The Emergence and Role of the Police in Colonial Nigeria*. Philadelphia: Open University Press.
- [2] Alemika, E. E. O. & Chukwuma, I. C. (2003). *The poor and informal policing in Nigeria*. Center for Law Enforcement Education Foundation Monograph series, No. 16.
- [3] Alexander, D. A., Innes, G., Irving, B. L., Sinclair, S. D., & Walker, L.G. (1991) at *Police stress work*. London, UK: the Police Foundation.
- [4] Anshel, M. H. (2000). A conceptual model and implications for coping with stressful events in police work. *Criminal Justice and Behaviour* 27(3) 375-400.
- [5] Aremu, A.O., & Adeyoju, C. A. (1998). Improving police officers interpersonal relationships through social skills training. *Nigerian Journal of Clinical and Counselling Psychology*. 4(1): 18-23
- [6] Asmundson, G. J. G., & Taylor, S. (2005) *it's not all in your head* London: Psychology press
- [7] Auerbach, S & Gramling, S. E. (2008) "Stress (Psychology)" Redmond, WA: Microsoft Corporation.
- [8] Ayers, R., & Flanagan, G. (1994) *Preventing Law Enforcement Stress: The Organization's role*. US Department of Justice. Washington, D.C.
- [9] Brosnan, M. W. (1999). Post-Traumatic Stress Disorder and the Police officer. *Women Police* 33(4) 5, 26-36.
- [10] Brown, J., & Campbell, E. A. (1994). *Stress and Policing: sources and strategies*. Chichester, UK: Wiley New York: Wiley.
- [11] Brown, J., Fielding, J., & Grover, J. (1999). Distinguishing Traumatic, Vicarious and Routine Operational Stressor exposure and attendant adverse consequences in a sample of police officers. *Work and Stress*, 13, 312-325.
- [12] Clegg, A. G., & Clegg, P. C. (1998). *Biology of the mammal*. William Heinemann Medical Books Ltd. Great Britain.
- [13] Coon, D., & Mitterer, J. O. (2009). *Psychology: Modules for Active Learning* (11th Edition). CA Thomson, Wadsworth.
- [14] Cox, T., & Mackay, C. (1976). *A psychological model of occupation stress*. A paper presented to the medical research annual mental Health in industry, London.
- [15] Crowe, G., & Stradling, S. G. (1993) Dimensions of perceived stress in a British police Force. *Policing and Society*, 3, 137-150.
- [16] Cullen, F. T., Lerner, T., Link, B. G., & Wozniak, J. F. (1985). The impact of social supports on police stress. *Criminology* 23(3) 503-522.
- [17] Dwyer, J. M. (1991). The police stress process. *Journal of Police Science and Administration*, 13, 106-110.
- [18] Eisenberg, T. (1985). Job stress and the Police officer. Identifying stress reduction techniques. In Kroes, W. H and J. J Hurell Jr (Eds) *Job stress and the police*, proceedings of symposium 1995 Washington, D.C.
- [19] Finn, P., & Tomz, J. (1997). *Developing a law enforcement stress program for officers and their families*. Washington, DC: US. Justice Department, National Institute of Justice.
- [20] Ganster, D. C., Pagon, M., & Duffy, M. (1996). Organizational and interpersonal sources of stress in the Slovenian police force. 1996 College of police and security studies, Slovenian.
- [21] Gherman E. M. (2008). *Stress and the Bottom Line: A guide to personal well-being and corporate health*. (AMACOM.). American Management Associations. New York.

- [22] Graves, W. (1996). Police Cynicism: Causes and cure. FBI law enforcement Bulletin. 65 (6) 16-20.
- [23] Idubor, E. E. (2013). Stressors in the Nigeria Police Force. Unpublished work.
- [24] Ilevbare, J. (2003 December 13) Lamentations of the men in black. *ThisDay*. Retrieved September 18, 2010, from <http://www.thisdayonline.comarchive2003/2/13>.
- [25] Martin, S. E. (1996). *Doing gender, doing police work: An examination of the barriers to the integration of women officers*. Paper presented at the 1996 Australian institute of Criminology conference: First Australian women police conference. Retrieved December 24, 2010, from <http://www.aic.gov.au/conference/policewomen/smartin.pdf> Mazor, K. M.
- [26] McCreary, D. R. (2004). *Development of the police stress questionnaire*. Retrieved 31 2011, from <http://spartan.ac.lorocku.ca/ndmccrear/PSQ-Development>
- [27] Nwabueze C. A. (1992). As cited in E. C Onyeozili (2005). Obstacles to effective policing in Nigeria. *African Journal of criminology and Justice Studies*, 1(1)119-217.
- [28] Oditia, F. (2011). Structural\ institutional inhibitors to police effectiveness. CLEEN Foundation, monograph series no. 16.
- [29] Olatise, B.A. (2001). Culture of institutional neglect: Police in the eye of the storm. *Police Community News*, 35-56.
- [30] Onyeozili, E. C. (2005). Obstacles to effective policing in Nigeria. *African Journal of Criminology and Justice Studies*, 1(1)119-217.
- [31] Osayande, P. B. O. (2008). Factors inhibiting police performance in Nigeria. A paper presented at the occasion of the retreat with the theme: understanding the mandate and operations of the police service commission in context of the rule of law.
- [32] Oshodi, J. E. (2011). The psychological problems of Nigerian police officers. Retrieved September 14, 2012 from <http://www.narialand.com>.
- [33] Selye H. (1982). *The Stress of life*. New York: Knopf.
- [34] Shane J. M. (2008) *Organizational stressors and police performance*. New York, New Jersey.
- [35] Spielberg, C. D., Westberry, L. G, Greer K. S. & Greenfield G. (2009) *The Police Stress Survey: Sources of stress in law enforcement*. (Monograph series: (3)6. Tampa, Fl. Human Resources Institute. University of Florida.
- [36] Storch, J. E, & Panzarella, R. (1996) Police stress: state- trait anxiety in relation to occupational and personal stressors. *Journal of Criminal Justice*, 24(2), 99-107.
- [37] Tamuno, T. N., Bashir, I. L, Alemika, E. E. O., Akano, A. O (eds) (1993). *Policing Nigeria: Past, present and future*. Panel on policing Nigeria project. Lagos, Malthouse.
- [38] Taylor, A., & Bennell, C., (2006). Operational and organizational police stress in an Ontario police department: A descriptive study. *The Canadian Journal of Police Security Services*. 4(4), 126-155
- [39] Toch, H. (2002) *Stress in Policing*. Washington DC: America Psychological Association.
- [40] University of Buffalo (2008). Impact of stress on police officers' physical and mental health. *Sciencedaily*. Retrieved October 27, 2010 from <http://www.sciencedaily.com>.
- [41] Violanti, J., & Aron, F. (1995). Police Stressors: Variations in Perception among police personnel. *Journal of Criminal Justice* 23, 287-294.
- [42] Zerbe, P., & Paulhus, K. P. (1987). Multi-level influences on police stress. *Journal of Contemporary Criminal Justice*, 22 (1), 26-43.
