

Job Stress, Job Satisfaction and Job Performance among (CID) Police Officers at Bugiri Police Station
Bugiri district

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Declaration


I Kagoya Joan, declare that this research dissertation is my own work and has never been submitted before for any kind of academic qualification.

Signature: 

Date: 7th / 12 / 2022

Approval

I certify that this research dissertation titled "Job Stress, Job Satisfaction and Job Performance among Police Officers at Bugiri district" has been submitted with my approval as the University Supervisor in Partial Fulfillment of the Degree of Bachelor of Industrial and Organisational Psychology, Makerere University.

Signature: 

Date: 7/12/2022

Dr. Anne Ampaire

Dedication

In a special way, I want to dedicate this research dissertation to my father Mr. Kayayana Emmanuel, my mother Mrs. Namususwa Monic, my sisters and brothers for their financial support, moral guidance and encouragements in the due course of my study.

Acknowledgment

In the first place, I would like to thank the Heavenly father for the protection and guidance He has granted me throughout this entire period.

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Abstract

The purpose of this study was to examine the relationship between job stress, job satisfaction and job performance among Police Officers at Bugiri police station. The study was conducted in Bugiri Police Station, Bugiri. A correlational study design was used to establish the relationship between job stress, job satisfaction and job performance among police officers. The sample size included 52 male and female police officers. Data was collected using self-administered questionnaire and was analyzed using Statistical Package for Social Sciences (SPSS). Pearson's Correlation Coefficient (r) was used to determine the level of significance of the hypotheses. Results indicated that there is significant relationship between job stress and job performance ($r = -0.319, p = 0.021$) as well as there is significant relationship between job stress and job satisfaction among police officers ($r = -0.608, p = 0.000$). Lastly, the results also revealed that there is a significant relationship between job satisfaction and job performance ($r = 0.471, p = .000$) among police officers at Bugiri Police Station

Chapter One: Introduction

Background of the Study

The COVID-19 pandemic resulted not only in the increased morbidity and mortality due to the virus but also in significant health, lifestyle, economic and societal changes (Jiskrova, 2022). According to WHO, Covid-19 is an infectious disease caused by the SARS-CoV-2 virus. The working environment has also significantly changed following the COVID-19 pandemic and continues to change even now in the aftermath of the pandemic for example, longer working hours due to a decrease in the number of staff members, frequent changes in policies and structures to adjust to the new 'norm' which in turn causes a certain level of job stress to workers (Bassi et al., 2021). The accelerating changes in the workforce may often lead to job stress which may affect the job satisfaction and job performance of employees (Joshua et al., 2021).

According to Sauter et al (1999) job stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. An individual may perceive an inappropriate level of stress or burden when their own adjustment capacity is constantly in conflict with the events that surround them (Tsui, 2021). There are a number of factors that could lead to job stress, such as interpersonal relationships, organizational management approaches, work overload, long working hours, or repetitive work tasks (Tsui, 2021). Job stress is vital factor to job satisfaction in that, when it acts as a motivator, job stress results into creativity and satisfaction but when it functions as a negative factor, it leads to aggression and low satisfaction (Naser et al., 2017). Naser et al (2017) further revealed that; job stressors are predictive for job dissatisfaction and a greater propensity to leave the organization. The study by Naser et al (2017) revealed that, job stress influences individual and organizational issues including job satisfaction, and

commitment. A similar study done by Mullen et al (2018) revealed that higher levels of job stress are associated with greater job dissatisfaction.

Job satisfaction has been defined in so many ways by different researchers. According to Locke (1969), job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Diaz & Cabral (2005) revealed that job satisfaction is considered a strong predictor of overall well-being and job performance of an individual. When an employee feels satisfied about a job, he or she is motivated to put greater effort in the performance which will increase the overall performance in the organization (Onyebuchi et al., 2019). Job satisfaction is essential for producing optimal performance in an organization, when employees feel satisfied at work, they will undoubtedly try all their abilities to complete their work tasks as well as possible (Siahaan, 2017). A study by Mira et al (2019) revealed a positive relationship between employee job satisfaction and job performance.

Job performance plays an important role in any business for its survival and therefore it is important for every organization to take the employee's working conditions into account and make major efforts so that employees perform best at their work (Khan, 2012). Campbell (1999) defines job performance as a means to reach a goal or set of goals within a job, role, or organization but not the actual consequences of the acts performed within a job. Campbell's study showed various predictors of good job performance as the best for instance volunteering, putting in extra effort, cooperating, following rules and procedures and endorsing organizational goals. Job performance determines whether a person is promoted, rewarded with pay raises, given additional responsibilities, or fired from the job. Job performance is a great determinant of the success of an organization (Carpenter et al., 2012).

