

**THE ROLE OF COUNSELING SERVICES ON PERFORMANCE OF
POLICE OFFICERS IN UGANDA
A CASE STUDY OF LUNGUJJA POLICE STATION**

BY

NABANOBA BERINDA

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**A RESEARCH REPORT SUBMITTED TO SCHOOL OF AND SOCIAL
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DECLARATION

I, NABANOBA BERINDA do hereby declare to the best of my knowledge that this report is my original work and has never been submitted to any institution before for any award.

Signature Dated;

APPROVAL

I hereby certify that this researcher report was developed by Nabanoba Berinda under my supervision and it is now ready for submission for examination with my approval.

MATOVU DEOGRATIUS

Signature

Date:

DEDICATION

This book is dedicated to my parents; father and mother and to all my relatives not living my sisters and brothers not mentioned for their great encouragement throughout my studies. I thank you for being a good family and encouraging me throughout this study period. May God bless you.

ACKNOWLEDGMENT

I would like to extend my special thanks to Almighty God for the gift of life He has given me and my parents and my lecturers who taught me, because without them, this dissertation could have not been completed, may Allah bless them.

I also extend my great thanks to my Supervisor Mr. Matovu Derogatias for his academic support during the course of the research without him dissertation would have not been done.

May God reward him abundantly.

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ABSTRACT

The study was conducted on the topic titled the role of counseling services on performance of police officers in Uganda, a case study of Lungujja police Station, it was later guided by the following objectives; to find out the consequences of stress on police officer at Lungujja police station, to find out the benefits of counseling services to police officers at Lungujja police station and to examine how counseling builds community policing especially in Lungujja police station

The study used case study research strategy which is defined by Marshall (1996) as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. A total sample of 35 respondents was selected from Boda Boda Cyclist, Taxi drivers, street vendors, households residing in Lungujja Community considering also police men and women at Lungujja Police Station, the researcher used purposive sampling to choose specific respondents basing on their familiarity with the subject and their ability to give information readily since the study requires specific information. A survey was carried out and the data collection techniques included the following; face- to-face interview, key informants interview, survey and observations.

From the study findings, it was revealed that most of respondents of the total respondents agreed that they have received a worker place counselor, as this was in finding with Fox et al., 2012. All the respondents strongly agreed that Workplace counselling contributes to the Police officer's performance. It was revealed that most of the respondents agreed that Counselling relieves stress away from me which increases my morale and concentration to the job.

From the findings it can be concluded that the results confirmed there was strong evidence that counselling has a beneficial effect on police officer's performance and absenteeism, drunkenness, and on sickness absence, there was inconsistent evidence regarding the impact of counselling on work attitudes and commitment.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The study was about the role of counselling services on performance of police officers in Uganda. This chapter therefore looks at the background of the study, statement of the problem, research objectives, and research questions, justification and significance of the study, scope of the study and ethical consideration.

1.1 Background of the study

Globally, the performance of any organisation is usually measured by its ability to achieve its goals by providing quality services within an appropriate time and cost structure (McNamara, 2008). Police officers receive behavioral and mental counseling as a means to overcome challenges which in turn, enhance their job performance. According to Gaines and Worrall (2012) many police departments in the United States of America have implemented counselling services to address problems that affect officers. Counselling have the ability to enhance efficiency and effectiveness at work. Thus, increased work efficiency and effectiveness results to high productivity and improved performance in an organization. As noted by Yamatani, et al., (1999), modern counselling services play a crucial role in helping police officers with medical, mental, personal, family, financial, and legal problems. Performance of an organisation is usually determined through an assessment exercise. A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country's law.

In Africa, partly South Africa, counselling services were found necessary to increasing productivity among police officers especially in improved work relations. This played a major role in ensuring police officers were mentally sound. According to Rajin (2012) 54 percent of the respondents who acquired counseling with various problems in South Africa, recorded a 100 percent improvement on their job performance. In the same line Aremu (2006) noted that, the performance of the Nigeria Police Service marked a huge improvement after officers went through problem-solving skills and social skills with police department counselor. McLeod (2001) argues that, counselling in the workplace helps to reduce symptoms of anxiety and

depression, improve mental health, lower levels of sickness and increase job satisfaction and commitment. Counselling provides an effective method for understanding behavioural discipline and offers a supportive remedy.

In East Africa, basically in Kenya, it is the mandate of the National Police Service to provide policing services (ROK, 2009). The service is made up of two divisions; the Kenya Police and the Administrative Police services. The divisions are further made up of special units such as anti-stock theft, general service unit, airport, rapid deployment and criminal investigations department. The functions of the police service are; maintenance of law and order, prevention and detection of crime, provide security, protect life and property and support victims of crime and disorder (National Police Service Act, 2011). According to Arthur (2000), counselling services are beneficial services provided to police officers experiencing a variety of personal, emotional, and mental problems. In addition, these counseling services have expanded their services to address legal and financial matters faced by police officers. Employing a counsellor to help deal with stress and pressure can help to cut sickness levels in the work place. This in turn leads to higher levels of efficiency and productivity.

Some recent studies have focused on factors contributing to poor performance in the Uganda police. According to McLeod (2008) job performance within the Uganda police to improve, the government and relevant stakeholders should ensure officers are motivated, and that relevant reforms in the police service are implemented with regards to the counseling services to boost the morale of the police officers. This measure according to McLeod relate positively with the improved performance. On the other hand, Nyamwamu et al. (2012) revealed the important role counselling services in improving job performance among police officers in any country. In their study, 40 percent of the general police officers and 60 percent of the special duty police officers recorded improved job performance after counseling.

In Lungujja Police Station, counseling services were found necessary to achieve the following objectives; to increase productivity especially in improved work relations, to create awareness among police officers about their organisation, to promote professional standards, to develop sense of responsibility when carrying activities, to build up community policing, to increase and ensure participation of police officers in organisation, to increase work spirit of police

officers in organisation, to solve critical police problems and to make proper use of police resources, and to analyze the strength and weakness of police officers, therefore,

1.2 Statement of the Problem

According to Uganda Human Rights Commission Annual Report (2019) confirmed that some police officers handle cases badly, which has a negative impact on how the public deals with them, some police officers treat the civilians in a rough manner when they are approached. Some people who have burnt themselves or threatening to burn themselves, people prefer to take law into their hands because they don't have trust in the performance of police officers. This may be due to the rough training the police go through that might have made some officers extend the anger to innocent civilians, who are not used to hard treatment. Many people (civilians) fear associating with police officers, absence of police officers from duty with no good reasons, excessive alcohol use while on duty among so many others.

