LEADERSHIP STYLE AND OPERATIONAL FACTORS AS PREDICTORS OF JOB STRESS AMONG NIGERIAN POLICE FORCE PERSONNEL

BY

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Abstract

This study investigates the role of operational stressors, perceived citizen hostility, work environment, work-shift, present job assignment as determinants of job stress among police personnel. The study was anchored on Transactional process model and Job Demand-Control theories. The study adopted the cross-sectional survey design. The study was conducted in Zones two (2) and eleven (11) of the Nigeria Police Force. Zone two comprises of Lagos and Ogun state commands while zone eleven comprises of Ondo, Osun and Oyo state commands due to their proximity. Multi-stage sampling technique was adopted for this study. More than Two-third (63.3%) were males while 36.7% were females. About half (54.0%) were 31-40 years of age, with secondary (33.3%) Diploma (31.9%) First degree (25.2%) and post graduate (6.8%) education. Their current position include; administrative duties (29.7%) Investigation (28.2%), Intelligence anti-robbery squad (9.1%) guard duty (6.6%) patrol (7.0%) prosecution (2.6%) and marine policing (3.3%) among others. The police officers and men responded to questionnaire and two hypotheses were tested using descriptive statistics, Pearson Production moment correlation (PPMC) and Multiple regression analysis at 0.05 level of significance. Result demonstrated that work environment (β =.22,p<.05), perceived citizen hostility(r =.15,p<.05), transformational leadership style(r =.21,p<.05), transactional leadership style(r =.32,p<.05), laissez faire leadership style (r =.38,p<.05), and present job assignment, work experience (r =.28,p<.05) were significantly correlate job stress among police personnel. Shift work (β = .39, t =5.07, p<.05), perceived citizen hostility (β=.129; p<.05), working environment, present job assignment to experience (β=-.263; p<.05), transformational leadership style (β=-.182; p<.05), transactional leadership style (β=.273; p<.05), laissez faire leadership style (β=.269; p<.05) predicted job stress among police personnel. [F(7,1838) = 15.91, R² = .319; p < .05]. It was concluded that demographic, operational and organizational factors play a combined major role Police officers and men stress level. Thus, person- organizational-selection fit, improved job motivation, modern equipment and conducive wok environment were suggested as concentric strategies towards reducing job stress among the personnel of the Nigeria Police Force.
Keywords: Job stress, Leadership styles, Perceived citizen hostility, Present job assignment Work environment, Work-shift, Nigeria Police Force

Introduction

Policing is a vital social function as it maintains the production and reproduction of order and security. However, being a police officer is a highly stressful occupation (Li, Cheung, & Sun, 2019). Nigerian police officers are no exception (Lateef, 2019). Investigating police officers' work stress is of great importance. It is common that studies examining police stressors have also surveyed rewarding aspects of this profession (Li et al., 2019). Police officers in Nigeria are confronted with difficult working conditions, including dealing with problematic criminals and numerous occupational stresses that make the police profession stressful (Lateef, 2019). Occupational stress may cause emotional weakness, mood fluctuation, unstable sleep patterns, lack of concentration, depression, anxiety, and suicidal ideation (Li, Cheung, & Sun, 2019). Newton, Teo, Ho, and Thomas (2016) categorized occupational stressors to include (a) job-related factors such as work load, responsibility, role conflict, and job demands; (b) organizational factors such as organizational structure, policies and procedures, pay and benefits, job security, and leadership style (Lornudd, Bergman, Sandahl, & Schwarz, 2016). Although factors influencing occupational stress among police officers in western societies have long been analysed (Cheong & Yun, 2011; Morash et al., 2008), empirical studies on Nigerian officers' occupational stress are scanty. Work-related stress refers to physical and psychological tensions resulting from job demands that exceed available resources (Cherniss, 1980). Such stress is detrimental to police officers and can lead to

gastrointestinal, cardiovascular, and metabolic diseases such as psychological disorders (Brown & Campbell, 1994; He et al., 2002), deteriorating job performance, burnout, and even suicide.