Many organizations, including those in Uganda have been faced with of job stress and job dissatisfaction which have greatly affected the performance of workers. For example, Uganda Police Force has continued to face challenges during their work resulting from long working hours, poor shelters, low salary and being beaten up by the mob during some operations due to poor crime and operational information management, poor resource management, inadequate manpower, inadequate funds and poor remuneration for example eliminating mob justice in Kampla.as stated in a study carried out by (Moses,2009).However, these challenges consequently affect and weakens police public relations, death of police officers, insecurity, disrespect and increased criminal cases leading to the decline of job performance among police officers.

Problem Statement

Uganda police force was increasingly facing criticism from the public for their poor job performance.(clark,s.2009). leading to low work motivation, dissatisfaction, conflicts and a feeling of not being recognized and consequently a declined performance. There was need for research to find out the extent to which this decline in performance among police officers can be attributed to job stress and satisfaction.

Purpose of the Study

The purpose of the study was to investigate the relationship between workplace stress, job satisfaction and job performance among police officers at Bugiri station.

Objectives

The Objectives of the Study are;

1. To examine the relationship between job stress and job performance
2. To establish the relationship between job stress and job satisfaction
3. To identify the relationship between job satisfaction and job performance

Scope of the Study

Geographical Scope

The proposed study area was Bugiri police station. The area is located in Bugiri district along Bugiri Tororo High way (Eastern Region). This is because the area is easily accessible by the researcher and information needed can be easily got.

Contextual Scope

Job stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (Sauter et al.; 1999). Job stress in this study will be conceptualized as role expectation conflict, work life balance, co-worker support. Role expectation conflict is understood as the simultaneous occurrence of two (or more) role outputs or requirements, in such a way that the performance of one of them makes the performance of the other more difficult (Katz & Kahn, 1970). Work life balance is the ability of the individual regardless of age or gender, to find a balance that enables them to combine the responsibilities at work and non-work domains in line with the aspirations attached to these domains (Reiter, 2007). Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement.

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. In this study, job satisfaction will be conceptualized as; intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Lee, (2017) defines intrinsic satisfaction as satisfaction related to factors satisfying the individual derives from the individual her/himself. (Lee, 2017) defines extrinsic job satisfaction as satisfaction whose are produced by external sources. Rai (2013) defines general satisfaction as "gratification, pleasure or fulfillment of desire.

Chock Lingam (2011) defines Job performance as assessing individual performance, individual records or subjective evaluation. Job performance in this study will be conceptualized as; task performance, contextual performance and counterproductive work behavior. Task performance refers to those required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 1994). Contextual performance can be defined as “behavior that contributes to the goals of the organization by contributing to its social and psychological environment” (Rotundo & Sackett, 2002). Counterproductive work behavior is defined as “voluntary behavior that harms the wellbeing of the organization” (Rotundo & Sackett, 2002).

Significance of the Study

To government policy makers; the research will enable them to identify critical problems, research benefits and harms of policy solutions on the low job performance

To criminal justices; the study will help the criminal justice to develop ideas in criminal decision making

Ministry of security ; The research will help the ministry of security to come with meaning full policies that will help in reducing job stress among police officers

To students; The research will help them understand the relationship between job stress, job satisfaction and job performance better and would be a reference of guidelines.

To other researchers; The study findings will enrich knowledge in the area of job stress and how they are related to job satisfaction and job performance. This can be used as a background information to do further studies.

To citizens; The study will help citizens to know human rights and to collaborate with the police where necessary

To police force; This research will help the working conditions of police officers to be improved and this may help to improve on their performance.

Conceptual Framework



Figure 1: Conceptual framework of job stress, job satisfaction and job performance

The Conceptual framework shows that job stress is the independent variable, job satisfaction is the mediating variable and job performance is the dependent variable. Figure 1 shows that, job stress directly influences job performance and also indirectly influences job performance through job satisfaction. Furthermore, the conceptual framework enlightens that job stress influences job satisfaction and job satisfaction has a direct influence on job performance.

Chapter Two

Literature Review

Introduction

This chapter reviews related literature on study topic, examining the relationship between job stress and job satisfaction, job stress and job performance and job satisfaction and job performance among police officers.

Job Stress and Job Performance

The relationship between job stress and job performance has drawn the attention of several researchers (Dehghani et al., 2020; Deng et al., 2019; Fokeng, 2018) and their studies revealed stress can be either be helpful or harmful to job performance, depending on its level and when stress is absent, it limits job challenges and performance is reduced. Job Stress is a great factor in determining the employee's performance in that, job stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. Depending on its level, job stress can either be helpful or harmful to job performance (Fonkeng, 2018). When it's absent, job challenge is limited, and performance becomes low. But as stress gradually increases, job performance tends to increase because stress helps the employee to gather and use resources to meet the job requirements (Fonkeng, 2018).

