

**EFFECT OF IMPLEMENTATION OF COUNSELING POLICY ON
PERFORMANCE OF POLICE OFFICERS CASE OF KAMUKUNJI SUB-
COUNTY, NAIROBI COUNTY**

ERIC MURIUKI WANJIRA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN
PUBLIC ADMINISTRATION AND MANAGEMENT OF MOUNT KENYA
UNIVERSITY**

JULY, 2024

DECLARATION AND APPROVAL

Declaration by the student

I declare that this research project is my original work and has not been submitted to any other university or institution for academic credit.

Signature.......... Date...23rd May 2024.....

ERIC MURIUKI WANJIRA

MPAM/2021/78928

Approval by the supervisor

This research project has been done under my supervision as the university supervisor.

Signature.......... Date...23/05/2024.....

Dr. ISAAC MOKONO ABUGA
Lecturer
Mount Kenya University

DEDICATION

This research project is dedicated to My Mother, Miss Esther Kibanya and siblings Edward Kibanya and Eva Gathigia who inspired and supported my proposition. I am grateful for their support.



ACKNOWLEDGEMENT

First, I thank God for His mercies, glory, favor, and grace in helping me completes this job. Second, I thank my supervisor Dr. Isaac Mokono Abuga for the support throughout this project. Finally, I thank my parents, friends, coworkers, and Mount Kenya University Nairobi Campus employees for their support.



ABSTRACT

According to the Independent Policing Oversight Authority there are instances of police officers engaging in bribery, extortion, and abuse of power, which undermine public trust and the credibility of the police force. The failure to prioritize mental health has led to increased suicide risk, increased stress and burnout, higher risk of mental health disorders, reduced resilience and coping skills among police officers in Kenya. Therefore, the study sought to assess the effectiveness of implementation of counselling policy on the performance of police in Kamukunji Sub-County, Nairobi County. Specifically, the study sought to find out the effectiveness of trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress on the performance of police in Kamukunji Sub-County, Nairobi County. The study was anchored on the institutional and organizational assessment model, institutional theory and cognitive activation theory of Stress. Descriptive surveys were employed. The sample included 104 Kamukunji Sub County police officers: 12 management, 5 essential facilities, 8 Kenya police dog, 4 general service, 26 regular duty, 18 traffic, and 30 investigations into crimes. The researcher employed a census design to include all 104 responders since the study population is manageable. The study gathered primary data by structured questionnaires. The researcher conducted a pilot study in Embakasi West Sub-county. Statistical analyses encompassed descriptive methods such as percentages, frequencies, mean, and standard deviation, along with inferential statistics. Moreover, multiple regression analysis was employed to examine the relationship between the dependent variable and several independent variables. The findings were illustrated through tables and figures. The study findings revealed that regular exercise and physical conditioning are viewed as ways to reduce on-duty injuries and enhance officers' endurance and stamina during long shifts. The research findings indicated a positive and statistically significant correlation between trauma management and the performance of police officers in Kamukunji Sub-County ($r=0.443$; $p<0.05$). Similarly, there was a positive and statistically significant correlation between health, safety, and wellbeing training and police performance in the same area ($r=0.441$; $p<0.05$). Additionally, a strong positive correlation was observed between psycho-social support and police performance ($r=0.541$; $p<0.05$). Moreover, a robust positive correlation was identified between the management of work-related stress and police performance in Kamukunji Sub-County ($r=0.641$; $p<0.05$). The study recommended that authorities overseeing police departments to allocate sufficient resources to enhance existing mental support services, such as counseling and peer support programs, ensuring accessibility and effectiveness for all officers. The study recommended that police training academies and department heads to implement regular health, safety, and well-being training programs tailored to the specific needs of police officers, covering physical fitness, mental health, and stress management. The study findings will serve as a basis for policy reform, enabling policy makers to advocate for necessary changes, allocate resources effectively, and improve the police officers' general health. It supports the creation of targeted policies that address the unique needs and challenges faced by officers across the country.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	8
1.3 Purpose of the Study.....	10
1.4 Objectives of the Study.....	10
1.5 Research Questions.....	10
1.6 Significance of the Study.....	11
1.7 Scope of the Study.....	12
1.8 Study Limitations.....	13
1.9 Delimitations.....	13
1.10 Operational Definition of Key Terms.....	13
CHAPTER TWO: LITERATURE REVIEW.....	15
2.0 Introduction.....	15
2.1 Theoretical Review.....	15
2.2 Empirical Review on the Study Variable.....	19
2.3 Conceptual Framework.....	27
2.4 Recap of the Literature Review.....	29
CHAPTER THREE: RESEARCH METHODOLOGY.....	31
3.1 Introduction.....	31
3.2 Research Methodology.....	31
3.2 Research Design.....	31
3.3 Location of the Study.....	31
3.4 Target Population.....	32
3.5 Sampling Procedures and techniques.....	33
3.6 Sample Population.....	33
3.7 Construction of Research Instruments.....	33
3.8 Validity and Reliability.....	34
3.9 Data Collection Procedure.....	34
3.10 Data Analysis and Presentation.....	35
3.11 Ethical Consideration.....	35

CHAPTER FOUR.....	37
RESEARCH FINDINGS AND DISCUSSION.....	37
4.1 Introduction.....	37
4.2 Response Rate.....	37
4.3 Reliability Test Results.....	37
4.4 Demographic Information.....	38
4.5 Descriptive Statistics.....	44
4.6 Inferential Statistics.....	62
4.6.1 Correlation Analysis.....	62
4.6.2 Regression Analysis.....	63
4.6.2.1 Model Summary.....	66
4.6.2.2 Analysis of Variance.....	67
4.6.2.3 Overall Model.....	68
CHAPTER FIVE.....	73
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	73
5.1 Introduction.....	73
5.2 Summary of Major Findings.....	73
5.3 Conclusions of the Study.....	76
5.4 Recommendations of the Research Findings.....	77
5.5 Areas for Further Research.....	79
REFERENCES.....	80
APPENDICES.....	83
APPENDIX I: INFORMED CONSENT FORM.....	83
APPENDIX II: RESEARCH QUESTIONNAIRE.....	85
APPENDIX III: ERC CERTIFICATE.....	89
APPENDIX IV: INTRODUCTION LETTER.....	89
APPENDIX V: RESEARCH PERMIT.....	91

LIST OF TABLES

Table 1: Target Population.....	23
Table 2: Response Rate.....	27
Table 3: Reliability Test Results.....	28
Table 4: Gender Representation of the Study Subjects.....	28
Table 5: Age of the Respondents	29
Table 6 : Length of Service with Kenya Police Service	29
Table 7: Trauma Management on the Effectiveness of Police	31
Table 8: Health, Safety and Wellbeing Training on the Success of Police	33
Table 9: Psycho-Social Support on the Effectiveness of Police	34
Table 10: Management of Work-Related Stress on the Success of Police	36
Table 11: Success of Police in Kamukunji Sub-County, Nairobi County	39
Table 12: Trauma Management and Performance of Police.....	41
Table 13: Health, Safety and Wellbeing Training and Performance of Police.....	41
Table 14: Psycho-Social Support and Performance of Police	42
Table 15: Management of Work-Related Stress and Performance of Police	43
Table 16: Model Summary	44
Table 17: Analysis of Variance.....	44
Table 18: Regression Coefficients	45

Mount Kenya

LIST OF FIGURES

Figure 1: Conceptual Framework	20
Figure 2: Counselling Services in Your Police Station	30



ABBREVIATIONS AND ACRONYMS

EAP	Employee Assistance Programs
EHW	Employee Health and Wellness
CISM	Critical Incident Stress Management
PTSD	Post-Traumatic Stress Disorder
NAMI	National Alliance on Mental Illness
TRM	Trauma Risk Management
OPP	Ontario Provincial Police
RCMP	Royal Canadian Mounted Police
PAL	Police Assistance Line
SAPS	South African Police Service
NACOSTI	National Commission for Science, Technology and Innovations
KCPA	Kenya Counseling and Psychological Association
IPOA	Independent Policing Oversight Authority
IOA	Institutional and Organizational Assessment
IMF	International Monetary Fund
US	United States
CATS	Cognitive Activation Theory of Stress
SPSS	Statistical Package for Social Sciences
NSIs	needle stick injuries
PRISMA	Preferred Reporting Items for Systematic Reviews and Meta-Analysis

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A counseling policy within law enforcement serves as a foundational framework for shaping and maintaining the performance and conduct of police officers. It provides structured guidelines and mechanisms for assessing, guiding, and supporting officers throughout their careers, crucially influencing professionalism, accountability, and overall effectiveness within police departments, (Cordner, 2019). The performance of police officers is crucial for maintaining law and order, protecting communities, and fostering public trust. However, the challenging nature of police work can take a toll on officers' mental health and overall well-being.

A well-designed counseling policy that supports the psychological needs of police officers can significantly influence their performance, job satisfaction, and overall effectiveness. Policing involves exposure to traumatic events, high-stress situations, and critical incidents that can impact officers' mental well-being. A counseling policy provides a framework for officers to seek confidential and professional support, allowing them to address emotional challenges, manage stress, and cope with trauma (Regehr et al., 2018). By promoting mental health, counseling policies contribute to officers' overall resilience and well-being, enhancing their capacity to perform their duties effectively.

Effective policing not only ensures public safety but also upholds the principles of justice and accountability (Pepra, 2020). Police counseling policies serve as the guiding principles that shape the behavior and actions of law enforcement agencies and officers. These policies can encompass a wide range of areas, including use of

force, community policing, surveillance, and response protocols, (Brown, 2019). Policies provide a standardized framework for police operations, ensuring that officers follow consistent procedures when responding to various situations. This helps maintain predictability and uniformity in their performance (Skogan, 2020). Policy implementation often involves training programs that equip officers with the knowledge and skills needed to perform their duties effectively. Proper training contributes to better performance in the field.