Several sources of stress (stressors) have been identified in police work: the complex and dangerous nature of the working environment (He et al., 2002; Violanti & Aron, 1994); demanding job conditions, including heavy workloads and irregular shift work (Brown and Campbell, 1994; Violanti & Aron, 1994); organizational factors, such as poor communication between administrators and officers, unfair supervision, controversial performance ratings and weak supervisory support (Morash et al., 2008; Violanti & Aron, 1994) and handling uncooperative and disrespectful citizens (Cheong & Yun, 2011). Stressors have been divided into operational stressors (OPS) and organizational stressors (ORS). OPS includes traumatic exposure, administrative complexities, shift routines, isolation and boredom, whereas ORS involves departmental politics and management practices (McCreary & Thompson, 2006). The most focal gain of every employee is the satisfaction derived from his/her job and it influences his/her attitude towards the organization. Work motivation can be defined as the degree of an individual's willingness to exert and maintain an effort towards attaining organizational goals. It reflects the interactions between workers and their work environments (Li et al., 2020). Porter and Lawler (1968) proposed a model of intrinsic and extrinsic work motivation. This model suggested that intrinsic and extrinsic rewards were additive, and accounted for total job satisfaction. Intrinsic motivation refers to doing something for the inherent satisfaction involved and is highly autonomous (ie, self-regulated). In contrast, extrinsic motivation means doing something in order to obtain a separable outcome (ie, tangible or verbal rewards).

Peters et al. (2010) identified job content and work environment, extrinsic benefits, autonomy and security, and transparency as factors in work motivation for workers using factor analysis. previous studies have reported that poor competency and excessive workload were key work stressors among workers (Li et al., 2020). Policing has been placed among the professions whereby the workers undergo serious stress (Chapman, 2009). Police officers are known to be in security setting and are expected to be friendly and reliable as far as security of the society or the community they work is concerned. However, in Nigeria, the behaviour of police officers appears to be unappealing with low job motivation and poor remuneration. Meanwhile service workers especially Police officers may feel dissatisfied on their job whenever they perceive occupational stress. Shift work which is the second independent variable considered in this study, is an employment system designed to use, or provide service across all 24 hours of the clock each day of the week (often refer to as 24/7). The system typically sees the day divided into shifts, set periods of time during which different groups of employees perform their duties. The concept "shift work" involves work schedules in which employees change or rotate shifts. Shift work was taken into consideration in this study because of its propensity in affecting job stress, most especially police officers.

Leadership may act as a buffer for those who experience workplace stress. The leadership style within the organization has been shown to affect the stress felt by the subordinate in the workplace (Yoho, 2021). For example, a toxic, laissez-faire, or destructive leadership style negatively affects the subordinate and increases the work stress felt (Syed et al., 2018). However, a transformative leadership style is more likely to decrease the subordinate work stress dynamic (Yoho, 2021). According to Yang (2014), employees who have an ethically-based leader, such as in transformative leadership, are happier. It is not too far of a stretch to state that leaders shape their subordinates' lives (Yoho, 2021). In Violanti et al. (2018), the researchers indicated police officers had more stress from factors within the organization than stress from the danger of dealing with the public. Previous research indicated the supervisor's leadership style(s) in the organization affects the stress felt by the subordinate in the workplace (Abbasi, 2018; Yoho, 2021).

Another variable of interest is the citizens environment hostility. Hostile behavior refers to a pattern of unfriendliness or opposition towards the police or policing. A hostile work environment exists when one's behavior within a workplace creates an environment that is difficult or uncomfortable for another person to work in due to discrimination (Wikipedia, 2021). This means that the behavior altered the terms, conditions, and/or

reasonable expectations of a comfortable work environment for employees. Previous research shows that negative encounters with law enforcement, as well as high-profile cases of police misconduct, contribute to the spread of hostility in citizens relationship with the police (Kirk & Papachristos, 2011; Sampson, 2012; Weitzer 2002). Less well understood, however, is the extent to which hostility affects police reaction to the public. Resources are always stretched thin owing to manpower shortages and the police responsibility for a range of tasks, including patrol, drug enforcement, and prison administration. This leaves front-line police with limited support and few avenues to provide feedback when policies do not fit local conditions or make life on the ground difficult. In Nigeria, some police officers exhibit little or no enthusiasm towards job duties and perform below the standard police expectation as a result of the occupational stress associated with police service (Yun, Kin, Jung, & Borhanian, 2013). Ninety-one percent of police officers in Nigeria are confronted with psychological illness and injuries as a result of occupational stress (Adegoke, 2014; Rose & Unnithan, 2015). Lack of attention to police officer welfare by government, insufficient annual leave, and poor salaries demotivate police officers in performing their civic duties (Rose & Unnithan, 2015). The specific problem of this study is the predictors of job stress among police personnel in police commands in South-west Nigeria. Previous studies have addressed workplace hazards, workforce ethics, poor salaries, and insufficient training as factors impacting police officers motivation.