Job stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover and absenteeism due to health problems such as anxiety, emotional disorder, work life imbalance; depression and other forms of ailments such as frequent headache; obesity and cardiac arrests (Ajayi, 2018). Job stress can affect employee performance when stress is not handled well, absenteeism, turnover and medical compensation increase and productivity decreases. To achieve a peak of performance, stress should be

managed effectively, with the negative effects of stress minimized (Ogohi, 2019). A study on the relationship between job stress and job performance revealed that, the productivity is considered to be at the peak with moderate level of work stress, but as it goes beyond that certain level, the productivity starts decreasing with increasing rate (Tina et al., 2012).

A study by Ogohi (2019) revealed that the performance of employees remain poor at very low level of stress as well as at very high level of stress, because at low level of stress employees may not be sufficiently energized and may not be whole-heartedly dedicated to their job, resulting in low productivity. And at the peak of stress, employees want to get out of that stressful situation, result in no concentration on work. Another study done in Cameroon on the effects of job stress on employee performance revealed that, the participants who endured excessive amount of stress had their performance negatively impacted as many of them opine that management exerts pressure on them to increase their output. Some of the employees affirm that a stress-free program goes a long way to boost their productivity and that of the institution, while others do not see the possibility of this program reducing stress (Fonkeng, 2018). Another study revealed that, higher stress levels are related to lower performance (Rashmi, 2008). However a similar study done in the private universities of Karachi revealed that, there is no significant relationship between Job Stress and Job Performance (Masood et al., 2020).

Generally, there has been so much research done on the associations between job stress and performance of which many researches revealed that job stress is significantly related to job satisfaction (Dehghani et al., 2020; Deng et al., 2019; Fokeng, 2018) and other researches revealed that there is no significant relationship between job stress and job performance (Hassan et al., 2020; Mukhtar et al., 2018). However, most of these studies were not conducted in the Ugandan context, therefore there is need conduct the research for generalization purposes.

Job Stress and Job Satisfaction

Various studies have been carried out to determine the associations between job stress and job satisfaction and found that higher levels of job stress are associated with greater job dissatisfaction (An et al., 2020; Singh et al., 2019; Mullen et al., 2018). A study by Bagheri et al (2018) revealed that, annually, about 1.1 million people lose their lives due to job stress and job-related diseases. When the needs of employees are not met, they are very likely to experience a variant level of job stress which may negatively impact their job performance and may also lead to job dissatisfaction (Bagheri et al., 2018). Stress disrupts psychological balance and has different consequences. One of the consequences of job stress is a decrease in job satisfaction that results into quitting and quitting of jobs and reduces one's commitment to the organization (Singh et al., 2019).

Job stress is a vital factor to job satisfaction in that, when functioning as a motivator, job stress results in creativity and satisfaction and consequently removes boredom and mundanity. Stress leads to aggression and low job satisfaction when it functions as negative factor (Naser et al., 2017). A study by Naser et al (2017) revealed that job stress usually influences job satisfaction in that, high levels of job stress are associated with low levels of job satisfaction thus job stressors are predictive for job dissatisfaction. In Nigeria, a study carried out to determine the impact of job stress on nurses' job satisfaction in the University of Calabar Teaching Hospital reported a significant relationship between job stress and job satisfaction among nurses. Work hazards, work load and conflicting multiple role demands emerged as stressful factors that contributed significantly to nurses' job satisfaction (Ella et al., 2016).

A study designed to investigate job satisfaction and its relation to perceive job stress among hospital nurses in Babol County, Iran, found that the dimensions of job stress explained 42% of changes in the variance of job satisfaction (Hosseinabadi et al., 2018). Another study by Vasan (2018) revealed

that high level of stress is associated with high level of satisfaction. In the contrary, Shen et al (2018) revealed negative correlation between job stress and job satisfaction. A recent study done among bank employees to determine the alternative external influence and job stress on employee satisfaction reported that stress had no significant effect on job satisfaction (Ramlawati et al., 2021).

To sum it up, the literature on job stress and job satisfaction shows that there's a relationship between the variables. Employees who experience high level of stress are likely to experience high level of job dissatisfaction. However, most of the research was done before the Covid-19 outbreak.

Job Satisfaction and Job Performance

The relationship between job satisfaction and job performance has attracted considerable attention and discussion and most of them revealed that job satisfaction positively influences job performance. (Hwang et al., 2022; Yang et al., 2021; Murtza et al., 2021; An et al., 2020). With the rapid increase in competition among organizations in the world today, organizations feel there is need to optimize their performance as much as possible thus the desire to improve job satisfaction and job performance. One of the fundamental factors that are closely related to performance is job satisfaction (Pancasila et al., 2020). When organizations review its performances; it uses job satisfaction as one of the measures. An employee who has a positive attitude toward his or her job will have job satisfaction and a willingness to commit to his or her organization, thus increasing organizational performance.

According to ENME, high job satisfaction is also linked to performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication. Under reasonable conditions, managers will meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organizational performance. Dessler and Varrkey (2005) suggest that employees who get job satisfaction have better attendance and regulation records, and have better job

performance than employees who do not get job satisfaction. Job satisfaction has an essential meaning for both employees and companies. The highly satisfied workers are considered to make extra efforts to do work and more effectively and efficiently, which in turn increases overall work productivity. Job satisfaction positively influences job performance (Kishen et al., 2020).