According to the Uganda Police Act (amendment 2006) police officers are subjected to disciplinary actions when they go against their code of conduct. There have emerged problems that need counselor's attention through Counselling at Lungujja Police Station. These actions need a review of the role of Counselling services at Lungujja police station. Despite the counseling services in place, an issue such as poor performance among police officers has continued to exist. Such issues contribute to reduced job performance of police officers and in most cases they adversely affect their mental health. Therefore, this study seeks to find out whether counseling services has an effect on police officer's performance in Lungujja police station.

1.3 Objective of the study

1.3.1 General objective

To examine the role of counseling services in performance of police officers in Lungujja police station as the case study.

1.4 Specific Objectives

The following are the specific objectives that guided the study.

- i. To find out the consequences of stress on police officer at Lungujja police station
- ii. To find out the benefits of counseling services to police officers at Lungujja police station
- iii. To examine how counseling builds community policing especially in Lungujja police station

1.5 Research Questions

- i. What are the consequences of stress on police officer at Lungujja police station?
- ii. What are the benefits of counseling services to police officers performance at Lungujja police station?
- iii. How does counseling build up community policing among police officer in Lungujja police station?

1.6 Significance of the study

Major stakeholders will benefit from the findings of this study as mentioned below;

Police Management: The study will help to put more light to the management about the effect of counseling service delivery to police officers in Lungujja police station and how it affects their performance at work, I findings are shared with police officers in Lungujja police station.

The study will be of help to the future researchers who will use it as reference. This will be most especially those who will be interested in researching on counselling services in relation to performance.

Information gathered from this study will assist policy makers to develop appropriate decision and action that will strengthen the employee counseling services in line with improving job performance.

To police officers: Police officers will benefit from the findings of this study by increasing their understanding on the role of counseling and the benefits they have towards their job

performance, mental health, and their personal lives in general the findings will be shared at the station.

To Community: This study will help the community to experience quality services due to the fact that police officers will have morale to work for the organisation after counseling services have been delivered to them.

Information gathered will help increase institutional reforms by demonstrating the outcomes counseling services have on job performance.

1.7.0 Scope of the study

Content Scope

The study sought to investigate how counseling improves productivity of police officers, benefits of counseling services to police officers at Lungujja police station, how counseling builds up community policing among police officers in Lungujja police station.

Time scope

This study sought to assess the effects of a counseling program on job performance in the Uganda Police from 2006 to 2020. This is evidenced by New Vision (online) 12th November 2019 where Human Rights Bodies condemned the brutality of police officers towards both journalists and civilians and this was also evident during the periods of the COVID-19 pandemic where police officers used to beat street vendors. These years have evidenced a number of police brutality incidents in the form of beating, teargassing, brutal arrests among others.

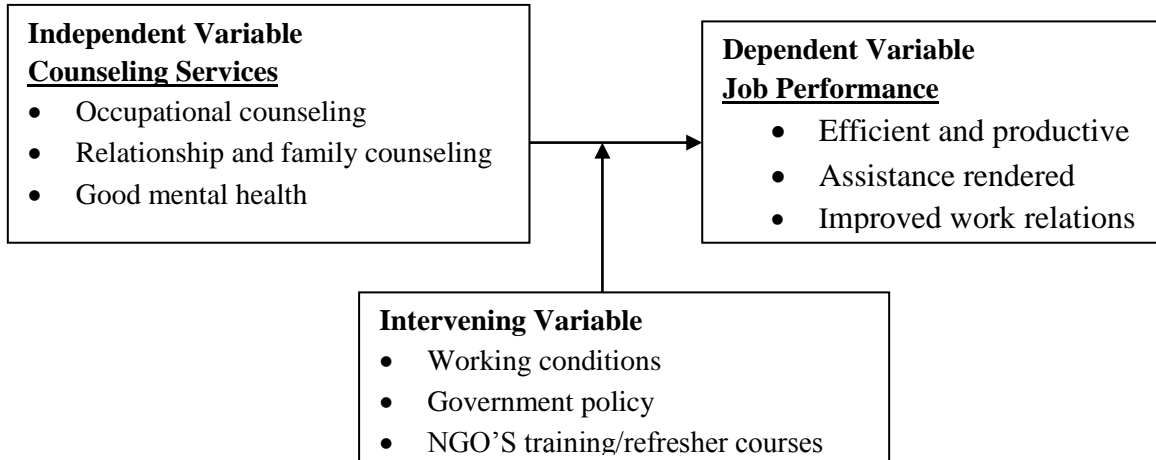
Geographical scope

The study was conducted at Lungujja police station which is located along Wakaliga road off Masaka road in Rubaga division opposite Lubiri Secondary School approximately 4 km away from Kampala City Centre.

1.9. Conceptual Framework

The conceptual framework below depicts the correlation between factors that influence job performance among police officers. The independent variables box gives counseling as adopted for McLeod (2008) and the dependent variable (performance) are crucial on performance among the police officers.

Figure 1; Conceptual Framework



Source; McLeod (2008) and modified by the researcher (2020)

In the conceptual framework, the independent variable which is counselling services in form of occupational counseling, relationship and family counselling and good mental health influences the dependent variable which is job performance in different dimensions such as Efficient and productive, assistance rendered, improved work relations. However counselling only is not the major influencer, there are other factors that intervene such as Working conditions, Government policy, Political influence, and NGO'S training/refresher courses.

1.8 Ethical Considerations

Before commencing of the research, the researcher attained an introductory letter from the university to be used for accessing different targeted respondents.

The researcher also obtained informed consent of the respondents on the arrival at the data collection sites.

During data collection, the researcher assured respondents about the privacy, confidentiality and anonymity of all the participants and respondents' information in this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related literature. It does this with a critiques aspect an showing gaps. Literature review is done according to themes that are derived from the objectives.

2.1 Consequences of Stress on Police officers

The literature has thoroughly documented negative consequences of police stress. Negative consequences of police stress are generally separated into three major areas: psychological and mental disorders, behavioral issues, and physical health concerns.