This study investigates the role of leadership style and operational factors i.e. perceived citizen hostility, work environment, work-shift, present job assignment as predictors of job stress among police personnel. The purpose of this study was to examine experiences of job stress among police officers in police commands in South-west Nigeria. The study examined how police personnel work-shift, work environment and cynicism determine Job stress among police officers. Specifically, the study investigates if leadership style, operational factors i.e perceived citizen hostility, work environment, work-shift, and present job assignment predicts police personnel Job stress.

Hypotheses
1.   There would be a significant relationship among working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style, Job motivation, present job assignment and overall job stress among police personnel in police commands in South-west Nigeria, Nigeria.

2.   There would be a significant joint and independent influence of shift work, perceived citizen hostility, working environment, leadership style and Present job assignment on job stress among police personnel in police commands in South-west Nigeria, Nigeria.

Methodology
The study is cross-sectional survey study. Cross-sectional studies survey is form a class of research methods that involve observation of all of a population, or a representative subset, at one specific point in time. Data was collected through questionnaires responded to by the participants. The independent variables are operational factors i.e perceived citizen hostility, work environment, work-shift, present job assignment, and leadership style while job stress is the dependent variables. The study was conducted in Zones two (2) and eleven (11) of the Nigeria Police Force. Zone two comprises of Lagos and Ogun state commands while zone eleven comprises of Ondo, Osun and Oyo state commands. The population of the study were personnel of Nigeria Police Force in the commands and formations of zones two (2) and eleven (11). Multi-stage sampling technique was adopted for this study. The Nigeria Police Force has twelve zones and thirty-seven commands across the federation. Hence, the researcher purposively selects two zones, zones two and eleven as representatives of the twelve zones using the convenience sampling technique. All the state command were sampled for six states in the south west geo political zone. More than two-third (63.3%) of the respondents were males while 36.7% were females. 13.4% were 21-30 years of age, 54.0% were 31-40 years, 22.7% were 41-50 years of age while 9.9% were 51-60 years of age. 78.2% were Christian, 20.2% were Muslim while 1.6% had other religion. 22.3% were in zone XI and

77.7% were in zone II. The larger percentage (86.0%) were married, 10.0% were single, 1.7% were divorced while 0.7% were widowed. 2.7% had primary education, 33.3% had a secondary education, 31.9% had OND / NCE, 25.2% acquired HND/ university degree while 6.8% possess a post graduate degree. 29.7% were admin, 28.2% were in investigation department, 8.4% were in intelligence department, 9.1% were in anti-robbery squad, 6.6% were guard, 7.0% were patrol, 0.2% were Very Important People Protection (VIP protection), 1.1% were escorts, 2.1% were counter-terrorism, 1.7% were Police Mobile Force (PMF), 2.6% were prosecutor, 3.3% were marine police.

The survey questionnaire for this study was divided into five sections. The socio-demographic characteristics of the participants captured include age, sex, marital status, religion, educational qualification, years of service, rank, and present assignment. Job stress in this study was measured using the Police Stress Questionnaires developed by McCreary and Thompson (2006) made up of two reliable and valid measures of police stress – Police Stress Questionnaire– Operational (PSQ-Op) and Police Stress Questionnaire-Organizational (PSQ-Org). The scale measures the corresponding stressors from both categories of police occupational stress. Both of these measures include 20 items using a 7-point scale from 1 (no stress at all) to 7 (a lot of stress). These measures have been used in several recent studies and have been psychometrically validated. Cronbach's alpha reliability was found to be.90 for PSQ-Op and.89 for PSQ-Org on a similar sample of police officers (McCreary & Thompson, 2006). To measure the full range leadership styles. The present study utilized the MLQ 5x-short form) (Bass, 1985) with for their appropriateness in measuring leadership styles among police officers in zonal commands in southwest, Nigeria. The 36-items were used to measures transformational and transaction leadership styles for this study on the basis of 5 point Likert format, ranging from '' 1-not at all to 5-frequently''. The questionnaires comprised of 27 items in all, 18 questions were to measure the transformational leadership style and the rest 9 questions were to measure the transactional leadership with a slight change in the arrangement. A sample items on the scale for transformational leadership are: ''I let others work in the manner that they want'', ''I get things done'', and ''I ensure poor performance get corrected''. "I keep track of all mistakes," and "I provide recognition/rewards when others achieve their goals" are two examples of transactional leadership style. The reliability coefficient for a transformational leadership style was found to be 0.83 and for a transactional leadership style it was 0.65.