Several other studies revealed that, there's a positive relationship between job satisfaction and job performance (Ertekin & Avunduk, 2021; Masood et al, 2020; Pancasila et al, 2020; Shaju & Subhashini, 2017;). A study by Mukhtaret al (2018) revealed that job satisfaction has a positive and significant impact on job performance. However, other researchers like Organ and Near (1985), argue that job satisfaction fails to predict job performance because extant job satisfaction measures reflect more cognitive evaluation than affective ones. People sometimes see that job satisfaction and job performance as mutually exclusive goals. However, research suggests that these two tend to come together, even though the exact relationship between them is still unclear (Todd). Another study by Huang (2019) found that job satisfaction was not meaningfully associated with job performance.

In conclusion therefore, in the reviewed literature, the researcher has found out that most of the information about the relationships between job stress, job satisfaction and job performance has been researched in a western context; hence more research is needed in the Ugandan context.

Research Hypotheses

In line with the literature review, the following hypotheses are put forward.

1. There is a significant relationship between job stress and job performance
2. There is a significant relationship between job stress and job satisfaction
3. There is a significant relationship between job satisfaction and job performance

Chapter Three

Methodology

Introduction

This chapter includes methods and approaches which will be used in conducting the research and analyzing the data. It spells out the research design, population, sample size determination, sample strategy, data collection instruments, validity and reliability of the instruments, data collection procedure, data analysis and ethical consideration.

Research Design

A correlation research design will be used to establish the relationship that exists between job stress, job satisfaction and job performance among police officers.

Study Population

The population of this study will include 60 male and female police officers and only those willing to participate in the study will be targeted for selection.

Sample Size and Sampling Strategy

The study used a sample size of 60 police officers (CID) according to Krejcie and Morgan(1709).table of simple size determination.

The study used a simple random sampling technique for selecting the respondents because it removes all hints of bias since individuals are chosen at random with probability of being selected.

Data Collection Instruments

Closed ended self-administered questionnaire was used to collect data from respondents. This questionnaire was structured into four sections. Section A was on respondent's bio data, Section B was on job stress, Section C was on job satisfaction and Section D was on job performance. Section A on bio data had 5 items measuring sex, age group, marital status, education level and hours spent at work (daily). Section B on Job Stress had eight items measured on a 5-point Likert scale ranging from Never = 1, Rarely = 2, Sometimes = 3, Often = 4, and Very Often = 5. Section C on Job Satisfaction had 20-items measured on a 5-point Likert scale ranging from Very Dissatisfied = 1, Dissatisfied = 2, Neutral = 3, Satisfied = 4 and Very Satisfied = 5. Section D on Job Performance had 18 items measured on a 5-point Likert scale where seldom = 0, Sometimes = 1, Regularly = 2, Often = 3 and Always = 4.

Quality Control

The study used standardized scales to measure job stress, job satisfaction and job performance. Job stress was measured using The Workplace Stress scale by the Merlin Company and the American Institute of Stress, job satisfaction was measured using the Minnesota Satisfaction Questionnaire (1967) by Weiss, Dawis, England and Lofquist and job performance was measured using the Individual Work Performance (IWPQ) by Koopmans et al (2014).

Research Procedure

The researcher obtained a letter of introduction from Makerere University School of Psychology which was presented to Bugiri Police Station to grant permission to conduct a research study in their area. After the permission being granted, the researcher requested for permission from the people before they were interviewed. The researcher introduced himself to the respondent; introduced the topic, the purpose and significance of the study then after the permission being

granted. The researcher described to the respondent the instructions needed to be followed while answering the question. Before the filling of the questionnaires the researcher explained to the respondents how the items were to be answered for purposes of clarity. Confidentiality was assured to the respondent.

Data Management

The collected data was coded and entered into the Statistical Package for Social Sciences (SPSS) for cleaning and editing. The data was coded as follows; Section A on Respondents Biodata for Sex: Male was coded as 1 and Female as 2, for Age: 20-30 years was coded as 1, 31-40 years as 2, 41-50 years as 3 and 51 years and above as 4. For Marital Status; Single was coded as 1, Married as 2, Divorced as 3 and Widowed as 4. For Academic qualification; Certificate was coded as 1, Diploma as 2, Bachelor as 3, Masters as 4 and PhD as 5. For Time spent; Less than 5 hours was coded as 1, 5-9 hours as 2 and 10 hours and above as 3. Section B on Job Stress, coding was according to the scale of 1 to 5; Very often = 1, Often = 2, Sometimes = 3, Rarely = 4, and Never = 5. Section B on job satisfaction, coding was according to the scale of 1 to 5; Very Dissatisfied = 1, Dissatisfied = 2, Neutral = 3, Satisfied = 4, and Very Satisfied = 5. Section D on Job Performance coding was according to the scale of 0 to 4; Seldom = 0, Sometimes = 1, Regularly as 2, Often as 3 and Always as 4.