A number of studies have found that police officers have high rates of posttraumatic stress disorder (Fox et al., 2012; Green, 2004; Kureczka, 1996; Mann & Neece, 1990; Stephens & Long, 1999). One study concluded that 12%-35% of police suffer from PTSD (Stephens & Long, 1999). Another found PTSD to be the fifth most common problem presented to police psychologists (Mann & Neece, 1990). Other psychological or mental issues that have been referenced in the literature on police stress include “burnout” (Burke & Deszca, 1986; Ellison, 2004; Golembiewski & Kim, 1990; Martinussen et al., 2007; Sterns & Moore, 1993; Walsh et al., 2012) and depression (Hart et al., 1994; Hartley et al., 2011; Violanti & Aron, 1993).

Researchers have concluded that the law enforcement population suffers from higher than average rates of domestic problems, substance abuse, and suicide (Atkinson-Tovar, 2003; Barron, 2010; Copes, 2005; Cross & Ashley, 2004; O’Hara et al., 2013; Violanti et al., 2012; Violanti et al., 1986). As early as 1971, research indicated that the suicide rate for police was the second highest out of 36 occupations (Labovitz & Hagedorn, 1971). Others have found a police suicide rate higher than that of the general public (Aamodt & Stalnaker, 2001; Violanti et al., 1986). There is some evidence that the actual suicide rate is higher than reported as police officer suicides tend to be misclassified as accidental or undetermined deaths (Violanti, 2010).

Like suicide, early studies have concluded that police officers have higher than average rates of divorce (Durner, Kroeker, Miller, & Reynolds, 1975). However, later empirical assessments of

law enforcement divorce have found that police actually have lower rates when compared to the national average (Niederhoffer & Niederhoffer, 1978; Terry, 1981) and in comparison to other occupations (McCoy & Aamodt, 2009; Terry, 1981). Several studies have found that approximately 40% of American police families have experienced domestic violence (Johnson et al., 2005; Neidig et al., 1992). While studies on divorce and domestic violence are sometimes contradictory and inconclusive, practitioners report that the majority of non-mandated referral from police agencies is in relation to family and relationship problems (Miller, 2007; Woody, 2007).

Studies indicate that the police culture is conducive to a high level of alcohol consumption (Cross & Ashley, 2004; Kohan & O'Connor, 2002; Miller, 2005; Paton & Violanti, 1997; Paton et al., 1999; Violanti et al., 1983, 1985). There is extensive evidence to suggest that drinking by police officers is often a maladaptive coping mechanism in response to stress (Carter, 1990; Carter & Stephens, 1988; Violanti et al., 1986; Wagner & Brzeczek, 1983).

The literature is replete with data on the harmful effects of stress on the physical health of police officers. Studies of police populations have found that police tend to suffer from obesity, cardiovascular, and gastrointestinal disorders (Collins & Gibbs, 2003; Hartley et al., 2011; Liberman et al., 2002; Violanti et al., 1986). A recent study suggests that police officers also have increased risk for certain types of cancers (Wirth et al., 2014). There is evidence that these health problems decrease lifetime expectancies of individuals in the occupation of police officer (Violanti, Vena, & Petralia, 1998). A paradox exists where police officers are expected to start their careers in top physical and psychological condition, but little is done in most police departments to assure that police officers' health and welfare is maintained throughout his or her career.

2.2 Benefits of counseling on police officer performance.

When a corporation will pay less interest to the welfare of her police officers, the organization is certain to suffer decreased productivity. This is because many police officers are regularly suffering from private problems, which bring about reduced job performance. Counseling is one of the devices which can assist improve work performance in any human employer. There are unique styles of counseling in work agencies. This a part of the provider is basically brought by

using Atos Origin, and is used by personnel needing that in addition level of aid to assist them go back to work or to assist them deal with issues that could otherwise have impacted on their attendance or overall performance.

Mayor (2010) ascertained that place of work counselling can get reduction in work associated stress in more than fifty per cent of staff who have received counseling. The findings showed that job -related symptoms and strain had once more to regular levels for extra than 50 %Of employee in two thirds of the analysis. Once mayor (2010) analyzed the results of 128 studies between 1980 and 2005, her key findings of the review counsel that, in organizations that build workplace counseling accessible, 6.5 per cent of staff make direct personal use of the service every year. Available, 6.5 per cent of police officers make direct personal use of the service each year.

The overwhelming majority, that is, quite ninety per cent of workers who use work counselling, are extremely glad with the service they received, this inflated their work performance. it had been noted that levels of absence, drunkenness, and sicknesses additionally fell by twenty five per cent, that was a major positive effects on the level of job commitment, work functioning, job satisfaction, and drop go into substance misuse and work performance improved The sizeable majority, that is, additional than ninety per cent of workers who use place of work counseling, are staggeringly pleased with the carrier they've no inheritable , as a consequence inflated their work overall performance. It became cited that levels of absence, drunkenness, and diseases to boot fell by using twenty five per cent, that become an excellent advantageous results on the extent of activity commitment, work functioning, method pride, and drop out in substance misuse and work performance progressed.

Tehran (2007) discovered out that place of workplace counseling assists police officers to lessen work -related strain in addition to socioeconomic stresses or pressures. The researcher found out that work related pressure had reduced by using a larger percentage and this changed into shown with the aid of work overall performance that had accelerated by using 50 per cent in comparison to the previous month. In addition, Tehran (2007), suggests that worker management relationship had additionally stepped forward in the organization, thus made an effect on the productivity stage.

Counseling is regularly used to assist people become more efficient and have a greater overall performance inside the business enterprise as supervisor of human assets to evaluate the overall performance of police officers (Kassim, 2012). Kassim (2012) notes that issues faced by way of people in the organization additionally occurs inside the agency surroundings uncomfortable and often motive pressure workers responsible of field inside the corporation, inclusive of delays in travel to work, trouble of sexual harassment amongst police officers, bullying and frequently not gifting within the corporation. Similarly, the efforts of counseling are geared in the direction of presenting an advantageous relationship among the employee and the business enterprise.

Patterson & Einsenberg (2013) outline counseling as "interactive process in unique relationship between the counsellors with the client ". Therefore if place of business counseling is performed inside the enterprise, then it has to show up that there might be bilateral members of the family based totally on mutual appreciate and acceptance amongst managers and personnel. Morrison and Noran (2010) qualitative study examined the bad relationship within the administrative center and discovered that several factors of the work environment without delay exacerbated or created terrible dating which in turn negatively impacted on respondent studies of work. Studies (Guppy & Marsden, 2009; Hiatt, Hardgrave & Palmer tree, (2007) show upgrades in manager-rated work overall performance were suggested.