In the United States, counseling policies have been shown to have positive effects on the performance of police officers. EAPs provide confidential counseling services and resources to address the psychological and emotional needs of officers (Regehr et al., 2018). Studies have found that access to counseling services through EAPs is associated with reduced stress, increased job satisfaction, and improved mental health outcomes among police officers (Violanti et al., 2020). Additionally, counseling programs focused on resilience-building and trauma management have been effective in enhancing officer performance and well-being (Hartley et al., 2019).

In South Africa, counseling policies have demonstrated positive impacts on the performance of police officers. The implementation of Employee Health and Wellness (EHW) programs, which provide counseling services, psychological assessments, and trauma support, has been effective in addressing the mental health needs of officers (Pretorius et al., 2020). Research suggests that police officers who utilize counseling services experience better mental health, less stress, and more satisfaction with work (Letsoalo & Mogotlane, 2018). The provision of specialized support for trauma-exposed officers through these programs contributes to enhancing their performance and resilience.

In Kenya, the effectiveness of counseling policies on the performance of police officers is a growing area of concern. The establishment of Employee Assistance Programs (EAPs) and Critical Incident Stress Management (CISM) programs aims to provide counseling support and stress management resources for officers (Mutisya et al., 2018). Ongoing evaluation and monitoring are needed to assess the effectiveness of counseling policies in the Kenyan context. (Violanti, et al., 2020). By providing mental health support, stress management strategies, and ethical guidance, counseling policies contribute to officers' well-being, resilience, and professionalism. Building positive relationships with communities is essential for effective policing.

The Kenya Police Service acknowledges the need to improve community engagement to foster trust and cooperation. Challenges such as language barriers, cultural differences, and historical grievances can hinder effective communication and collaboration between police officers and the public (Kenya Police Service, 2021). Upholding human rights principles and ensuring officers are trained in the proper use of force and respect for human rights is crucial (Independent Policing Oversight Authority, 2021). A comprehensive counseling policy enhances the organizational culture, job satisfaction, and public perception of the police force, leading to improved performance, trust, and effective community policing. Therefore, the current study pursues to evaluate the effectiveness of implementation of counseling policy on presentation of police in Kamukunji Sub-County, Nairobi County.

1.1.1 Implementation of Counseling Policy

A counseling policy is a set of guidelines and principles that govern the professional conduct and practices of counselors. It provides a framework for maintaining ethical standards, protecting client rights, and ensuring the delivery of effective and responsible counseling services (American Counseling Association, 2014).

Establishing a counseling policy helps organizations and practitioners in ensuring that counseling services are delivered in an ethical, accountable, and client-centered manner. It serves as a guiding document that supports professional growth, protects client rights, and upholds the highest standards of practice (Remley & Herlihy, 2016). Counseling policy in the context of police performance refers to a set of guidelines and procedures designed to support and improve the well-being and effectiveness of police officers. It involves providing counseling and psychological support to police officers who may be experiencing various challenges, stressors, or performance issues that can affect their job performance and overall mental health.

Police work is associated with high levels of stress, exposure to traumatic incidents, and emotional strain (Violanti, 2013). A counseling policy provides officers with access to mental health support services, allowing them to address and cope with the psychological challenges they face (Violanti, 2013). Effective counseling policies have been found to positively impact job performance and effectiveness. By addressing personal and work-related issues, counseling can improve decision-making, problem-solving abilities, and overall job performance of police officers (Schaible et al., 2019). Engaging in counseling can also contribute to enhanced communication skills, conflict resolution abilities, and stress management techniques (Cunningham & Vanderveen, 2019). A counseling policy also plays a critical role in addressing potential misconduct and ethical violations among police officers. By providing a confidential and supportive environment, officers can seek help for personal struggles or issues that may contribute to misconduct.

Counseling interventions can identify underlying factors that may lead to unethical behavior and provide strategies to mitigate and prevent such incidents (Shane et al., 2019). Policing involves exposure to potentially traumatic incidents, which can lead

to the growth of psychological injuries such as PTSD. Primary intervention via counseling can help mitigate the impact of trauma, reduce the severity of symptoms, and facilitate the recovery process (Heather & Cregg, 2015). Timely access to counseling services is crucial for preventing long-term psychological consequences among police officers. According to Cunningham and Vanderveen, (2019) a counseling policy that prioritizes officer well-being and mental health contributes to a positive organizational culture and higher morale within the police force. When officers feel supported and valued, they are more driven, engaged, and devoted to their roles (Cunningham & Vanderveen, 2019). This, in turn, enhances teamwork, collaboration, and overall job satisfaction among officers.

Counseling policies have been implemented in various countries across the world to address the mental health, well-being and performance of police officers. While the specific approaches and strategies may vary, the overall goal is to provide officers with access to counseling services and support systems. In the United States, majority of police sectors in US have established Employee Assistance Programs (EAPs) that offer counseling services to officers. These programs provide confidential support for a range of issues, including stress management, trauma, substance abuse, and relationship problems. Peer support programs, such as the Critical Incident Stress Management (CISM) program, are also prevalent. These programs train peer counselors within the police force to provide immediate support and debriefing after critical incidents. The impact of counseling policies in the United States has been positive in terms of reducing officer stress, improving mental health outcomes, and enhancing job satisfaction. It has also led to a greater recognition of the importance of mental health support within the law enforcement community (National Alliance on Mental Illness (NAMI), 2022).

The United Kingdom has implemented counseling policies through programs like the National Wellbeing Service for police officers. This service provides access to confidential counseling, therapy, and well-being support to officers and their families (College of Policing, 2021). Police organizations in the UK also offer specialized support for traumatic incidents through the Trauma Risk Management (TRM) program. This program aims to identify and provide early intervention for officers experiencing traumatic stress. The implementation of counseling policies in the UK has shown positive results in terms of officer well-being, reduction in sickness absence, and improved performance. It has also contributed to changing the culture around mental health and seeking help within the police profession (College of Policing, 2021).

Canadian police forces have implemented various counseling policies, including the provision of confidential counseling services for officers. Employee Assistance Programs are commonly used to ensure access to professional counseling support. Peer support programs are also prevalent in Canada. For example, the Ontario Provincial Police (OPP) has a Peer Support Program that offers officers assistance from trained peers who have firsthand knowledge of the challenges faced by police officers. The impact of counseling policies in Canada has been positive, with officers reporting increased satisfaction, reduced stress levels, and improved overall mental health. It has also led to a more open and supportive culture surrounding mental health within police organizations (Royal Canadian Mounted Police (RCMP), 2022).

In Australia, counseling policies have been implemented through programs like the Police Assistance Line (PAL), which provides confidential counseling services to police officers and their families. Peer support programs, such as the Blue HOPE program, are also available in Australia. These programs offer support and assistance

from trained police peers who have undergone specific training in peer support (Australian Counselling Association, 2020). The implementation of counseling policies in Australia has helped address mental health concerns among police officers, resulting in improved well-being, reduced psychological distress, and enhanced job performance (Beyond Blue, 2022).

In South Africa, counseling policies for police officers have been developed to address the challenges related to the high levels of crime and violence in the country. Efforts have been made to provide support and improve the well-being of officers through counseling services. The South African Police Service (SAPS) has established Employee Health and Wellness (EHW) programs to provide counseling and mental health support to officers. These programs aim to address trauma, stress, and other mental health issues faced by police personnel.

In Nigeria, counseling policies for police officers have gained increasing attention due to the need to address mental health concerns and improve overall performance (Burns & Buchanan, 2020). The Nigeria Police Force has initiated programs to provide counseling services for officers, particularly focusing on addressing stress, trauma, and psychological challenges related to policing duties. Additionally, non-governmental organizations and mental health professionals have been involved in providing counseling and support to police officers in Nigeria.

In Kenya, counseling policies are shaped by the Kenya Counseling and Psychological Association (KCPA) and the Ministry of Health. The KCPA provides guidelines for ethical counseling practices, professional development, and certification of counselors. The policies emphasize client welfare, confidentiality, cultural competence, and collaboration with other healthcare professionals (Kenya Counseling

and Psychological Association, 2017; Ministry of Health, 2015). Counseling policies adopted in Kenya specifically addressing the mental health of police officers are crucial for promoting the well-being of these individuals who often face high levels of stress and trauma in their line of duty. Some of the key aspects addressed by counselling policy include; trauma management, health, safety and wellbeing training, psycho-social support, and work-related stress. Counseling policies recognize the impact of trauma on individuals' mental health and emphasize the need for trauma management strategies. Counseling policies acknowledge the importance of promoting the health, safety, and well-being of individuals, including both clients and counselors. Counseling policies highlight the significance of psycho-social support for individuals facing mental health challenges. Counseling policies identify the influence of work-related stress on individuals' productivity and mental health (Ministry of Health, 2015).

1.2 Statement of the Problem

Performing police service in Kenya is critical for maintaining law and order, protecting citizens, and fostering a sense of security, which are essential for social stability and economic development. However, the demanding nature of police work, which includes exposure to violence, high stress levels, and long hours, can take a significant toll on officers' mental health. Counseling services are vital in helping police officers manage stress, process traumatic experiences, and develop resilience. By providing a supportive environment where officers can discuss their challenges and receive professional guidance, counseling can enhance their psychological well-being, improve job performance, and reduce incidences of burnout and misconduct. However, the reality faced by many police officers presents significant challenges that affect their performance and well-being. According to the Kenya National

Commission on Human Rights (KNCHR,2023), a substantial number of police officers experience psychological distress due to the nature of their work, inadequate resources, and challenging working conditions. According to a study by Kariuki, Selaman, Kinyanjui, (2020), the prevalence of PTSD among Kenyan police officers stands at 27%, significantly higher than the general population. This high prevalence is exacerbated by chronic stressors inherent in their roles, including exposure to violence, long working hours, and inadequate mental health support systems (Ombati, 2019). Moreover, the stigma associated with mental health issues within the police force often discourages officers from seeking help, compounding their psychological distress (Nyamwaka, 2021). Consequently, this situation not only affects the officers themselves but also undermines their effectiveness in maintaining law and order, as evidenced by increased absenteeism and reduced productivity (Kuria, 2023).