Work Environment scale (WES: Moos, 1994) is a 10 item true/false questionnaire designed to examine peer cohesion, supervisor support, autonomy, and work pressure. The WES measures three dimensions of the work environment: personal growth and goal orientation, relationships, and system maintenance and system change. Each dimension is divided into several subscales (Antencio et al., 2003). The study focuses on the personal growth and goal orientation subscales of autonomy, task orientation, and work pressure. The autonomy subscale measures the extent to which police are encouraged to make their own decisions and be self-sufficient. The task orientation subscale measures the degree of emphasis on good planning, efficiency, and the ability to get the job done. The work pressure subscale measures the degree to which work demands and time pressure dominate the job. The Insel and Moos' Work Environmental Scale (WES) Form R has been tested for validity and reliability (Antencio et al., 2003; Moos, 1994). The scale has a high reliability coefficient of 0.70 and a Cronbach's alpha of 0.85. The analysis yielded a Cronbach's alpha reliability of 0.86. Police-citizen hostility was measured using the 21-items police-citizen hostility scale which was developed by Afachung (2021). The items were responded to with a five-point likert scoring; strongly agree (5), agree (4), undecided (3), disagree (2), strongly disagree (1). The higher a police officer's score on this scale, the more hostility from the public is perceived. The scale had good reliability (=.89; the spearman-brown co-efficient was 0.71) and stable construct validity. A three-factor structure explains 74.50% of the variance (items ranged from 0.673 to.859). Three factors include negative attitudes toward police, lack of cooperation, and lack of confidence in the police.

The researcher met with the Police officers in Ikeja and Oshogbo headquarters where the research was carried out to solicit for the approval to carry out this study amongst the officers. The purpose of this study was discussed to have a clear understanding of what the research is all about. An approval was given with an

assurance that every bit of information supplied by the respondents only be used for the research purpose and no personal identification such as name or other particulars will be required to participate in the study in order to ensure confidentiality. The data gathered was subjected to data analysis. Both descriptive and inferential statistics was used to analyze the data. Data was analyzed with SPSS. Descriptive statistics including means and standard deviations were reported for all measures. Analysis of variance (ANOVA) was used to determine the significance of differences between groups among reported operational and organizational stressors. Independent Sample T-Tests were used to compare the study findings with other research. Pearson's product-moment coefficient correlational analysis was used to explore the relationships between organizational and occupational stress. Descriptive analysis identified the most frequently mentioned stressors, which was further subcategorized by length of service groups. Frequencies were reported for a variety of questions asking officers about the extent to which they agreed or disagreed with various statements. The demographic characteristics were summarized using frequency table and simple percentage. Hypothesis one was tested using zero-order correlation while hypothesis two was tested using multiple regression analysis at 0.05 level of significance.

Results
Hypothesis I
There will be significant relationship among working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style, Job motivation, present job assignment and job stress among police personnel in police commands in South-west Nigeria, Nigeria. This hypothesis is tested using Pearson correlation analysis and the result is presented in Table 1.1.