Kassim (2012) confirmed the trends in Asian country is concerned with the management of the counseling needs of the enterprise for personnel who have issues in reaching effectiveness and to boost productivity. Consistent with Islam and Ismail (2008), Asian country found that there has been a large increase in police officer's performance and productivity in relevancy gaining access to put of work counseling. analysis has been accomplished into the result of place of work counseling on completely different components of work behavior, together with personnel retention (Blaze-Temple & Howzat, 2007), productivity and frequency of accidents Chandler, Kroeker, Fynn, & MacDonald, 2008) and improved self-score of labor overall performance are pronounced (Philips, 2011; Rost, Smith, & Emily Dickinson, 2011).

Brammer and Shostrom (2010) postulates that, counseling reduces illness level. They argue that stress and strain are some of the biggest motives for medium to lengthy-term illness inside the work place. Employing a counsellor to assist deal with strain and pressure can assist to reduce illness levels inside the work area. This in turn leads to better degrees of performance and

productiveness. In addition, it will increase and improves job pleasure. When police officers enjoy their task, they generally tend to carry out higher and more correctly their duties, which from a business proprietor's point of view is fantastically perfect. If personnel can cope with behavioral issues, they are capable of growth in their job pride and average happiness that is important for a potential employee (Beamer and Snowstorm; 2010).

Carroll and Walton (2009), posits that pressure, anxiety and stress influence team of workers behavior, thus, consequences in illnesses, despair and a decrease in process satisfaction. Offering formal counseling classes to stressed personnel helps them feel valued, and enables them to pick out the causes of their problems. Counseling also facilitates team growth of workers morale, enhance self-belief and self-esteem and improvements in productivity and performance. In addition, social betterment, personnel counseling, occupational mental health and help of control reduces sick behavior. This facilitates police officers to growth productiveness, thereby enhancing organizational growth.

Criticism of place of work counseling in organization is that it could without difficulty be utilized by agency to shelve its obligations toward police officers particularly concerning strain. For example, Passim (2012) discovered that the London Hazard Centre reported that administrative center counseling is getting used to get corporations off the hook over organizational factors that are the basic source of strain. Similarly, McLeod (2012) notes that the poor effects of workplace counseling albeit small are frequently related to the desire of businesses' to underplay the levels of pressure experienced by means of their personnel.

2.3 Relationship and family counseling

Relationship and family counseling focuses on the dynamics of two or more people who are experiencing conflicts, seemingly intractable problems, difficult relationships histories, life transitions or highly charged emotional differences. Relationship therapy may address communication skills and moods, work with accusations, focus on conflict facilitation and resolution, as well as create opportunities for learning and growing in relationship to self and others.

2.3.1 Mental health

Counselors also work with people who have mental health problems and learning disabilities. In this work, therapists choose activities that help people learn to engage in and cope with daily life. Activities include time management skills, budgeting, shopping, homemaking, and the use of public transportation. Occupational therapists also may work with individuals who are dealing with alcoholism, drug abuse, depression, eating disorders, or stress-related disorders. The ultimate aim would be to help people to engage in a personally satisfying and socially adaptive range of occupations

2.3.2 Performance of Police Officers

Police officers are 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 (Chokprachakchat, 2011). In any society, living in an unsafe and disruptive environment holds back the diverse advancement of a country. In addition, the roles and duties of police officers are highly influential in the improvement of infrastructure in a nation (Royal Thai Government Gazette, 2004). Therefore, the government should focus on the performance of police officers, especially the work effectiveness of police officials. It is a fact that police officers are central in setting the directions of the Police. If police officers have high effectiveness, awareness, and alertness in their work performance, it would positively affect the Police and the development of the economic system and society in the country. Conversely, the ineffective work performance of police officers would have negative impacts on the Police and their reliability concerning the challenges associated with safely maintaining life and property from the citizens' viewpoint. Inevitably, such a poor situation would result in national decline.

(Yiampisan & Srivanit, 2010) Consequently, it is essential for police officials to show good work performance, especially the police officers in the Police. A government sector handling the main responsibilities of keeping peace and law enforcement in Uganda. Ineffective work performance by police officials could negatively influence people's confidence in being safe and secure in the city, and foreign business and investors' confidence in business entities could suffer, which

would degrade Thailand's economic system and inevitably lead to social problems (Hongto, 1996).

According to Novarra (1986) employee's job performance is an area of concern to many employers. Many organizations strive to create a good working environment for police officers with expectations of high job performance. Yun, et al. (2007) describes job performance as the expected behaviors that are directly involved in producing a good service or activities that provide indirect support for the organization's core processes. In a broad view high concentration at work, and good interpersonal relations among police officers could result to improved job performance. On the other hand, Kirk and Brown (2003) noted that interventions of counselling services are crucial in reducing absenteeism and lower employee turnover. Poor performance is an unpleasant to police officers. There is evidence that work performance intervention may be the most effective and one of the most important carrying out police officers counseling.

2.4 Summary of Literature and the Identified Gaps

The literature discusses the contribution of Counseling Services towards police officer's Performance. From the literature it was observed that counseling plays a great role on performance. It was noted that lack of counseling services causes a reduction in the desired employee performance. It is not clear whether counseling alone can boost or increase on police officer's performance or the unfavorable working conditions that workers continue to experience in which does not satisfy their needs force many to underperform at work. However there is limited information which is even unpublished about the role of counseling on police officer performance most especially in Uganda. This has therefore inspired me to focus my study on counseling services and its effects on police officer's performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodology that was used to carry out the study. This chapter highlight, describes and explains the study design, population the study, sample size, data collection methods, procedures and data analysis and study limitations.

3.1 Research Design

The study used case study research design which is defined by Marshall (1996) as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. Marshall (1996) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. The design is appropriate for qualitative studies of this nature which will seek to investigate deeply into the phenomenon under study. Case study research strategy was used where there is a need to gain a rich understanding of the context of the research. Case study design was used to generate answers to questions such as how, why, and what.

3.2 Study Population

A population is a complete set of individuals, cases or objects sharing some common characteristics from which a study sample is taken for the purpose of data collection (Mugenda, 1999). In this research, the study population comprised of respondents namely; Boda Boda cyclist, Taxi drivers, street vendors, households residing in Lungujja community considering also police men and women at Lungujja Police Station.

3.3.1 Sampling Design

The study used stratified simple random sampling technique while selecting the respondents from the departments. With stratified sampling, the researcher created several strata depending on the departments that were considered for the study; then after simple random sampling procedure were administered. The simple random sampling technique enabled the researcher to select members from each stratum without bias.