In 2021, Annual Crime Report by the National Police Service in Kenya reported 6,339 cases of violent crime and 27,019 cases of property crime, highlighting the magnitude of the challenge faced by the police force. The increase in crime rates is as a result of overlooked mental challenges among the police. Mental health issues among police officers significantly influence their ability to effectively serve and protect the public. Kenya National Police Service Commission, (2021) found that approximately 1 in 5 police officers in Kenya exhibited symptoms of mental health disorders, such as depression, anxiety, and post-traumatic stress disorder (PTSD). This alarming statistic raises concerns about the well-being of law enforcement personnel and its potential impact on their ability to fulfill their duties. The increased high level of stress hinders police to perform effectively. A report by Independent Medico-Legal Unit (IMLU, 2022) found that 45% of police officers reported feeling

emotionally exhausted and disillusioned with their jobs. This diminished sense of purpose and satisfaction impact their motivation and overall performance.

Studies have been done on the effects of counselling policies on performance of police officers. For instance, Nyingi (2021) conducted a study on Kenyan police employee counseling and performance. Counseling for workers initiatives improved performance at work. Another study was conducted by Muthondeki and Mutisa (2021) on administrative police self-efficacy in Nairobi County, Kenya. It was found that APS peer counseling did not help AP officers develop self-efficacy. Individual counseling for AP officers did not improve their self-efficacy in service delivery. However, these studies focused on self-efficacy of police officers leading to a gap on the effect of counselling policy implementation on performance of police in Kamukunji Sub-County.

1.3 Purpose of the Study

The purpose of this study was to assess the effect of implementation of counseling policy on performance of police in Kamukunji Sub-County, Nairobi County.

1.4 Objectives of the Study

- i.** To find out the effect of trauma management on performance of police officers in Kamukunji Sub-County, Nairobi County
- ii.** To assess the effect of health, safety and wellbeing training on performance of police officers in Kamukunji Sub-County, Nairobi County
- iii.** To establish the effect of psycho-social support on performance of police officers in Kamukunji Sub-County, Nairobi County
- iv.** To determine the effect of management of work-related stress on performance of police officers in Kamukunji Sub-County, Nairobi County

1.5 Research Questions

- i.** What is the effect of trauma management on performance of police officers in Kamukunji Sub-County, Nairobi County?
- ii.** What is the effect of health, safety and wellbeing training on performance of police officers in Kamukunji Sub-County, Nairobi County?
- iii.** What is the effect of psycho-social support on performance of police officers in Kamukunji Sub-County, Nairobi County?
- iv.** What is the effect of management of work-related stress on performance of police officers in Kamukunji Sub-County, Nairobi County?

1.6 Significance of the Study

The study offers policy makers with evidence-based information to make informed decisions about the development and improvement of counseling policies for police officers. It will help in identifying the strengths and weaknesses of existing policies and offers insights into effective strategies for addressing mental health challenges in the specific sub-county.

The study findings will serve as a basis for policy reform, enabling policy makers to advocate for necessary changes, allocate resources effectively, and improve the police officers' general health. It supports the creation of targeted policies that address the unique needs and challenges faced by officers in Kenya.

The findings will be used by the police department to enhance existing support systems, allocate resources appropriately, and implement tailored interventions that address the mental health needs of officers in Kenya. The study's findings will inform the development of strategies and programs that foster a supportive work environment, reduce work-related stress, and improve overall job performance.

The study will provide valuable insights to the health department about the specific counselling needs of police officers in Kenya. This information helps in developing

targeted interventions, training programs, and health services that cater to the unique challenges faced by police officers. It will guide the health department in allocating resources and collaborating with other stakeholders to improve performance outcomes for police officers.

The study findings can foster collaboration between the health department and the police department, leading to joint initiatives and partnerships aimed at providing comprehensive psychological support. It will encourage coordination between these departments to ensure the effective implementation of counseling policies and the provision of necessary resources for police officers' mental well-being.

The investigation will enhance the prevailing literature on counseling policies and performance support for police officers. It will add to the knowledge base regarding effective interventions, challenges, and strategies. The study findings will serve as evidence for scholars and researchers advocating for evidence-based practice in the field of mental health support for police officers.

1.7 Scope of the Study

The study was confined on the effectiveness of execution of counselling policy on the performance of police in Kamukunji Sub-County, Nairobi County. The independent variables of the study were trauma management, health, safety and wellbeing training, psycho-social support and work-related stress. The dependent variable of the research was performance of police in Kamukunji Sub-County, Nairobi County. The study adopted descriptive surveys. The sample included 104 Kamukunji Sub County police officers: 12 management, 5 essential facilities, 8 Kenya police dog, 4 general service, 26 regular duty, 18 traffic and 30 investigations into crimes. The researcher employed a census design to include all 104 responders since the study population is

manageable. The study was conducted for a period of twelve (12) months that was from May 2023 to May 2024 with an estimated budget of Ksh43,520.

1.8 Study Limitations

Due to police schedules, respondent data collection was limited. Meeting and interviewing them during work hours may be difficult. The researcher met interviewees after work to solve this problem. Some of the participants were cautious or officers may be reluctant to provide accurate information due to concerns about potential retaliation or victimization from their superiors. The researcher promised to keep respondents' information personal to address this limitation. Participants were asked to keep their names and schools anonymous.

1.9 Delimitations

The research was successful since it was centred on variables that were most likely linked to performance of police. To identify challenges, the researcher considered age, gender, race, place of origin, and a variety of other factors. However, education level, marital status, household size, and years of service in the police department were used. These were the most important criteria in determining a linear link between effectiveness of counselling policy and the performance of police.

1.10 Operational Definition of Key Terms

Implementation- It's the process of putting police counselling policy into action, ensuring its effective execution, and integrating counseling services within the law enforcement organization to support and enhance the performance of police officers.

Counseling Policy- This is a formal set of guidelines, principles and procedures that outlines the provision of counseling services to police officers with the aim of enhancing their well-being, resilience, and job performance.

Performance of Police- This refers to the effectiveness, efficiency, and quality of their work in carrying out their law enforcement duties and responsibilities. It encompasses various dimensions, including crime prevention, response to incidents, maintaining public safety, community engagement, professionalism, and adherence to ethical standards.

Trauma Management- This involves the processes, strategies, and support mechanisms implemented by law enforcement agencies to effectively address and mitigate the impact of traumatic incidents on police officers

Health, Safety and Wellbeing Training- This involves providing comprehensive training programs and resources to police officers to ensure their physical and mental health, safety, and overall wellbeing.

Psycho-Social Support- This involves providing psychological and social assistance to police officers to address their emotional, mental, and social well-being.

Work-related Stress- It denotes the mental, emotional, and physical tension knowledgeable by police officers as a result of their job demands, occupational hazards, and exposure to stressful and traumatic situations.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter addresses empirical, literature summary, and conceptual framework. The chapter also include the theoretical review, empirical investigations based on the goals, a literature overview, research gaps, and the conceptual outline, which describes how the study variables were connected.

2.1 Theoretical Review

The study was anchored on the institutional and organizational assessment model, institutional theory and cognitive activation theory of stress.

2.1.1 Institutional and Organizational Assessment Model

Lusthaus et al. (2002) are credited as the creators of the IOA model, which is used to evaluate institutions and businesses. The model's purpose is to aid businesses in not only defining performance but also enhancing it through the examination of context, capability, and compensation. Performance, setting, incentives, and potential are thus the four primary areas of focus in the approach. The model provides a framework for creating efficient procedures that may be used to identify the organization's strengths and weaknesses.

The notion assumes an organization's external and internal environments interact. In view of this, the rewarding, capacity and external climate of the company is crucial in determining performance. Organizational efficiency, relevance, effectiveness, and financial viability can be evaluated through various indicators. Efficiency is reflected in factors such as accuracy, the value of services provided, timeliness, and program delivery. Effectiveness is measured by the extent to which the organization achieves its mission. Relevance is assessed by determining how well the organization adapts to

environmental changes and uncertainties. Financial viability is determined by the organization's capacity to meet its financial obligations (Lusthaus et al., 2002). Yigitcanlar and Dur (2010) also share the view that environmental factors affect institutional development and growth.

The model is criticized on the basis that the factors considered under rewarding, environment, performance and capacity are quite inadequate such as leadership style, the organizational climate and the structure of the work are key rewarding factors but have been given less attention. In addition, the fact that it investigates the internal environment, it may raise questions on independence and validity of outcome and may not tackle potential sensitivities within the organization (Lyon et al., 2018).

The model has been used in a number of studies relating to performance problems in multidimensional situations undertaken in regional, intergovernmental, international and national organizations. For example, in 2011, the International Monetary Fund (IMF) disseminated an evaluative report regarding its performance leading up to the global economic and financial crisis. In addition, the model was used by the Centre for Effective Philanthropy to develop a conceptual framework gauging performance of the foundation during which in 2011, the Centre surveyed the chief executive officers of the foundation in United States (US) that close to fifty percent of the respondents undertook the assessments.