Table 1.1: Zero-order correlation showing the relationship between working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style, Job motivation, present job assignment to experience on job stress among police personnel

	Mean	SD	1	2	3	4	5	6	7
Police job stress	42.08	9.62	-	-.215**	.149*	.209**	.315**	.378**	.281**
Working environment	37.35	5.68		-	.018	.152*	-.211**	.060	-.193**
Perceived citizen hostility	37.14	5.64			-	.089	-.067	.098	-.071
Transformational	6.72	2.20				-	.000	.111	.010
Transactional	6.69	2.13					-	.218**	.974**
Laissez faire leadership style	6.73	2.23						-	.212**
Present job assignment	6.76	2.17							-

Table 1.1 shows that there was significant positive relationship between work environment (β =.22,p<.05), perceived citizen hostility(r =.15,p<.05), transformational leadership style(r =.21,p<.05), transactional leadership style(r =.32,p<.05), laissez faire leadership style (r =.38,p<.05), and present job assignment to experience (r =.28,p<.05) significantly correlate job stress among police personnel. The result implies that increase in working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style and present job assignment to experience will significantly increase job stress among police personnel. While Job motivation (r=.06,p>.05) do not significantly correlate job stress among police personnel. This hypothesis stated that there will be significant relationship among working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style, present job assignment and job stress among police personnel is thus supported.

Hypothesis II
There will be significant joint and independent influence of shift work, perceived citizen hostility, working environment, leadership styles and present job assignment on job stress among police personnel in police commands in South-west, Nigeria. This hypothesis was tested using multiple regression analysis and the result presented in Table 1.2:

Table 1.2: Summary of Multiple Regression table showing joint and independent influence of operational factors and working environment and leadership on job stress among police personnel

Predictors	β	t	P	R	R²	F	P
				.565	.319	15.91	< .01
Shift work	.391	5.07	<.01				
Perceived citizen hostility	.129	2.378	< .05				
Working environment	-.248	-4.445	<.05				
Present job assignment	-.263	-2.386	< .05				
Transformational	-.182	-2.415	<.05				
Transactional	.273	3.723	<.05				
Laissez faire	.269	4.816	<.05				

According to the findings in Table 1.2, shift work, perceived citizen hostility, working environment, and current job assignment all had a significant joint influence on job stress among police officers [F (7,1838) = 15.91, R2 =.319; p.05], with the variables accounting for 32% of the variance in job stress among police personnel. Furthermore, shift work (=.39, t =5.07, p.05), perceived citizen hostility (=.129, p.05), working environment, and current job assignment to experience (= -.263; p.05) all independently predicted job stress among police officers. Significant independent predictors of job stress among police officers sampled were (= -.182; p.05), transactional leadership style (=.273; p.05), and laissez-faire leadership style (=.269; p.05). It was demonstrated that frequent shift work, increased citizen hostility, a poor working environment, and difficult job assignments were significantly associated with increased job stress for police officers and men in Zones II and XI of the Southwestern Nigeria Police Commands. As a result, the hypothesis that shift work, perceived citizen hostility, working environment, and current job assignment will have a significant joint influence on job stress among police personnel in police commands in South-west Nigeria is accepted.

Discussion

The first hypothesis, which states that there will be a significant relationship between working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez-faire leadership style, present job assignment, and job stress among police personnel in police commands in south-west Nigeria, has been confirmed. These findings is in contrast with findings from Aderemi et al. (2019), who demonstrated that shift work significantly moderated the level of job stress among police officers in Osun state. In the same trend, this finding also contrasted with the findings of Nnadiukwu (2009), who found the moderating influence of shift work on occupational stress and the direct influence of shift work on police job satisfaction. The second hypothesis stated that there will be a significant joint influence of shift work, perceived citizen hostility, working environment, and present job assignment on job stress among police personnel in police commands in South-west Nigeria was accepted. Participants with a high level of occupational stress will report significantly higher job satisfaction than those with a low level of occupational stress. The findings revealed that frequent shift work, increasing citizen hostility, a poor working environment, and difficult job assignments were significantly associated with increased job stress for police officers and men in Zones II and XI of the Southwestern Nigeria Police Commands. The results support the study by Mojoyinola (2008), who examined the effects of job stress on job satisfaction among nurses in public hospitals in Ibadan Metropolis, Nigeria. It was found that job stress has a significant effect on the aggressive behaviour of nurses. Heinen et al. (2017) found that physicians whose jobs include a very high level of demand but also a high degree of control suffer less from stress than medical students, who are burdened with the undesirable combination of high demands and low control. It was accepted that there was an independent influence of leadership styles on job stress among police personnel in police commands in the south-west of Nigeria.