Data Analysis

For data analysis, Respondents' bio data was analyzed using descriptive statistics by generating tables of frequencies and percentages. Hypothesis 1 was analyzed using Pearson's Product Moment Correlation Coefficient. Hypothesis 2 was analyzed using Pearson's Product Moment Correlation Coefficient. Hypothesis 3 was analyzed using Pearson's Product Moment Correlation Coefficient.

Anticipated Problems

Some respondents failed to cooperate via being negative towards the questionnaire provided by the researcher, while others did not provide genuine answers to items provided in the Time consumed, while others miss misplaced their questionnaires thus leading to reprinting them, hence making the study so costly. In case, some respondents failed to cooperate, the research randomly selected others.

Ethical Considerations

The researcher ensured that the respondents participated voluntarily. And the participants had the rights to withdraw from the study at any stage if they wish to do so.

Respondents participated on the basis of informed consent. The principle of informed consent involved the researcher providing sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion (Dudovskiy, January 2002). More so, the researcher by all means avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of questions. The researcher ensured privacy and anonymity of respondents. The researcher acknowledged the works of other authors used in any part of the part of the research with the use of APA referencing system. Lastly, the researcher maintained highest level of objectivity in discussions and analysis throughout the research.

Chapter Four: Results

Introduction

This chapter presents the results of the study in line with the study objectives and hypotheses. Results are presented in a following manner, first highlighting respondent's background information. Lastly Pearson Product Moment Correlation Coefficient (PPMCC) results are presented in accordance with stated hypotheses

Descriptive statistics

This section comprises of respondent's bio data which include gender, age a group, marital status, education level and time spent at work place in a day and the results are sown in the table below

Table 1: Respondent's Bio Data

Variable	Frequency (N)	Proportion (%)
Gender		
Female	16	30.77
Male	36	69.23
Age group		
20-30	10	19.23
31-40	22	42.31
41-50	12	23.08
> 50	8	15.38
Marital status		
Single	7	13.46
Married	40	76.92
Widowed	5	9.62
Education level		
Bachelors	15	28.85
Certificate	14	26.92
Diploma	23	44.23
Time spent at workplace in a day		
Less than 5 hours	0	0
5-9 hours	0	0
10 hours and above	52	100

Source: Filled Data

This research interviewed a total of 52 police officers from Bugiri police station. Among these, 69% of them were males well as 30% were female. 19% respondents were under the age of 20 to 30 years 42% were under 31to40 years, 23% belonged to 41 to 50 years old and 15% lied under 51 years and above.. The married participants were 76%, single participants were 12% and widowed participants were 9%. Under level of education, respondents holding bachelors were 28%, those with certificate were 26% and diploma were 44%. Finally, participants (100%) had spend at least 10 hours and above at work.

Inferential Statistics

This section comprises of results analysis carried out on the relationships between job stress, job satisfaction and job performance.

Hypothesis Testing

Hypothesis One: Relationship Between Job Stress and Job Performance

The first hypothesis stated that, there is a significant relationship between job stress and job performance. Pearson's Product Moment Correlation Coefficient was used to test the hypothesis and the results are shown in Table 2.

Table 2: Correlation between Job stress and Job performance

		Job Stress	Job Performance
Job Stress	Pearson Correlation	1	-0.319**
	Sig.(2-tailed)		0.021
	N	52	52
Job Performance	Pearson Correlation	-0.319	1
	Sig.(2-tailed)	0.021	
	N	52	52

**correlation is significant at 0.05 sig. (2-tailed)

The results in Table 2 indicate that there is significant relationship between job stress and job performance among police officers and the relationship had a weak negative correlation ($r = -0.319$, $p =$

0.021). Therefore, the null hypothesis was rejected and it's concluded that there is significant relationship between job stress and job performance.

Hypothesis Two: Relationship between Job Stress and Job Satisfaction

The second hypothesis stated that there is a significant relationship between job stress and job satisfaction. Pearson's Product Moment Correlation Coefficient was used to test the hypothesis and the results are shown in Table 3

Table 3 : Correlation between Job Stress and Job satisfaction

		Job Stress	Job Satisfaction
Job Stress	Pearson Correlation	1	-0.608**
	Sig. (2-tailed)		0.000
	N	52	52
Job Satisfaction	Pearson Correlation	-0.608	1
	Sig. (2-tailed)	0.000	
	N	52	52

**correlation is significant at 0.05 sig. (2-tailed)

The results in Table 3 above show that there is a significant relationship between job stress and job satisfaction, ($r = -0.608$, $p = 0.000$). Therefore, the null hypothesis is rejected but the alternative hypothesis is accepted. This correlation was also weakly correlated.