In line with the current study, the IOA main theory, where the police sector in Kamkunji Sub County supports the performance of police organization capacity factors support the organization health, the external environment factors the moderating variable of the environment turbulence, whereas counselling policies

supports the performance variable. Moreover, the model is relevant in that it further supports the independent variable by identifying the needed changes for effectiveness.

2.12 Institutional Theory

Institutional theory studies how social, political, and economic structures shape companies and their legitimacy. Scott explains that institutions set the norms and define how to operate by prohibiting, limiting, or supporting certain behaviors. They influence decision-making by indicating what is acceptable and shaping individual socialization of customs and habits in a culture. Scott identifies cultures' regulative, normative, and cognitive pillars. The regulative pillar is characterized by legal codification, whereas the normative pillar encompasses social norms and attitudes. Normative expectations and attitudes become internalized within individuals when widely communicated, thereby establishing norms that society encourages everyone to follow. Institutions play a crucial role in stabilizing and anticipating social behavior.

Pressures and expectations might come from the state, professions, interest groups, public opinion, and family. The regulative pillar emphasizes legal compliance, while the normative pillar emphasizes appropriateness. However, institutional pressures and expectations can lead to passive conformity or active opposition, depending on the environment. Institutional theorists believe that institutional factors can shape an organization's formal structures more than market forces. The environment legitimizes early-adopting firms' innovative technical efficiency structures. These advances become "irrational and negligent" or legal demands when not adopted. New and existing organizations will adopt the structural shape even if it doesn't boost efficiency.

According to Meyer and Rowan, institutional theory holds that "institutional myths" are often accepted ceremoniously to gain or maintain legitimacy in the institution. Organizations adapt their environment's "vocabularies of structure"—job titles, procedures, and roles. The adoption and prominent display of these institutionally-acceptable "trappings of legitimacy" assist maintain an appearance of "good faith" in organizational activities. Institutional legitimacy helps organizations survive.

Institutional theory was used to measure police performance to improve service. Institutional norms are the main focus of institutional theory (Kondra and Higgins, 1998). After researching schools in the 1970s, Meyer and Scott (1983) hypothesized that a continuum of organizations dominated by technical criteria, such as police services or other public institutions, existed.

An organization uses its social and cultural values to perform its duties internally and externally. These norms allow the organization or institution to survive outside. Change the culture of the institution or take performance measurements to add value to the organization is difficult, but individuals must meet the needs. Post-trauma management and institutional theory require officers' performance to be closely assessed to maintain organizational culture. Individuals must meet organizational needs and perform their duties well. Officers constantly experience trauma, so a good project helps them do their jobs.

2.1.3 Cognitive Activation Theory of Stress

While discomfort may arise, arousal and stress are essential for sophisticated brain function, as per the Cognitive Activation Theory of Stress (CATS). Donald and Siu (2001) imply that frequent stimuli exposure helps people adapt and regulate. As affect directs action, arousal forces the individual to eliminate the stress "alarm" and the

alert itself (Lazarus, 1991). Alternatively, the person can maintain the activation needed to handle the stressor. In conclusion, stress is part of an adaptive and beneficial system that has survived evolution.

CATS say that because the stress alarm happens when there is a gap between what is intended and what is actuality, people will identify a probability with eliminating the warning and its source. This expectation will strongly affect arousal. Having control and expecting a desired outcome prevents the alarm from activating (i.e., stressors are not felt psychologically or physiologically). However, if the future is unpredictable or an individual lacks the resources to meet obligations, the alert is activated. Avoidant coping and learned helplessness occur when people lack the resources to address the issue and withdraw themselves from it, resulting in a passive response that reduces stress activation by promoting a positive outcome.

Individual appraisals are decisions about stimulus or outcome expectancies, according to CATS (Donald and Siu, 2001). Stimulus expectancies allow people to psychologically guard against or misinterpret stressors by comprehending that they cause events. Individuals acquire good (coping), negative (hopeless), or no (helpless) outcome expectancies from their responses to stressful situations. The third purpose of this investigation is informed by this hypothesis (Management of Work-Related Stress).

2.2 Empirical Review on the Study Variable

2.2.1 Trauma Management and the Performance of Police

Irungu (2020) conducted a study on the impact of post-trauma management on Nyeri County, Kenya, national police service initiatives. Convenience sampling was used to select 76 respondents among 104 Kenya police and administration police personnel in

Nyeri central police station for the descriptive research. After data collection, the study provided descriptive and inferential statistics. The study found that staff training on trauma management practices has a significant psychological effect on national police service project performance, that successful execution of post-trauma administration practices affects project performance, and that legal framework and resources help officers' welfare by boosting efficiency.

Salhi et al. (2022) examined how police practices affect prehospital trauma care. 70 papers were fully reviewed and 17 were included from 19,437 originally identified. Key findings demonstrated that current criminal justice practices including scene clearance may delay patient transport, but there is little research quantifying delays; police transport protocols may decrease transport times; and there are no studies examining the patient or community effects of scene clearance procedures. Police are generally the first to respond to serious injuries and clear the scene or transport patients, according to the report. Despite its potential to improve patient well-being, there is little data on current procedures.

Righa (2022) conducted a study on vicarious trauma and the performance of anti-crime police officers in Kamkunji division in Nairobi city county, Kenya. The survey included Nairobi City County Kamkunji division anti-crime police officers. Kamkunji division's 140 anti-crime police officers from several stations were targeted. The population sample included 4 police station commanders, 4 anti-crime section commanders, 8 corporals, and 42 police constables selected at random. Mean Average was used to calculate descriptive statistics from primary data. Statistics were shown in frequency distribution tables and percentages. The findings showed that counseling helps police officers and management of other organizations handle vicarious stress.

Siddiqui et al., (2020) assessed the changing face of trauma and surgical training in a developing country. Several electronic databases like MEDLINE, PubMed, Google scholar and PakMediNet were searched using the keywords 'trauma education' or 'trauma training' AND 'postgraduate medical education', 'surgery residency training', 'surgery residents' and 'surgeons. The current training in most surgical residency programs, locally and globally, is suboptimal. Change in trauma management protocols, and decrease in volume of trauma cases results in variable and/ or inadequate exposure and hands-on experience of the surgical trainees in operative and non-operative management of trauma. This warrants collaborative measures for integration of innovative educational interventions at all levels of the surgical educational programs.

Theisen (2020) conducted a literature review supporting trauma management and decision making in schools. The research found that trauma largely impacts children's cognitive functioning, increases likelihood of mental health diagnoses, and reduces student engagement. The synthesis of current research indicates that when trauma-informed programs are implemented in school settings student engagement and success increases.

2.2.2 Health, Safety and Wellbeing Training and the Performance of Police

Poirier, Noemie and Trudeau (2022) carried out a study on health, safety, and wellness concerns among law enforcement officers. Two researchers examined and coded the answers using a multi-stage content analysis to discover LEOs' most common concerns. Five topics related to LEOs' OHSW concerns were found: work schedule, occupational stress, work equipment, workplace health promotion, and operational dangers. The findings also showed that LEOs' worries vary by experience and gender.

Ordon, Dewar and Abigail (2019) carried out a study on leadership, wellbeing, professional development and innovation for the police front line. Leaders actively assign job tasks to officers and staff members, which directly affects their subordinates' work experience. The study found that leaders directly above first-line supervisors have a 'trickle down' effect on officers.

Toxical (2019) conducted a systematic review on occupational hazards, injuries and diseases among police officers in South African Police Service. Included were 36 studies. Six showed that accident hazards can cause sprains, fractures, and even deaths among police personnel. Driving, patrolling, and rioting might cause these hazards. Two investigations found that high noise levels cause physical dangers such noise-induced hearing loss (NIHL). High carbon dioxide and air pollution were connected to cancer, while physical exposure to other chemicals caused dermatitis in three chemical hazards studies. Four biological hazards investigations found that needle stick injuries (NSIs) or cuts from contaminated objects could cause blood-borne illnesses. One ergonomic hazards study found that long drives and heavy lifting can cause musculoskeletal diseases. 15 research found psychological risks such PTSD and stress. Four research examined organizational dangers such burnout, unfavorable workplace exposure, and others.

Kane, Evans and Shokraneh (2017) did a systematic review on effectiveness of current policing-related mental health interventions. Two researchers checked 3179 findings for inclusion and exclusion criteria. The study methodology, findings, and narrative synthesis were collected from 23 studies. Twenty-three studies showed good effects of the therapies, but no well-designed randomized controlled trials to test this optimism. Instead than recommending one strategy over another, the evaluation

recommends a multi-faceted approach inside a structured and integrated model like the CIT model.

In 2017, Barasa conducted research examining the impact of the work environment on performance within the public security sector, specifically focusing on the police force in Nairobi, Kenya. From 1500 people, 150 officers were chosen using stratified and simple random sampling. The investigation included exploratory, descriptive, and quantitative methods. The questionnaire collected pertinent data. The study found that positive improvement in technical, human, and organizational contexts improves regular police officer performance.

2.2.3 Psycho-Social Support and the Performance of Police

Jackman et al (2020) did a study on the relationship between psychological wellbeing, social support, and personality in an English police force. A survey was conducted with 381 police officers from English county police departments, utilizing an online questionnaire to gather data on psychological wellbeing, perceived support, received support, and personality traits. The study revealed positive correlations between mental health and perceived as well as experienced colleague support, extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience. Additionally, a multiple logistic regression analysis demonstrated that perceived and received colleague support, extraversion, and emotional stability were significant predictors of psychological wellness.