3.3.2 Sampling procedure

The researcher used simple random sampling procedure in order to ensure that a sample adequately represents the target population. Random is a technical term in social science research that means that selection was made without aim, reason, or patterns. In simple random sampling, every individual in the target population has an equal chance of being part of the sample. The researcher required two steps: obtain a complete list of the population and randomly select individuals from that list for the sample. The researcher used purposive sampling to where respondents within each quota are selected to represent diversity.

3.4 Sample Size

According to William G. Cochran, (1997: 126) a sample is a part of population which is deliberately selected for the purpose of investigation. Here the sample size was drawn from the police officers of Lungujja Police Station, community members and Boda Boda Riders. However, the study of whole population was not possible due to limited time and resources.

A total sample of 35 respondents was selected from Boda Boda Cyclist, Taxi drivers, street vendors, households residing in Lungujja Community considering also police men and women at Lungujja Police Station, the researcher used purposive sampling to choose specific respondents basing on their familiarity with the subject and their ability to give information readily since the study requires specific information. The researcher selected respondents from CIDS, Traffic officers and Family and child protection Unit among others. This sampling technique helped the researcher to economize the little time she have carried out the research.

3.5 Data Collection and Management

3.5.1 Data sources

Both primary and secondary data sources were used by the researcher in order to collect first-hand information from the respondents.

3.5.1.1 Primary data source

This is the source of information which were originally generated for the current purpose. It involves collecting data for the first time from the respondents. The original information from the respondents to enable the researcher to get as close as possible to what actually happens in respect of firsthand information. Primary data was collected through using structured questionnaires and semi- structured interviews using checklist of leading questions

3.5.1.2 Secondary Data

According to Oschman (2009) Secondary data is defined as data collected by a party not related to the research study that collected these data for some other purpose and at different time in the past, Secondary data was collected from journals, text books, Company reports, previous dissertations and internet. This data helped to derive meaningful interpretation of findings. This literature was available in books, journals and articles.

3.5.2 Data collection methods

A survey was carried out and the data collection techniques included the following; face- to-face interview, key informants interview, survey and observations. These were carried out using tools such as an interview guide and a questionnaire whereby a questionnaire was administered to the respondents with semi structured questions with regards to the subject matter.

3.5.2.1 Interview method

An interview method is a survey conducted by the researcher to the respondents in order to get information from them about an organization or company. Interviews were conducted in an open environment.

3.5.2.2 Questionnaire method

A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic. When properly constructed and responsibly administered, questionnaires give and become a vital instrument by which statements can be made about specific groups or people or entire population.

A questionnaire composed of questions about the role of staff counselling to performance of police officers was used. The software package for social sciences (SPSS version 16.0) was used to analyze the data collected. The questionnaires were designed in strategic way comprising of both open and close ended questions. Open ended questions required the respondents to write responses they want. This type of questionnaire shall be used because it allowed a respondent to freely discuss their opinions and close ended questions shall require straight forward answers in order to save the researcher's time during research process.

3.6 Data collection instruments

The data collection instruments included; questionnaires and the researcher used them for the purpose of explaining to the respondents the reason for the research and receive appropriate and reliable information from the respondents.

3.7 Pre-testing (Validity and reliability)

To ensure validity and reliability of the research instrument, the researcher ensured that the questions that were asked are in conformity with the research objectives of the study and a pilot test of the research instrument was conducted and a calculation using office Microsoft excel was computed for question reliability and validity assessment.

3.8 Procedure of data collection

The researcher collected the data by administering a semi structured questionnaire to the respondent and recording their responses, an interview guide was also be used during the face-to-face interview of key informants.

3.9 Data Analysis

Data collected was edited, coded for completeness, and entered into computer program called the Statistical Package for Social Scientists (SPSS). Using this program, Pearson's correlation coefficient and multiple regression analysis was used to determine the relationship between counseling services and police officer performance. The information was displayed by use descriptive tables comprising of frequencies and percentages.

3.10 Study Limitation

The following are some of the problems that the researcher encountered during the study and how the researcher managed to defeat them.

- i. It was not easy to get enough information since the researcher was denied access to certain company records.
- ii. Most of the respondents were not willing to give out information for security reasons due to fear that the information was used against them or exposed to competitors. However, the researcher assured the respondents of confidentiality and the information was used for academic purpose.
- iii. Delay to answer questions in the questionnaire leading to delay of the whole research process. Researcher made repetitive visits and telephone calls to remind the respondents.
- iv. The research was expensive and was anticipated that the funds that were availed to the researcher are sufficient to conduct this research. For this case the researcher tried to fit the study within the budget.
- v. The researcher faced challenges of limited time in order to beat the deadline as stipulated in the time frame. The researcher overcame this by diligently following the proposed timeframe.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents analysis and interprets the data in three sections in line with the objectives of the study. The data was collected from self-administered questionnaires, and interviews from 35 respondents, including police officers, Boda Boda and taxi drivers, and community members. Data is presented according to themes that are erived from the objectives of the study.

4.1 Demographic characteristics of Respondents

Respondents were identified according to some socio demographic variables. These are gender, age, and educational level.

4.1.1 Gender of the Respondents

Table 4.1 Distribution of respondents by gender

Gender	Frequency	Percentage (%)
Male	21	60
Female	14	40
Total	35	100

Source; Primary Data, 2020

Information on gender of respondents was included in this study to establish if there was any relationship between role of counselling and police officers of Lungujja station.

According to table 4.1, 14(40%) of the respondents were males and 21(60%) of the respondent were female. Although the percentage of males was higher than that of females, this does not have a bias in the findings but the indication in that both males and females were considered in the study. Therefore both views were included, making the study gender balanced.

4.1.2 Age of Respondents

Information on age of respondents was included in this study to establish if there was any relationship between role of counselling and police officers of Lungujja station

Table 4.2: Distribution of respondents by Age of respondent

Age group	Frequency	Percentage (%)
18-30 years	6	20
31-40 years	20	67
41-55 years	4	13
55 and above	-	-
Total	30	100

Source; Primary Data, 2020

The findings summarized in table 4.2 revealed that, 6(20%) of the respondents were between the age of 18 to 30 years, 20(67%) were between 31 to 40 years, 4(13%) were between 41 to 55 years. This indicates that, the study was dominated by those who had worked for a period between 31 to 40 years, implying that most of the respondents were mature and therefore findings collected can be relied on since these respondents are well conversant and have experience.

4.1.3 Education level

The study captured education levels of the respondents in order to determine the relationship between roles of counselling in police officer's Performance and the education level. Education is an opportunity for development which enables members to acquire knowledge and skills which they employ and thereafter improve performance in their activities.