Hypothesis Three: Relationship between Job Satisfaction and Job Performance

The third hypothesis stated earlier, that there is a significant relationship between job satisfaction and job performance. Pearson's Product Moment Correlation Coefficient was used to test the hypothesis and the results are shown in Table 4.

Table 4: Correlation between Job Satisfaction and Job Performance

	Job Satisfaction	Job Performance
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Job Satisfaction	Pearson Correlation	1	0.471**
	Sig.(2-tailed)		0.000
	N	52	52
Job Performance	Pearson Correlation	0.471	1
	Sig.(2-tailed)	0.000	
	N	52	52

**correlation is significant at 0.05 sig. (2-tailed)

The results in Table 4 above show that there is a significant relationship between job satisfaction and job performance, ($r= 0.471$, $p= 0.000$). This relationship was moderate and positive correlated. Therefore, the alternative hypothesis is accepted and it's concluded that there is a significant relationship between job satisfaction and job performance. This means, job satisfaction greatly influences job performance.

Chapter Five: Discussion, Conclusion and Recommendation

Introduction

This chapter presents the discussion is done in relation to the study hypotheses, objectives and literature review. In addition, the chapter entails the conclusion, recommendations, limitations to the study and areas for further study.

Discussion of results

The discussion of results is in line with the study objectives, hypotheses and literature review as indicated below.

Job Stress and Job Performance

The first hypothesis stated that there is a significant relationship between job stress and job performance among police officers which is proved by the result showing that there is a significant relationship between job stress and job performance among police officers. Therefore, this implies that job stress significantly affects job performance hence retaining the alternative hypotheses. The study results agrees with (Dehghani et al,2020;Deng et al;2019;Forkeng,2018) who revealed that stress can either be harmful or helpful to job performance depending on its level and when stress is absent, it limits job challenges and performance is reduced proving that there is a significance between job stress an job performance.

The study findings are also in agreement with Ogohi et al., (2019) who pointed out that job stress can Job stress can affect employee performance when stress is not handled well, absenteeism, turnover and medical compensation increase and productivity decreases. To achieve a peak of performance, stress should be managed effectively, with the negative effects of stress minimized. A related study by Ogohi et al.(2019) who revealed that revealed that the performance of employees remain poor at very low level of stress as well as at very high level of stress, because at low level of stress employees may not be

sufficiently energized and may not be whole-heartedly dedicated to their job, resulting in low productivity. And at the peak of stress, employees want to get out of that stressful situation, result in no concentration on work.

Another study by Ajayi et al., (2018) revealed that there is a relationship between job stress and job performance as he stated that Job stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover and absenteeism due to health problems such as anxiety, emotional disorder, work life imbalance; depression and other forms of ailments such as frequent headache; obesity and cardiac arrests.

This results are also proved by Tina et al., (2012) who reported that the productivity is considered to be at the peak with moderate level of work stress ,but as it goes beyond, the productivity starts decreasing with increasing rate. Hence there is a relationship between job stress and job performance. Hence proving the results of the study.

Furthermore, the results of the study are proved by Rashm et al., (2008) who reported that job stress influences job performance stating that higher stress levels are related to lower performance. However the study disagrees with Masood et al.,(2020) who revealed that there is no significant relationship between job stress and job performance on the study carried out in the private Universities of Karachi. Lastly, the study by Hassan et al.,(2020) also disagrees with the results of the study because he also reported that there is no relationship between job stress and job performance.

Job Stress and Job Satisfaction

The second hypothesis stated that there is a significant relationship between job stress and job satisfaction among police officers and this is proved by the study results that showed that there is a significant relationship between job stress and job satisfaction among police officers. This means that job stress influences job satisfaction as other findings reported like Bagheri et al., (2018) revealed that when the needs of employees are not met, they are likely to experience a variant level of job stress which may negatively impact their job performance and may also lead to job dissatisfaction just like the findings from the results where 32.6% police officers disagreed with their salary leading to stress hence dissatisfaction.

A similar study by Singh et al., (2019) reported that stress disrupts psychological balance and has different consequences like decrease in job satisfaction and reduces one's commitment to organisation.

The study results are also in agreement with a study by Naser et al., (2017) who revealed that job stress usually influences job satisfaction is a vital factor to job satisfaction in that high levels of job stress are associated with low levels of job satisfaction hence agreeing with the study results that there is a significant relationship between job stress and job satisfaction. A similar study by Naser et al., (2017) also agrees with the study findings as he revealed that Job stress is a vital factor to job satisfaction in that, when functioning as a motivator, job stress results in creativity and satisfaction and consequently removes boredom and mundanity. Stress leads to aggression and low job satisfaction when it functions as a negative factor

According to the study findings, police officers go through a lot of stress during their work thus they are likely to be psychologically and emotionally tormented this finding is agreed by Naser et al., (2017) who reported that stress disrupts psychological balance and has different consequences.