Umeda et al (2020) did a literature review on psychosocial support for disaster responders: qualitative synthesis with recommended actions for protecting and promoting the mental health of responders. 71 relevant materials were identified and 49 examined. Thus, 55 measures that could safeguard and improve disaster

responders' mental health were extracted, resulting in suggestions. The findings showed that disaster responders need psychological support throughout their work.

Shweta et al (2019) conducted a study on stress, coping, social support, and mental health in police personnel of Uttar Pradesh. 300 male police officers, 100 constables, 100 inspectors, and 100 officers from Lucknow, Varanasi, Meerut, Raibareilly, Ghazipur, and Noida were inadvertently selected. The sample averaged 40 years old and 15 years of police service. Occupational Stress Questionnaire, Brief COPE Scale, Social Support Scale, and Mental Health Inventory were used to measure them. Statistical analysis, mean score calculation, and independent t-test were performed. The study found that all police echelons experience high stress, except inspectors, who have the highest level. This emphasizes the need for healthy coping mechanisms and work environment changes to promote health and well-being.

Walla et al (2018) conducted a study on psychosocial factors linked to the occupational psychological health of police officers. In winter 2016, 12 police officers were questioned for this qualitative investigation. A predetermined interview guide guided the officers' voluntary semi-directed interview. All assertions were analyzed inductively and split into economical, organizational, and personal variables. The study found predicted factors for police officers' mental health at work.

In 2023, Geoffrion undertook a feasibility examination of employing psychological first aid as a supportive intervention for police officers who have been exposed to traumatic incidents. A feasibility study examined Quebec's police force's PFA implementation. Semi-structured interviews with 36 police officers were conducted between October 26, 2021, and July 23, 2022. Participants included 26 respondents, 4 recipients, and 6 managers. Transcribed, coded, and thematically analyzed interviews.

Findings showed that law enforcement agencies could adopt PFA programs without serious difficulties. Importantly, PFA benefited the organization. PFA de-stigmatized mental health concerns and gave police officers hope.

2.2.4 Management of Work-Related Stress and the Performance of Police

Hassan (2014) conducted a study on the relationship between stress and work performance of police officers in Kasarani Sub-County. Study design was descriptive. The survey sampled 50 Kasarani Sub-County police officers from 70. The study used non-probability sampling. The data was acquired by questionnaire. The survey indicated that respondents were not stress-free and content, but wanted to work harder to meet their demands. Most respondents (28%) desire better jobs and peak. The police felt bad, became lethargic and bored, and had headaches. The study indicated that police felt overworked and stressed. The survey found that most officers are pressured and unable to meet their demands.

Mongo, Fwaya and Sewa (2020) did a study on the effects of work-related stress on performance of administration police service in Narok County, Kenya. Pearson's correlation coefficient (r) determined directions and strengths of correlations between variables, while the Chi Square test showed significance. The study indicated that gender, academic qualification, marital status, working units, rank, and years in service predicted work-related stress.

Buledi (2019) conducted a study on organizational stress and job performance of police officers in district Quetta. The descriptive analysis was done on 30 police officers using simple random selection and a quantitative questionnaire. Qualitative technique used convenient sampling and theme analysis on 7 respondents. Thus, quantitative approach results suggest that work load is the most stressful element,

while life-threatening, social isolation, abrupt work calls, promotion, and wage issues were the main study themes.

Chikwem (2017) carried out a study on the relationship of job stress to job performance in police officers. Data were acquired via an online poll of 200 police officers from 2 US metropolitan police departments and analyzed using hierarchical regression. A study found that job stress explains 80% of the variance in police officers' job performance ($p < .001$), suggesting a negative correlation between the two factors. Police personnel' job effectiveness was also improved by exercise.

Nisar and Rasheed (2019) conducted a study on connection of job-related stress, profession satisfaction, and work performance of police workers. Primary data were acquired from 271 AJ&K Pakistani police officers. This study found that occupational stress lowers police career happiness, in-role performance, and extra-role performance. The study concluded that there is need for police work-related stress awareness among scholars and policymakers.

2.3 Conceptual Framework

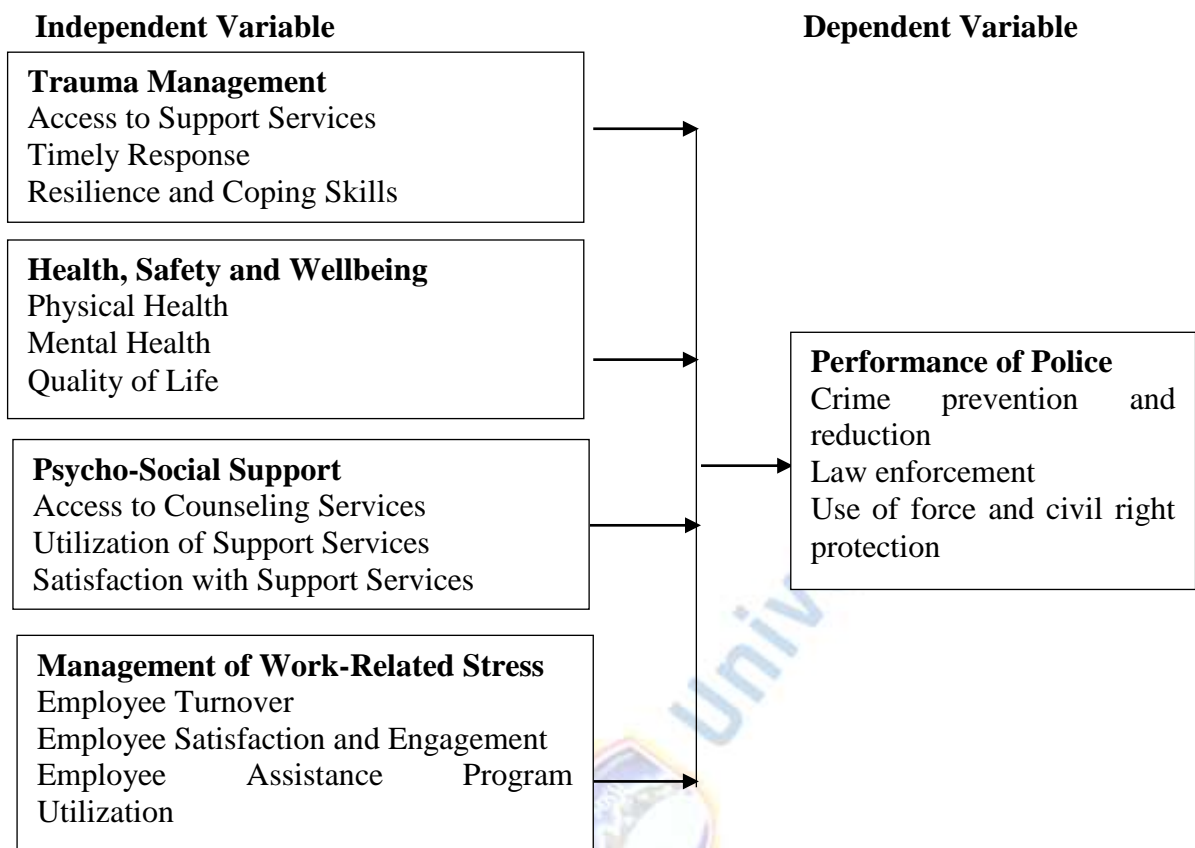


Figure 1: Conceptual Framework

Source: Researcher (2024)

Trauma Management

Effective trauma management among police officers involves access to support services, timely response to critical incidents, and the development of resilience and coping skills. When officers have adequate access to support services such as peer support groups, counseling, and debriefing sessions after traumatic events, they are better equipped to recover from stressful experiences. Timely responses from supervisors and colleagues in addressing traumatic incidents can prevent prolonged psychological distress and reduce the impact on officers' mental health. Moreover, developing resilience and coping skills enables officers to bounce back from

challenging situations, enhancing their readiness and effectiveness in handling future tasks related to crime prevention, law enforcement, and civil rights protection.

Health, Safety, and Wellbeing

The physical health, mental health, and overall quality of life of police officers directly influence their performance. Poor physical health can lead to decreased stamina and increased sick leave, affecting their availability for duty and responsiveness in critical situations. Meanwhile, mental health issues like depression, anxiety, and PTSD can impair decision-making abilities and increase the likelihood of burnout and turnover. Improving officers' mental health through interventions such as counseling services and stress management programs not only enhances their personal wellbeing but also strengthens their capacity to maintain law and order effectively.

Psycho-Social Support

Access to counseling services, utilization rates of support services, and officers' satisfaction with these resources are vital components of psycho-social support. When officers can easily access confidential counseling services tailored to their unique needs, they are more likely to seek help for mental health challenges and stress-related issues. Utilization of these services indicates proactive efforts by officers to manage their psychological wellbeing, potentially reducing absenteeism and turnover rates. High satisfaction with support services indicates that interventions are meeting officers' expectations and contributing to a positive work environment, which can bolster their morale and commitment to their duties.

Management of Work-Related Stress

Effective management of work-related stress involves strategies to mitigate employee turnover, enhance job satisfaction and engagement, and optimize the utilization of

employee assistance programs (EAPs). High turnover rates among police officers can disrupt continuity in community policing efforts and erode institutional knowledge within law enforcement agencies. Conversely, high job satisfaction and engagement foster a sense of purpose and motivation among officers, translating into proactive crime prevention efforts and responsive law enforcement practices. Utilization of EAPs provides a structured mechanism for officers to address personal and professional stressors, promoting resilience and enhancing their ability to uphold civil rights while using force judiciously.

2.4 Recap of the Literature Review

Righa (2022) examined vicarious trauma and anti-crime police department success in Kamkunji division, Nairobi City County, Kenya. Counseling helps cops and other managers handle vicarious trauma, according to the research.