Table 4.3: Distribution of respondents by education level

Education level	Frequency	Percentage (%)
Not educated	6	20
O & a level	5	17
Certificate	3	10
Diploma	9	30
Degree	7	23
Masters	-	-
Total	30	100

Source; Primary Data, 2020

The findings from table 4.3 reveal that 9(30%) of the respondents had attained diploma, 7(23%) had a bachelor's degree, 6(20%) were not educated, 5(17%) had stopped in O and A level, 3(10%) were having certificates. This indicates that all of the respondents were educated and therefore implied that findings can be relied on since respondents were able to read, analyse and write.

4.2 Consequences of Counselling

The study was interested in identifying benefits of counselling to police officers performance.

4.2.1 Findings on whether police officers had received a workplace counselor

The respondents were asked whether police officers had received a workplace counselor. Results on this were as shown in the table 4.4:

Table 4.4 Have you ever received a workplace counselling

Response	Frequency	Percentage (%)
Yes	23	77
No	7	23
Total	30	100

Source; Primary Data, 2020

The above table 4.5 show that respondents 23(77%) of the total respondents agreed that they have received a worker place counselor, and only 7(23%) of the total respondents had not received counselor. This implies that police officers of Lungujja usually received workplace counselor.

4.2.2 Findings on whether workplace counselling contributes to the police officer's performance

The respondents were asked whether workplace counselling contributes to the police officer's performance. Results on this were as shown in the table 4.5:

Table 4.5 Workplace counselling contributes to the Police officer’s performance

Response	Frequency	Percentage (%)
Yes	30	100
No	-	-
Total	30	100

Source; Primary Data, 2020

The above table 4.5 shows that all respondents strongly agreed that Workplace counselling contributes to the Police officer’s performance.

4.2.3 Findings on how counselling impacts on police officer’s performance

The respondents were asked on how counselling impacts on police officer’s performance. Results on this were as shown in the table 4.6:

Table 4.6 How counselling impacts on police officer’s performance

Response	Frequency	Percentage (%)
Positively	20	67
Moderately	8	26.3
Negatively	1	3.3
No effect	1	3.3
Total	30	100

Source; Primary Data, 2020

Findings in table 4.6 indicate that 67% of the total respondents agreed that counselling positively impacts on the police officer’s performance, 26.3% of the respondents agreed that counselling moderately impact on the police officer’s performance, 3.3% said it has no effect and 3.3% said it impacts negatively. In total majority of the respondents agreed that counselling positively impacts on the police officer’s performance.

4.2.4 Findings on the extent to which working condition affect counselling on police officer's performance

The respondents were asked on the extent to which working condition affect counselling on police officer's performance. Results on this were as shown in the table 4.7:

Table 4.7 The extent to which working condition affect counselling on police officer's performance

Response	Frequency	Percentage (%)
Larger Extent	20	67
Moderately	8	26
Low extent	2	7
No effect	-	-
Total	30	100

Source; Primary Data, 2020

Basing on the findings in table 4.7, it was revealed that most of the respondents agreed that to a larger extent working condition affect counselling on police officer's performance, 26% agreed on moderate extent, 7% agreed on low extent.

2.3 Effect and Consequences of Police Officers

The respondents were asked to present the effects and consequences of police officers. Results on this were as shown in the table 4.8:

Table 4.8 Showing effect and consequences of police officers

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Total
Police culture is conducive to a high level of alcohol consumption	-	2(7%)	2(7%)	10(33%)	16(53%)	30(100%)
Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders	10(33%)	17(57%)	3(10%)	-	-	30(100%)
Counselling increases police officer's coordination with Boda Boda cyclist and taxi drivers	20(67%)	7(23%)	1(3%)	2(7%)	-	30(100%)
Police officers suffer from higher than average rates of domestic problems and suicide	10(33%)	18(61%)	1(3%)	1(3%)	-	30(100%)
Police officers have higher than average rates of divorce	2(7%)	20(67%)	5(16%)	3(10%)	-	30(100%)
Counselors provide a supportive service to police officers in the workplace	20(67%)	10(33%)	-	-	-	30(100%)
Counselling relieves stress away from me which increases my morale and concentration to the job	11(37%)	19(63%)	-	-	-	30(100%)

Source; *Primary Data, 2020*

According to findings from table 4.8, it was revealed that most of the respondents 16(53%) strongly disagreed that Police culture is conducive to a high level of alcohol consumption, 2(7%) agreed, 2(7%) were not sure, 10(33%) disagreed. This implies that Police culture is conducive to a high level of alcohol consumption.

According to findings from table 4.8, it was revealed that most of the respondents 10(33%) strongly agreed that Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders, 17(57%) agreed, 3(10%) were not sure, this implies that Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders

According to findings from table 4.8, it was revealed that most of the respondents 20(67%) strongly agreed that Counselling increases police officer's coordination with Boda Boda cyclist and taxi drivers, 7(23%) agreed, 1(3%) were not sure, 2(7%) disagreed, this implies that Counselling increases police officer's coordination with Boda Boda cyclist and taxi drivers

According to findings from table 4.8, it was revealed that most of the respondents 10(33%) strongly agreed that Police officers suffer from higher than average rates of domestic problems and suicide, 18(63%) agreed, 1(3%) were not sure, 1(3%) disagreed, this implies that Police officers suffer from higher than average rates of domestic problems and suicide.

According to findings from table 4.8, it was revealed that most of the respondents 2(7%) strongly agreed that Police officers have higher than average rates of divorce, 20(67%) agreed, 5(16%) were not sure, 3(10%) disagreed, this implies that Police officers have higher than average rates of divorce.

According to findings from table 4.8, it was revealed that most of the respondents 20(67%) strongly agreed that Counselors provide a supportive service to police officers in the workplace, 10(33%) agreed. This implies that Counselors provide a supportive service to police officers in the workplace.