Another study by Ella et al.,(2016) which was carried out in Nigeria to determine the impact of job stress on nurses' also proves the study results that there is a relationship between job stress and job satisfaction. The results found in the University of Calabar Teaching reported a significant relationship between job stress and job satisfaction among nurses. Work hazards, work load and conflicting multiple role demands emerged as stressful factors that contributed significantly to nurses' job satisfaction.

A study by Hosseinabadi et al., (2018) is also in agreement with the study findings in his investigation on the relationship between job stress and job satisfaction among hospital nurses in Babol country, Iran. He found out that the dimensions of job stress explained 42% of changes in the variance of job satisfaction.

The study findings are also proved by Vasan et al., (2018) who revealed that high level of stress is associated with high level of satisfaction. In contrary, the study findings are in disagreement with a study by Shen et al., (2018) who revealed negative correlation between job stress and job satisfaction. A recent study done among bank employees to determine the alternative external influence and job stress on employee satisfaction reported that stress had no significant effect on job satisfaction. Another in disagreement with the study findings is by Ramlawati et al., (2012) who reported that stress has no significant effect on job satisfaction in this study was study done among bank employees to determine alternative external influence and job stress on employee satisfaction.

Job Satisfaction and Job Performance

The third hypotheses stated earlier that there is a significant relationship between job satisfaction and job performance among police officers. The study result showed that there is a significant relationship between job satisfaction and job performance among police officers. This implies that job satisfaction influences job performance. The findings are in agreement with Hwang et al., (2022) who reported high levels of satisfaction are related to high levels of performance. The study is also in agreement with Yang et al.,(2021) who indicated that high levels of job satisfaction are associated with high levels of job performance.

The findings are also in agreement with Pancasila et al., (2020) who pointed out that With the rapid increase in competition among organizations in the world today, organizations feel there is need to optimize their performance as much as possible thus the desire to improve job satisfaction and job performance. One of the fundamental factors that are closely related to performance is job satisfaction and also stated that When organizations review its performances; it uses job satisfaction as one of the measures. An employee who has a positive attitude toward his or her job will have job satisfaction and a willingness to commit to his or her organization, thus increasing organizational performance.

A related study according to ENME also proves the study findings as it stated that high job satisfaction is also linked to performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication. Under reasonable conditions, managers will meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organizational performance.

The findings are in agreement with Dessler and Varrkey (2005) who suggested that employees who get job satisfaction have better attendance and regulation records, and have better job performance than

employees who do not get job satisfaction. Job satisfaction has an essential meaning for both employees and companies. A related study by Kishen et al., (2020) also proves the findings of the study as he stated that the highly satisfied workers are considered to make extra efforts to do work and more effectively and efficiently, which in turn increases overall work productivity. Job satisfaction positively influences job performance.

The study findings are in agreement with other studies by (Ertekin & Avunduk, 2021; Masood et al, 2020; Pancasila et al, 2020; Shaju & Subhashini, 2017;) and Mukhtar et al., (2018) who revealed that there's a positive relationship between job satisfaction and job performance.

A study by Mukhtar et al., (2018) revealed that job satisfaction has a positive and significant impact on job performance also proves the study findings. Another related study by Murtza et al., (2021) and An et al., (2020) reported that job satisfaction and job performance are significantly related therefore, this agrees with the findings of the study. In contrary, these findings do not agree with Huang and Todd (2019) who found out that job satisfaction is not meaningfully associated with job performance .

Conclusion

The purpose of this study was to examine relationships between job stress, job satisfaction and job performance among police officers in Bugiri police station. According to the research results, there is significant negative relationship between job stress and job performance, job stress and job satisfaction. And there is a significant positive relationship between job satisfaction and job performance. Hence the present study provides a basis and implications for further investigation on the relationship between job stress, job satisfaction and job performance among police officers in Bugiri District in Uganda.

Recommendations

Given the findings, it is necessary for the government of Uganda to come up with meaningful policies that will reduce job stress, increase police officer's job satisfaction which will in turn boost their performance since job stress affects performance and job satisfaction greatly determines job performance.

The policy makers like the human resource manager of police should come with programmes to know the working conditions of police and on how to solve the problem which will help to reduce stress, increase job satisfaction hence improving their job performance.

The minister of defence should come up with programmes to sensitize Citizens sensitized on their rights, rules and regulation so that they work hand in hand with the police to make their work run smoothly.

Limitations to the Study

Due to dearth of time and resource limitations, it was not possible to conduct a large scale study in other parts of the country. Therefore, results might vary in case the study is conducted in other regions.

Areas for Further Research

The research was based on police officers in Bugiri Police Station therefore, there is need for further research from other police stations in Uganda for generalization.

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Appendices

Appendix A: Questionnaire

Makerere University School of Psychology

Introduction

Dear respondent, this questionnaire has been designed to examine, assess, and ascertain the relationship between Job Stress, Job Satisfaction and Job Performances. The information gathered will be used purely for the purpose of academic research and your response will be treated with strict confidentiality.