A comprehensive review by Toxical (2019) examined occupational dangers, injuries, and diseases among South African police personnel. One ergonomic hazards study found that long drives and heavy lifting can cause musculoskeletal diseases. 15 research found psychological risks such PTSD and stress. Four research examined organizational dangers such burnout, unfavorable workplace exposure, and others.

Geoffrion (2023) tested psychological first aid as a support for traumatized police personnel. Findings showed that law enforcement agencies could adopt PFA programs without serious difficulties. Importantly, PFA benefited the organization. PFA de-stigmatized mental health concerns and gave officers hope.

Hassan (2014) examined police stress and work success in Kasarani Sub-County. The survey indicated that respondents were not stress-free and content, but wanted to work harder to meet their demands. Most respondents (28%) desire better jobs and peak.

The police felt bad, became lethargic and bored, and had headaches. The study indicated that police felt overworked and stressed. The survey found that most officers are pressured and unable to meet their demands.

Chikwem (2017) examined police officer job stress and success. A study found that job stress explains 80% of the variance in police officers' job performance ($p < .001$), suggesting a negative correlation between the two factors. They also found that police officers' physical activity improved their performance.



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section focuses on research techniques and the study's design. It describes the target population, sampling frame, sample size, sampling strategy, data collection instrument, procedure, pilot test, data analysis, and presentation.

3.2 Research Methodology

The method of research involves finding, selecting, processing, and analyzing data (Mugenda & Mugenda, 2003). This study's approach helped the researcher assess a study's validity and dependability. Data collection and analysis depend on this study's methodology.

3.2 Research Design

The study utilized descriptive survey research. It lets the researcher acquire, synthesize, present, and analyze information for clarity. Creswell (2017) defines a study design as the collection and arranging of data analysis conditions to maximize relevance and efficiency. This project used descriptive research to gather quantitative data to answer questions. Neuman (2018) states that descriptive research describes reality. Descriptive design, according to Kothari (2004), describes the present and provides for researcher discretion. Since it helped researchers comprehend a phenomenon, this design was employed.

3.3 Location of the Study

Kamukunji is a sub-county located in Nairobi County. Kamukunji sub-county covers an area in the eastern part of Nairobi and is known for its diverse population, bustling markets, and vibrant commercial activities. Kamukunji sub-county has a diverse population comprising various ethnic groups and communities. It is home to a mix of

residential, commercial, and industrial areas. The sub-county is known for its vibrant informal sector, with bustling markets such as Eastleigh and Gikomba. Kamukunji also has industrial areas that host various small and medium enterprises. Kamukunji sub-county is home to schools, healthcare facilities, police stations and other social services that cater to the needs of its residents. Like any urban area, Kamukunji sub-county faces security challenges, including crime and issues related to public safety. The police department in the sub-county plays a crucial role in maintaining law and order, as well as addressing security concerns within the area.

3.4 Target Population

Target population is a collection of individuals or things with a common trait Kombo & Tromp, (2006). Police sector in Kamukunji Sub County has 7 departments. 104 Kamukunji Sub County police officers—12 administration, 5 vital infrastructure, 8 Kenya police dog, 4 general service, 26 general duty, 18 traffic, and 30 criminal. It comprised senior and junior officers. All officers of different ranks were targeted for population since it greatly affected County police efficiency. The target population was shown in table 1

Table 1: Target Population

Department	Total
Police Traffic Department	18
Criminal Investigation Department	30
General Duty Police	26
General Service Unit	4
Kenya Police Dog Unit	8
Critical Infrastructure Police Unit	6
Administration Police	12
Totals	104

Source: Kamukunji Police Station Records (2024)

3.5 Sampling Procedures and techniques

Sampling is the procedure of choosing enough items within a population to determine their qualities and generalize the findings of the complete population (Sekaran, 2016).

The researcher employed a census design to include all responders since the study population is manageable. Kothari (2012) states that censuses sample the entire population.

3.6 Sample Population

The respondents chosen to reflect the population in data collecting is a sample size. Since the target group was limited, the investigator interviewed all 104 participants using census method. Census design examines all population units. Census design improves reliability by allowing all respondents to participate, (Cohen, Manion & Morrison, 2017).

3.7 Construction of Research Instruments

The study gathered primary data by structured questionnaires and interviews, (Silverman, 2020). Questionnaires are written instruments that ask respondents to write or select answers to questions or assertions. The questionnaire had closed ended questions. The questionnaire used a multiple-item scale. A five-point Likert Data was utilized. The questionnaire had four parts: Part A with background information, Parts B, C, and D with research variables. This study used the questionnaire because of its benefits. These advantages include easy dissemination, data collecting, data analysis, question standardization, and cost effectiveness.

3.8 Validity and Reliability

After analysis, validity is how well findings represent the phenomenon Bryman (2016). The questionnaire is face- and content-valid. Possible misreading is face validity. This work benefited from expert opinions, especially from the research supervisor (Cooper and Schindler, 2015) say pre-testing questionnaires examined face validity.

Reliability measures how well a research instrument produces consistent grades or data after repeated trials (Kothari, 2004). Reliability helps researchers identify and fix errors. Error decreases reliability and vice versa. Pre-testing the questionnaire with non-study samples improves dependability. Cronbach's Alpha ensured internal consistency. Internal consistency reliability assesses how well test items that explore the same topic yield identical results. Better alphas. Kothari (2004) advised a substantial sample dependability of 0.70 or above.

3.9 Data Collection Procedure

The researcher requested data collection from Mount Kenya University in an introduction letter. After getting permission, the researcher applied to NACOSTI for data collection from Kamukunji police service sector. NACOSTI's research permit and university introductory document stated the researcher's name and study's goal. The researcher visited the police stations in Kamukunji Sub County for introductions with the letter. The researcher explained the study's purpose to the respondents and request a data collection appointment. The researcher distributed the printed questions to responders at their offices on predetermined dates. After two weeks, the researcher provided study participants questionnaires. Since the sample size was limited, this period for respondents to fill out questionnaires was intended to increase response rates. Drop-and-Pick Questionnaire Distribution and Collection.

3.10 Data Analysis and Presentation

Data analysis involved organizing and interpreting data (Cooper & Schindler, 2015). Data analysis included summarizing, trending, and statistical procedures. The study used descriptive and inferential statistics. Descriptive statistics involved the use of percentages, frequencies, mean, and standard deviation for descriptive statistics. To determine variable affiliation, Gall, Borg & Gall (2013) used inferential statistics utilizing correlation analysis at $P < 0.05$. Additionally, multiple regression analysis was used to examine the relationship between a dependent variable and several independent factors. The analyzed data was presented using table and pie-charts

The multivariate regression model was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Performance

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

X_1 = Trauma Management

X_2 = Health, Safety and Well-being Training

X_3 = Psycho-Social Support

X_4 = Management of Work-Related Stress

3.11 Ethical Consideration

The study followed the subsequent ethical considerations to ensure the well-being and rights of the members and uphold research integrity. The researchers thoroughly explained the purpose of the study, the procedures involved, and what participants can expect. This includes a comprehensive discussion about potential risks and benefits associated with their involvement. Participants were assured that their participation is

entirely voluntary, and they have the right to withdraw at any point without facing any adverse consequences.

Confidentiality safeguards participants' privacy by ensuring that their identities remain protected. Researchers employ measures such as anonymizing data and storing it securely. Participants were informed about the limits of confidentiality, especially if there are legal or ethical considerations that may require disclosure. This commitment to confidentiality helped build trust between researchers and participants. Protecting participants' privacy involves creating a comfortable and secure environment for interactions. The Interviews were conducted in private settings to encourage open and honest communication.

The researcher carefully balanced the potential benefits of the study against any possible risks to participants. A thorough risk-benefit analysis was conducted to ensure that the study contributes positively to participants and society. Steps were taken to minimize any harm that may arise during or after the study, emphasizing the ethical imperative of doing no harm to participants. Voluntary participation underscores the importance of participants' free choice to be part of the study. The researcher ensured that there is no coercion or undue influence, and participants are reassured that they can decline participation without facing any negative consequences.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter centers on analyzing data, presenting results, and discussing the findings. The general objective was to assess the impact of implementing a counseling policy on the performance of police officers in Kamukunji sub-county, Nairobi County.

4.2 Response Rate

The response rate is calculated by dividing the number of completed semi-structured questionnaires by the total number of individuals in the sample (Fowler, 2014). In this study, 104 questionnaires were distributed for data collection, out of which 73 were properly filled and returned, resulting in an overall successful response rate of 70%.

Table 2: Response Rate

Question Issued	Question Correctly Filled	Response Rate (%)
104	73	70%

Source: Research Data (2024)

4.3 Reliability Test Results

A preliminary pilot-test was executed in Dagoretti North Sub-county, involving the distribution of 10 questionnaires to police officers. Table 3 has the outcomes

Table 3: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Trauma Management	7	.874
Health, Safety and Wellbeing Training	7	.889
Psycho-Social Support	7	.854
Management of Work-Related stress of Police	7	.899
	7	.798

Source: Research Data (2024)

The questionnaires were coded and Cronbach's Alpha Test was then conducted. All the 5 variables gave Cronbach's Alpha threshold values greater than 0.7 as shown in Table 3 Pilot study's Cronbach Alpha values included 0.874, 0.889, 0.854, 0.899 and 0.798 for trauma management, health, safety and wellbeing training, psycho-social support, management of work-related stress and performance of police respectively. All the variables had Cronbach values which were greater than 0.7. This implies that the instruments were reliable.

4.4 Demographic Information

The demographic data provided includes details regarding the gender, age, educational background, and length of tenure in the police sector among the respondents.