According to findings from table 4.8, it was revealed that most of the respondents 11(37%) strongly agreed that Counselling relieves stress away from me which increases my morale and

concentration to the job, 24(63%) agreed. This implies that Counselling relieves stress away from me which increases my morale and concentration to the job

2.4 How does counselling build up community policing among police officers

The respondents were asked to present how does counselling build up community policing among police officers. Results on this were as shown in the table 4.9:

Table 4.9: How does counselling build up community policing among police officers

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Total
Police officers listens to community members' suggestion due to the effect of counselling	18(60%)	12(40%)	-	-	-	30(100%)
Counselling allows police officers to share with the community openly	5(16%)	20(67%)	3(10%)	2(7%)	-	30(100%)
Counselling services build shapes behaviors of police officers hence creating good relationship with the community	7(23%)	-	3(10%)	10(33%)	10(33%)	30(100%)
Counselling increases police officer's coordination with the community	-	2(7%)	5(16%)	10(33%)	13(37%)	30(100%)

Source; Primary Data, 2020

According to table 4.9, it was revealed that 18(60%) of the total respondents strongly agreed that Police officers listens to community members' suggestion due to the effect of counselling, 12(40%) agreed. This implies that Police officer listens to community members' suggestion due to the effect of counselling.

According to table 4.9, it was revealed that 5(16%) of the total respondents strongly agreed that Counselling allows police officers to share with the community openly, 20(67%) agreed, 3(10%) were not sure, 2(7%) disagreed, this implies that Counselling allows police officers to share with the community openly

According to table 4.9, it was revealed that 7(23%) of the total respondents strongly agreed that Counselling services build shapes behaviors of police officers hence creating good relationship with the community, 3(10%) agreed, 10(33%) were not sure, 10(33%) disagreed, this implies that Counselling services build shapes behaviors of police officers hence creating good relationship with the community.

According to table 4.9, it was revealed that 2(7%) of the total respondents agreed that Counselling increases police officer's coordination with the community, 5(16%) were not sure 10(33%) disagreed, 13(37%) strongly disagreed, this implies that Counselling increases police officer's Coordination with the Community.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

The study was about the role of counselling services on performance of police officers in Uganda guided by the objectives like to find out the consequences of counselling on police officer at Lungujja Police Station, to find out the benefits of counseling services to police officers at Lungujja Police Station and to examine how counseling builds community policing especially in Lungujja Police Station.

5.1.1 Findings on the Consequences of stress on Police Officers

From responses on the Consequences of stress on Police Officers, the following were revealed as the Consequences of stress on Police Officers; Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders, Counselling increases police officer's coordination with Boda Boda cyclist and taxi drivers, Police officers suffer from higher than average rates of domestic problems and suicide, Police officers have higher than average rates of divorce, Counselors provide a supportive service to police officers in the workplace, Counselling relieves stress away from me which increases my morale and concentration to the job

5.1.1 Benefits of counselling services to police officers performance

All the respondents strongly agreed that Workplace counselling contributes to the Police officer's performance as was also evidenced by findings of Mann & Neece, 1990. It was revealed that most of the respondents agreed that Counselling relieves stress away from me which increases my morale and concentration to the job.

Findings indicated that most of the respondents agreed that counselling positively impacts on the police officer's performance; it was revealed that most of the respondents agreed that to a larger extent working condition affect counselling on police officer's performance. It was revealed that most of the respondents agreed that Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders, as it was asserted by Sowah N.K., (2003) it was revealed in most of the respondents agreed that Counselling increases police officer's coordination with Boda

Boda cyclist and taxi drivers. It was revealed that most of the respondents strongly agreed that Counselors provide a supportive service to police officers in the workplace

5.1.3 Finding on how counselling builds up community policing among police officers

Findings shows that most of the respondents were in agreement that Police officers listens to community members' suggestion due to the effect of counselling, and it was revealed that most of the respondents agreed that Counselling allows police officers to share with the community openly, as it was in agreement with findings of McCoy & Aamodt, 2009.

It also was revealed that most of the respondents agreed that Counselling services build shapes behaviors of police officers hence creating good relationship with the community; it was revealed that most of the respondents agreed that Counselling increases police officer's coordination with the community as they are in agreement with Patterson & Einsenberg (2013).

5.2 Conclusion

From the findings it can be concluded that the results confirmed there was strong evidence that counselling has a beneficial effect on police officer's performance and absenteeism, drunkenness, and on sickness absence, there was inconsistent evidence regarding the impact of counselling on work attitudes and commitment. The positive impact of counseling on police officer's performance was noted to be positive which promotes police performance. It was indicated that lack of awareness and knowledge affects implementation of work place counselling. It was very clear from the results that deficiency in counseling profession or experts in police in handling police officer's issues is an impediment to productivity of police officers which affects the production potential of Police.

5.3 Recommendations

There is therefore need to explore the impacts it can have on individual police officers and the organization. There should be more focus on how to utilize the positive attitudes of police officers that is enhanced by workplace counseling in order to maximize productivity. The reasons as to why workplace counseling improving employee productivity not being stable by sometimes being moderate or great extent to be investigated to find a concrete stability.

In order to provide counselling services, the needs and wants of the police officers should be considered, and attention should be paid to the issues of ethics, confidentiality, honesty, and sincerity

Workplace counseling having a beneficial effect in organizational performance and absenteeism, drunkenness and sickness absence should be explored further to establish the specific kinds of benefits so as to know the mode of implementation of workplace counseling to utilize the benefits. The inconsistent evidence on the impacts of counseling on work attitudes and commitment require more attention to know the cause of inconsistency and find a way forward. The factors that facilitate the positive impact of workplace counseling on employee performance to be established for easy productivity.

The effects of workplace related stress and individual related issues like family problems affecting police performance due to low efficiency by individual workers should be established so as to know the right mechanism to employ in promoting of police performance on the issues. The specific ways on which workplace counseling can act as remedies for the individual related problems affecting police officers should be identified in a study to help organizations in the implementation process.

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APPENDICES

QUESTIONNAIRE FOR POLICE OFFICERS

Dear Respondents,

My name is NABANOBA BERINDA a student of Nkumba University, I am carrying out research on the topic “**The role of counseling services on performance of police officers in Uganda, a case study of Lungujja Police Station**” You have been selected to participate in this study entitled: the role of counseling services to performance of police officers in Uganda, using Lungujja police station as the case study because you have valuable information and knowledge required by the study. The information sought is required for academic purposes only. Participation is entirely out of your own will; and necessary for the success of this work. I kindly request you to respond with truthfulness and honesty for the success of the study. Remember that the information you provide will also be treated with maximum confidentiality.