Please read the questions and respond as honestly as possible. Thank you

SECTION A: Respondent's Biodata

No.	Categories	Coding Category	Response (tick or fill)
1.	Sex	Male	
		Female	
2.	Age group of respondent	20-30 years	
		31-40	
		41-50	
		51 and above	
3	Marital status	Single	
		Married	
		Divorced	
		Widowed	
4	Education level	Certificate	
		Diploma	
		Bachelor	
		Masters	
		PhD	
5	Time spent at the work place in a day	Less than 5 hours	
		5-9 hours	
		10 hours and above	

Section B: Job Stress

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Very Often (VO)	Often (O)	Sometimes (S)	Rarely (R)	Never (N)
1	2	3	4	5

SNO.	Statements	VO	O	S	R	N
1	Conditions at work are pleasant	1	2	3	4	5
2	I feel that my job is positively affecting my physical or emotional well-being.	1	2	3	4	5
3	I have less work to do	1	2	3	4	5
4	I find it easy to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
5	I feel that job pressures do not interfere with my family or personal life.	1	2	3	4	5
6	I have adequate control or input over my work duties.	1	2	3	4	5
7	I receive appropriate recognition or rewards for good performance.	1	2	3	4	5
8	I am able to utilize my skills and talents to the fullest extent at work.	1	2	3	4	5

Section C: Job Satisfaction

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Very Dissatisfied (VD) 1	Dissatisfied (D) 2	Neutral (N) 3	Satisfied (S) 4	Very Satisfied (VS) 5
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S/No.	STATEMENTS	VD	D	N	S	VS
1	Being able to keep busy all the time	1	2	3	4	5
2	The chance to work alone on the job	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be "somebody" in the community	1	2	3	4	5
5	The way my boss handles his/her workers	1	2	3	4	5
6	The competence of my supervisor in making decisions	1	2	3	4	5
7	Being able to do things that don't go against my conscience	1	2	3	4	5
8	The way my job provides for steady employment	1	2	3	4	5
9	The chance to do things for other people	1	2	3	4	5
10	The chance to tell people what to do	1	2	3	4	5
11	The chance to do something that makes use of my abilities	1	2	3	4	5
12	The way company policies are put into practice	1	2	3	4	5
13	My pay and the amount of work I do	1	2	3	4	5
14	The chances for advancement on this job	1	2	3	4	5
15	The freedom to use my own judgment	1	2	3	4	5
16	The chance to try my own methods of doing the job	1	2	3	4	5
17	The working conditions	1	2	3	4	5
18	The way my co-workers get along with each other	1	2	3	4	5
19	The praise I get for doing a good job	1	2	3	4	5
20	The feeling of accomplishment I get from the job	1	2	3	4	5

Section D: Job Performance

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Seldom (S) 0	Sometimes (ST) 1	Regularly (R) 2	Often (O) 3	Always (A) 4
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S/N	STATEMENTS	S	ST	R	O	A
1	I managed to plan my work so that I finished it on time	0	1	2	3	4
2	I kept in mind the work result I needed to achieve	0	1	2	3	4
3	I was able to set priorities	0	1	2	3	4
4	I was able to carry out my work efficiently	0	1	2	3	4
5	I managed my time well	0	1	2	3	4
6	On my own initiative, I started a new task when my old tasks were completed	0	1	2	3	4
7	I took on challenging tasks when they when they were available	0	1	2	3	4
8	I worked on keeping my work job-related knowledge up-to-date	0	1	2	3	4
9	I worked on keeping my job skills up-to-date	0	1	2	3	4
10	I came up with creative solutions for new problems	0	1	2	3	4
11	I took extra responsibilities	0	1	2	3	4
12	I continually sought new challenges in my work	0	1	2	3	4
13	I actively participated in meetings and/or consultations	0	1	2	3	4
14	I complained about minor work-related issues at work	0	1	2	3	4
15	I made problems at work bigger than they were	0	1	2	3	4
16	I focused on the negative aspects of situation at work instead of the positive aspects	0	1	2	3	4
17	I talked to colleagues about the negative aspects of my work	0	1	2	3	4
18	I talked to people outside the organization about the negative aspects of my work	0	1	2	3	4

Appendix B: Time Frame

DETAILS		2022					
		JUNE	JULY	AUG	SEPT	OCT	NOV
1	Developing a Topic						
2	Proposal writing						
3	Submission of proposal						
4	Data Collection						
5	Data Analysis and interpretation of results						
6	Drafting Dissertation						
7	Submission of draft Dissertation						
8	Submission of final Dissertation						

Appendix C: Budget

Estimated budget for the entire research process.

DETAILS	ESTIMATED COST (UGX)
Transport	250,000
Stationary	350,000
Communication	50,000
Internet	75,000
Food & Accommodation	200,000
Research Assistant	150,000
Miscellaneous	300,000
TOTAL	1,375,000