4.4.1 Gender of the Respondents

Participants were also requested to specify the gender distribution of the study subjects. Table 4 display the results

Table 4: Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Female	24	33
Male	49	67
Total	73	100

Source: Research Data (2024)

According to the findings, 67% were male while (33%) were female. Gender is vital in a public service because it can guarantee reasonable access and provide benefits from diversifying the services (Kirton 2012). This implies that majority of the respondents were male. A diverse workforce that includes individuals of different genders contributes to a more inclusive and representative public service organization. It helps ensure that a variety of perspectives and experiences are considered, leading to better decision-making and problem-solving. Promoting gender diversity in public service roles is essential for breaking down gender stereotypes and promoting equality. When people see individuals of different genders successfully serving in various roles, it challenges stereotypes and encourages others to pursue similar opportunities, leading to a more inclusive and equitable society overall.

4.4.2 Age of the Respondents

The researcher sought to assess the age of the participants the outcomes are in Table 5

Table 5: Age of the Respondents

Age of the respondents	Frequency	Percentage
25-30 years	14	19
31-40 years	23	32
41-50 years	27	37
Above 50 Years	9	12
Total	73	100

Source: Research Data (2024)

From the results, 19% of the respondents were in age brackets of 25-30 years, 32% were in age bracket of 31-40, 37% were aged 41-50 while 12% were in age bracket of more than 50 years. This suggests that most of the respondents were in age brackets of 41-50 years and 31-40 years. An organization that values employees of all ages is likely to have higher morale and engagement levels. It creates an environment where

individuals feel appreciated regardless of their age, fostering a positive workplace culture.

The age distribution among respondents, with a majority in the 41-50 years and above 50 years brackets, highlights the diverse experience levels and perspectives present within the police force. Older officers likely bring extensive experience and resilience to handle the stresses of policing, while younger officers may contribute innovative approaches and technological proficiency. Embracing this diversity fosters a supportive environment where officers feel valued, enhancing overall morale, engagement, and teamwork. This inclusive approach not only promotes effective decision-making and performance in crime prevention and law enforcement but also ensures the continuity of institutional knowledge and leadership within the organization.

4.4.3 Length of Service with Kenya Police Service

The respondents were asked to indicate the duration they have served with Kenya Police Service. The findings were as shown in Table 6

Table 6 : Length of Service with Kenya Police Service

Length of service	Frequency	Percentage
Less than 5Years	13	18
6-10 Years	32	43
11-20	18	25
20 Years and above	10	14
Total	73	100

Source: Research Data (2024)

From the findings 18% of the respondents had worked with the with the Kenya Police Service for less than 5 years, 43% had worked with the with the Kenya Police Service for 6-10 years, 25% had worked with the with the Kenya Police Service for 11-20

years while 14% had worked with the with the Kenya Police Service for over 20 years. This implies that majority of the employees had served with the Kenya Police Service for 6-10 years and 11-20years. Long-serving employees possess valuable institutional knowledge and experience. Their understanding of organizational history, processes, and relationships can be crucial for continuity and avoiding the loss of critical information when employees retire or move on.

Long-serving employees accumulate valuable experience and expertise in their roles. They become familiar with the intricacies of their job, the organization's procedures, and the specific challenges they face. This experience can be invaluable in handling complex situations, making sound decisions, and providing effective service to the public. Long-serving employees possess institutional knowledge that is crucial for the smooth functioning of the organization. They understand its history, culture, and traditions, which can be essential for maintaining continuity and stability, especially during times of change or transition.

Length of service often correlates with the opportunities for training and development that an employee has received. Employees who have served for an extended period may have undergone various training programs, workshops, and professional development initiatives, enhancing their skills and competencies over time. Long-serving employees often assume leadership roles within the organization and become mentors for newer employees. They can provide guidance, support, and mentorship based on their wealth of experience, helping to groom the next generation of public servants and ensuring a smooth transfer of knowledge and skills.

4.4.4 Counselling Services in Your Police Station

The researcher sought to find out whether there was a counselling services in the police station. The findings were as indicated in the figure 2

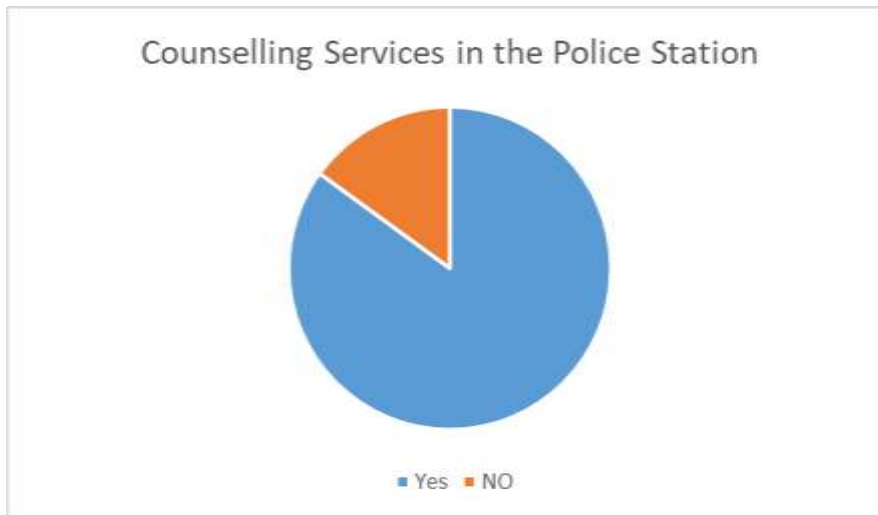


Figure 2: Counselling Services in Your Police Station

Source: Research Data (2024)

From the findings 85% of the respondents revealed that they have counselling services in the police station while 15% said there was no counselling services in the police. This implies that majority of police station in Kamukunji sub-county have counselling services. The counselling services available in the police include victim support for crime survivors, trauma counseling for officers exposed to distressing incidents, substance abuse counseling, mental health crisis intervention, and community outreach programs promoting mental health awareness.

Counselling services provide essential mental health support to both police officers and the public they serve. Police officers often face high levels of stress, trauma, and emotional strain due to the nature of their work, including exposure to violence, crime scenes, and emergencies. Counselling can help them cope with these challenges, prevent burnout, and maintain their well-being. Police officers and members of the

public may experience traumatic events or situations that require professional support to process and recover from. Counselling services offer a safe and confidential space for individuals to express their emotions, work through traumatic experiences, and develop coping strategies to move forward.

Counselling services help resolve conflicts and disputes within the community, including domestic disputes, neighborhood conflicts, and interpersonal conflicts. By providing mediation, communication skills training, and conflict resolution techniques, counselling services contribute to maintaining peace and harmony within the community. Counselling services are essential for providing support to victims of crime, violence, and abuse. Victims often experience a range of emotional and psychological reactions, including fear, anxiety, and trauma. Counsellors can offer empathy, validation, and practical assistance to help victims navigate the criminal justice system, access resources, and rebuild their lives.

Counselling services also play a preventive role by addressing underlying issues and risk factors that may contribute to crime, violence, or other social problems. By identifying and addressing mental health concerns, substance abuse issues, family conflicts, and other stressors, counselling services can help prevent future incidents and promote community well-being. Offering counselling services within police stations promotes positive community engagement and trust. It demonstrates a commitment to supporting the holistic well-being of community members beyond law enforcement activities, fostering positive relationships between police officers and the public they serve.

4.5 Descriptive Statistics

The researcher demanded participants to give sentiments in respect to effect of trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress on performance of police officers in Kamukunji Sub-County, Nairobi County. The analysis of the results relied on the mean and standard deviation. The mean value served as an indicator of the level of agreement, ranging from 1 to 5, where 1 represented the lowest mean and 5 denoted the highest mean. Standard deviation, on the other hand, quantifies the spread of data points from the mean.

4.5.1 Trauma Management on Performance of Police Officers

The participants were enquired to designate their agreement on the effect of trauma management on performance of police officers in Kamukunji Sub-County, Nairobi County. Table 7 has the outcomes.

Table 7: Trauma Management on Performance of Police Officers

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Kamukunji police has mental support services like counselling and peer support programs which enhances police performance.	26	47	17	10	0	3.887	0.907
Support services mitigate the risk of burnout among police officers	37	45	13	5	0	4.113	0.870
Support services foster resilience by providing officers with tools to manage stress, trauma, and critical incidents effectively	55	42	3	0	0	4.516	0.565
Timely response to traumatic incidents allows for efficient crisis management among the police officers	57	37	6	0	0	4.500	0.621
Prompt response and intervention can reduce the risk of secondary trauma among officers who may be affected by witnessing traumatic events.	39	44	11	6	0	4.145	0.866
Officers with strong coping skills and resilience are better equipped to perform under high-stress situations.	49	39	10	2	0	4.351	.767

Resilient officers are less likely to succumb to the negative effects of stress and trauma, leading to reduced rates of absenteeism and sick leave.	48	39	6	4	3	4.345	.692
Focus on resilience and coping skills promotes a positive organizational culture that values the well-being of officers	44	38	7	7	4	4.273	.689
Average Mean and Std						4.266	0.7471

Source: Research Data (2024)