SECTION A:

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Instructions: **Please answer appropriately by TICKING the box representing the most appropriate response for you.**

1. Gender of respondent

(1) Male

(2) Female

2. Age of Respondent

(1) 18 – 30 years

(2) 31 - 40 years

(3) 41 – 55 years

(4) 55 & above

3. Educational level

(1) Diploma

(2) Degree

(3) Masters

(4) PhD

(5) Others (Please Specify)

SECTION B

BENEFITS OF COUNSELLING SERVICES

1. Have you ever received a workplace counselor?

Yes

No

2. Does work place counselling contribute to Police officer's performance?

Yes

No

3. How does counselling impact on police officer's performance?

Positively

Moderately

Negatively

No effect

4. To what extent does the working condition affect counselling on police officer's performance?

Large Extent

Moderately

Low Extent

No effect

SECTION C: EFFECTS AND CONSEQUENCES OF POLICE STRESS

Police culture is conducive to a high level of alcohol consumption

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselling increases police officer’s coordination with Boda Boda cyclist and taxi drivers

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers suffer from higher than average rates of domestic problems and suicide

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers have higher than average rates of divorce

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselors provide a supportive service to police officers in the workplace

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselling relieves stress away from me which increases my morale and concentration to the job

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

SECTION D: HOW DOES COUNSELLING BUILD UP COMMUNITY POLICING AMONG POLICE OFFICERS

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Police officers listens to community members' suggestion due to the effect of counselling					
Counselling allows police officers to share with the community openly					
Counselling services build shapes behaviors of police officers hence creating good relationship with the community					
Counselling increases police officer's coordination with the community					

According to you, how does counselling build up community policing among police officers in Lungujja police station?

1.
2.
3.
4.
5.

In your opinion, you can comment on anything that is not highlighted that you have

1.
2.
3.

QUESTIONNAIRE FOR COMMUNITY MEMBERS

Dear Respondents,

My name is NABANOBA BERINDA a student of Nkumba University, I am carrying out research on the topic “**The role of counseling services on performance of police officers in Uganda, a case study of Lungujja Police Station**” You have been selected to participate in this study entitled: the role of counseling services to performance of police officers in Uganda, using Lungujja police station as the case study because you have valuable information and knowledge required by the study. The information sought is required for academic purposes only. Participation is entirely out of your own will; and necessary for the success of this work. I kindly request you to respond with truthfulness and honesty for the success of the study. Remember that the information you provide will also be treated with maximum confidentiality.

SECTION A:

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Please answer appropriately by TICKING the box representing the most appropriate response

1. Gender of respondent

(1) Male

(2) Female

3. Age of Respondent

(1) 18 – 30 years

(2) 31 - 40 years

(3) 41 – 55 years

(4) 55 & above

4. Educational level

(1) Not educated

(2) O & A level

(3) Certificate

(4) Diploma

(5) Degree level

SECTION B

BENEFITS OF COUNSELLING SERVICES

1. Does work place counselling contribute to Police officer’s performance?

Yes

No

2. How does counselling impact on police officer’s performance?

Positively

Moderately

Negatively

No effect

3. To what extent does the working condition affect counselling on police officer’s performance?

Large Extent

Moderately

Low Extent

No effect

SECTION C: EFFECTS AND CONSEQUENCES OF POLICE STRESS

Police culture is conducive to a high level of alcohol consumption

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers tend to suffer from obesity, cardiovascular, and gastrointestinal disorders

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselling increases police officer's coordination with the community

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers suffer from higher than average rates of domestic problems and suicide

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Police officers have higher than average rates of divorce

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselors provide a supportive service to police officers in the workplace

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

Counselling relieves stress away from me which increases my morale and concentration to the job

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

SECTION D: HOW DOES COUNSELLING BUILD UP COMMUNITY POLICING AMONG POLICE OFFICERS

1.	Police officers listens to community members' suggestion due to the effect of counselling					
2.	Counselling allows police officers to share with the community openly					
3.	Counselling services build shapes behaviors of police officers hence creating good relationship with the community					
4.	Counselling increases police officer's coordination with the community					

According to you, how does counselling build up community policing among police officers in Lungujja police station?

1.
2.
3.
4.
5.

In your opinion, you can comment on anything that is not highlighted that you have

1.
2.
3.

QUESTIONNAIRE FOR BODA BODA & TAXI DRIVERS

Dear Respondents,

My name is NABANOBA BERINDA a student of Nkumba University, I am carrying out research on the topic “**The role of counseling services on performance of police officers in Uganda, a case study of Lungujja Police Station**” You have been selected to participate in this study entitled: the role of counseling services to performance of police officers in Uganda, using Lungujja police station as the case study because you have valuable information and knowledge required by the study. The information sought is required for academic purposes only. Participation is entirely out of your own will; and necessary for the success of this work. I kindly request you to respond with truthfulness and honesty for the success of the study. Remember that the information you provide will also be treated with maximum confidentiality.

SECTION A:

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Please answer appropriately by TICKING the box representing the most appropriate response

1. Gender of respondent

(1) Male

(2) Female

2. Category of Respondent

1) Boda Boda cyclist

2) Taxi driver

Age of Respondent

(1) 18 – 30 years

(2) 31 - 40 years

(3) 41 – 55 years

(4) 55 & above

3. Educational level

(1) Not educated

(2) O & A level

(3) Certificate

(4) Diploma

(5) Degree level

SECTION B

EFFECT OF STRESS ON THE PERFORMANCE OF POLICE OFFICERS

5. Police officer’s stress has led to increased misbehaving of Boda Boda cyclists and tax drivers at Police Stations

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

6. Stress among police officers increases brutality towards Boda Boda cyclist and tax drivers

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

In your opinion, what are some of other consequences of stress on police officer’s performance?

- 4.
- 5.
- 6.
- 7.

BENEFIT OF COUNSELLING SERVICES

Does work place counselling contribute to Police officer’s performance?

Yes

No

3. How does counselling impact on police officer’s performance?

Positively

Moderately

Negatively

No effect

4. To what extent does the working condition affect counselling on police officer's performance?

Large Extent

Moderately

Low Extent

No effect

According to you, what are other benefits of counselling services in the performance of police officers?

1.
2.
3.
4.

HOW DOES COUNSELLING BUILD UP COMMUNITY POLICING AMONG POLICE OFFICERS

1.	Police officers listens to community members' suggestion due to the effect of counselling					
2.	Counselling allows police officers to share with the community openly					
3.	Counselling services build shapes behaviors of police officers hence creating good relationship with the community					
4	Counselling increases police officer's coordination with the community					

According to you, how does counselling build up community policing among police officers in Lungujja police station?

1.

2.
3.
4.
5.

In your opinion, you can comment on anything that is not highlighted that you have

1.
2.
3.
4.

THANK YOU

.....**THE END**.....