This revealed that job frustration, transformational leadership style, transactional leadership style and laissez-faire leadership style were significant independent predictors of job stress among police officers sampled, job

motivation did not significantly predict job stress among police personnel. The results support the study by Bankole and Adeyeri (2014) examining the effects of job stress on job satisfaction of professional health workers in Ekiti and Ondo states, Nigeria. They found that there was a significant relationship between aggressive behaviour and job stress. Kawakami, Haratani, and Araki (1992) found that high levels of work stress, including high work pace and high conflicting demands, are predictive of aggression behaviour. Akintayo (2012) examined occupational stress and aggression behaviour among 256 employees. The study found that job stress did not significantly have any relationship with aggressive behaviour among the sampled respondents. Brandy and Cox (2002) found that occupational stress has impacted the health and psychological well-being of workers, with attendant effects on their attitude towards work.

Conclusion
The result from the findings revealed that there was a significant relationship between working environment, perceived citizen hostility, transformational leadership style, transactional leadership style, laissez faire leadership style, Job motivation, present job assignment and job stress among police personnel in police commands in South-west Nigeria. shift work, perceived citizen hostility, working environment and Present job assignment on job stress among police personnel in police commands in South-west Nigeria. The result revealed that shift work and occupational stress have joint influence on Job satisfaction. This revealed that job frustration transformational leadership style transactional leadership style, laissez faire leadership style were significant independent predictors of job stress among police officers sampled while job motivation does not significantly predict job stress among police personnel. Gender and, marital status independently and significantly predicted job stress among police personnel. However, the variables of age, educational qualification, job tenure and rank do not significantly predict job stress among police personnel.

Implications of the Findings
The results of this research have practical implications for the employers of labour, human resource experts/professionals, federal ministry of labour and productivity, etc. This is the key reason many employees are at the organization in the first place. Leaders should take note of the fact that job morale may be improved through incorporating more of the specific transformational leadership traits of idealized influence and inspirational motivation, as well as potentially the transactional trait of contingent rewards. Lowering job stress among officers in law enforcement could contribute to increasing officer's wellness and safety, promote open communication and collaboration of workplace issues, and increase employee support services while decreasing the costs of employee turn-over rates. The study provided practical value to leaders in law enforcement, who could use the research findings to support improved job morale through specifically designed professional leadership development initiatives aimed at supporting specified transformational leadership behaviors and providing practical instruction to new leaders in law enforcement. The results of this study can be used by law enforcement leaders to adjust or modify his or her leadership approach, affecting policy and regulations, hiring, and training, to support improved officer satisfaction, and potentially reduced turn-over and support retention.

The employees know that their future depend on their continually improving their skills. If employees are not expanding their capabilities and career advancement opportunities, if their exposure to stressful job situations, the risk of compromising their employability arise. The employers should realize that the extent to which low task control is a stressor, increases with the burden of responsibility the employee must carry. Stress can be fairly minimal if the employees" level of responsibility is also low. Repeated and hostile or unwanted conduct, verbal comments actions, or gestures that affect an employee" dignity or physical and psychological integrity and that, result in a harmful work environment for the employees should be taken into consideration.

Recommendations
It is suggested that a good strategy for reducing employees' job stress is to permanently or temporarily remove employees from the stressor.

1. The training programmes must also address cultural sensitivity and diversity, psychological situational control methods, crisis de-escalation and defusing techniques that teach a tactical response but also respond to confrontation-stimulated by fear. Police authorities must structure their work environment in a way that will be conducive and convenient in order to reduce police personnel's feelings of frustration toward their job.
2. Organizations and employers of labour must work on an educational intervention programme that can shed light on the subject of job stress. This means that in the area of job attitude, they should consistently train and retrain officers and men in stress management. If possible, some psychological intervention programmes should be in place that can improve the officer's ability to resist pressure from men and prepare them for eventualities.
3. Remove the stressors removing the source of stress from the work environment or moving employees to jobs with a better fit. Reassign employees; minimize noise, unsafe conditions, harassment. Noise and safety risks are stressful. Improving these conditions would thus go a long way toward reducing workplace stress.

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