From the findings, 26% of the respondents strongly agreed, 47% Agree, 17% were undecided, 10% disagree, and none of the respondents strongly disagreed that the Kamukunji Police has mental support services like counselling and peer support programs which enhances police performance with 3.887 mean and 0.907 std. The findings further indicated that 37% of the respondents strongly agreed, 45% agreed, 13% were undecided, 5% disagreed, and none of the respondents strongly disagreed that support services mitigate the risk of burnout among police officers with 4.113 mean and 0.870 std. In addition, 55% of the respondents strongly agreed, 42% agreed, 3% were undecided while none of the respondents disagreed nor strongly disagreed that support services foster resilience by providing officers with tools to manage stress, trauma, and critical incidents effectively with a mean of 4.516 and the standard deviation 0.565. The study findings are in tandem with the findings of Salhi (2022) which found that support services for police officers play a crucial role in fostering resilience by providing them with tools to manage stress, trauma, and critical incidents effectively. These services offer specialized training and resources aimed at enhancing officers' coping skills and psychological resilience in the face of adversity. By equipping officers with techniques such as mindfulness, cognitive reframing, and peer support, these programs help mitigate the negative impact of stress and trauma on their mental well-being. Police officers often face traumatic experiences and high-stress situations on a regular basis. Counseling services provide a safe space for

officers to talk about their experiences, process their emotions, and learn coping strategies to manage stress, anxiety, and trauma. Peer support programs allow officers to connect with their colleagues who understand the unique challenges of police work. Peer support groups provide a supportive environment where officers can share their experiences, seek advice, and offer mutual support to prevent feelings of isolation and burnout. Providing training on stress management, resilience building, and mental health awareness can equip officers with the skills and knowledge they need to recognize the signs of burnout and seek help when needed. Education about healthy coping mechanisms and self-care strategies can empower officers to take proactive steps to protect their well-being. Implementing policies that promote work-life balance, prioritize officer safety, and encourage open communication can create a supportive work environment that reduces the risk of burnout. Supportive leadership plays a crucial role in fostering a culture of wellness within police departments by validating officers' experiences, addressing concerns, and advocating for their well-being.

The findings further revealed that 57% of the respondents strongly agreed, 37% agreed, 6% were undecided that timely response to traumatic incidents allows for efficient crisis management among the police officers with 4.500 mean and 0.621 std. In addition, 39% of the respondents strongly agreed, 44% agreed, 11% were undecided, 6% disagreed, and none of the respondents strongly disagreed that the prompt response and intervention can reduce the risk of secondary trauma among officers who may be affected by witnessing traumatic events with 4.145 mean and 0.866 std. According to the findings, 49% of the respondents strongly agreed, 39% agreed, 10% were undecided, 2% disagreed, and 0% of the respondents strongly disagreed that officers with strong coping skills and resilience are better equipped to

perform under high-stress situations with 4.351 mean and 0.767 std. In addition, 48% of the respondents strongly agreed, 39% agreed, 6% were undecided, 4% disagreed, and 3% of the respondents strongly disagreed that resilient officers are less likely to succumb to the negative effects of stress and trauma, leading to reduced rates of absenteeism and sick leave with 4.345 mean and 0.692 std. Moreover, 44% of the respondents strongly agreed, 38% agreed, 7% were undecided, 7% disagreed, and 4% of the respondents strongly disagreed that focus on resilience and coping skills promotes a positive organizational culture that values the well-being of officers (mean=4.273, SD=0.689).

The study findings are in tandem with the findings of Norflee (2022) which revealed that focusing on resilience and coping skills within law enforcement agencies promotes a positive organizational culture that values the overall well-being of officers. By prioritizing mental health support and resilience-building initiatives, police departments demonstrate a commitment to creating a work environment that supports officers' emotional and psychological needs. This proactive approach not only enhances job satisfaction and morale but also fosters a sense of camaraderie and mutual support among colleagues. Resilient officers have developed effective coping mechanisms to deal with stress and trauma. Instead of becoming overwhelmed by challenges, they are more likely to utilize healthy coping strategies such as seeking social support, practicing mindfulness, and maintaining a healthy work-life balance. These coping mechanisms help officers manage stress effectively, reducing the likelihood of needing time off due to burnout or mental health issues. Resilient officers tend to have a positive mindset and outlook on life, even in the face of adversity. They are able to maintain a sense of optimism and hopefulness, which enables them to persevere through difficult situations without succumbing to negative

emotions or burnout. Their positive attitude contributes to better mental and physical health, reducing the likelihood of needing time off due to illness or stress-related conditions.

4.5.2 Health, Safety and Wellbeing Training on Performance of Police Officers

Participants were requested to express their agreement level concerning the impact of health, safety, and wellbeing training on the performance of police officers in Kamukunji Sub-County, Nairobi County. The outcomes are in Table 8

Table 8: Health, Safety and Wellbeing Training on Performance of Police Officers

Statement	S	A	A	U	D	SD	Mean	Std
	%	%	%	%	%	%		
Maintaining good physical health allows police officers to perform their physically demanding duties more effectively.	52	39	9	0	0	4.419	0.667	
Regular exercise and physical conditioning help the police to reduce the risk of on-duty injuries.	37	31	19	13	0	3.887	1.073	
Improved physical health leads to increased endurance and stamina, enabling officers to remain alert and focused during long shifts and critical incidents.	44	40	6	10	0	4.177	0.932	
Officers with sound mental well-being are better equipped to analyze situations objectively and make rational judgments.	37	39	10	14	0	3.984	1.032	
Prioritizing mental health help mitigate effects of chronic stress and trauma, reducing the risk of burnout hence better performance among officers.	42	39	11	8	0	4.145	0.921	
Focus on health, safety and well-being improves job satisfaction among police officers which enhances job performance	44	38	7	7	4	4.273	.689	
Promoting health and well-being enables officers to maintain a healthier work-life balance	62	32	3	3	0	4.604	.670	
Average Mean and Std						4.212	.854	

Source: Research Data (2024)

According to the findings 52% of the respondents strongly agreed, 39% agreed and 9% were undecided that the maintaining good physical health allows police officers to perform their physically demanding duties more effectively with 4.419 mean and 0.667 std. The findings further indicated that 37% of the respondents strongly agreed, 31% agreed, 19% were undecided, 13% disagreed, and 0% of the respondents strongly disagreed that regular exercise and physical conditioning help the police to reduce the risk of on-duty injuries with 3.887 mean and 1.073 Std.

Also, the findings indicated that 44% of the respondents strongly agreed, 40% agreed, 6% were undecided, 10% disagreed, and 0% of the respondents strongly disagreed, that improved physical health leads to increased endurance and stamina, enabling officers to remain alert and focused during long shifts and critical incidents with 4.177 mean and 0.932 std. The study findings agree with the findings of Poirier, Noemie and Trudeau (2022) which revealed that improved physical health among police officers contributes to increased endurance and stamina, enhancing their ability to remain alert and focused during long shifts and critical incidents. Regular exercise, proper nutrition, and adequate rest improve physical fitness, enabling officers to better cope with the physical demands of their job and perform at their best when faced with challenging situations. Police work often requires officers to be on their feet for long periods, engage in foot pursuits, and handle physically demanding situations. Good physical fitness, including cardiovascular endurance and muscular strength, helps officers maintain their energy levels and stamina throughout their shifts, allowing them to perform their duties effectively without experiencing fatigue or exhaustion.

Further 37% of the respondents strongly agreed, 39% agreed, 10% were undecided, 14% disagreed, and none of the respondents strongly disagreed that officers with sound mental well-being are better equipped to analyze situations objectively and

make rational judgments with 3.984 mean and 1.032 std. From the findings 42% of the respondents strongly agreed, 39% agreed, 11% were undecided, 8% disagreed, and none of the respondents strongly disagreed that prioritizing mental health help mitigate effects of chronic stress and trauma, reducing the risk of burnout hence better performance among officers 4.145 mean and 0.921 std.

Similarly, 44% of the respondents strongly agreed, 38% agreed, 7% were undecided, 7% disagreed, and 4% of the respondents strongly disagreed with 4.273 mean and 0.689 std agreed that focus on health, safety and well-being improves job satisfaction among police officers which enhances job performance. Furthermore, 62% of the respondents strongly agreed, 32% agreed, 3% were undecided, 3% disagreed, and 0% of the respondents strongly disagreed with 4.604 mean and 0.670 std participants agreed that promoting health and well-being enables officers to maintain a healthier work-life balance. The findings agree with the findings of Toxical (2019) which revealed that furthermore, promoting health and well-being among officers facilitates a healthier work-life balance, reducing the risk of burnout and improving overall job satisfaction. By encouraging healthy habits and providing access to wellness resources, law enforcement agencies support officers in maintaining their physical and mental health, which in turn enhances their resilience and effectiveness on the job. Officers with good mental well-being can regulate their emotions effectively, allowing them to remain calm and composed in challenging or high-stress situations. By managing their emotions, they can think more clearly and make rational decisions based on the facts of the situation rather than reacting impulsively or emotionally. Mental well-being is closely linked to cognitive functioning, including attention, memory, and problem-solving skills. Officers who are mentally healthy are better able to focus their attention, process information efficiently, and consider multiple factors

when analyzing complex situations. This cognitive flexibility enables them to make well-informed decisions that consider the diverse perspectives and potential consequences involved.

4.5.3 Psycho-Social Support on Performance of Police Officers

The respondents were asked to indicate their level of agreement on the effect of psycho-social support on performance of police officers in Kamukunji Sub-County, Nairobi County. The findings are presented in Table 9

Table 9: Psycho-Social Support on Performance of Police Officers

Statement	S	A	A	U	D	SD	Mean	Std
	%	%	%	%	%	%		
Access to counseling services provides police officers with a safe and confidential space to discuss and process their emotions	47	34	13	6	0		4.210	0.908
Professional counselors equip officers with coping strategies and stress management techniques	50	31	15	5	0		4.258	0.886
Availability of counselling services fosters a culture of openness which encourages officers to address mental health concerns early on	44	53	3	0	0		4.403	0.557
Utilization of support services leads to early intervention which prevent adverse outcomes and promote better mental health among the officers	37	44	16	3	0		4.145	0.807
Utilizing support services enhance police officers' overall performance by addressing psychological barriers that may hinder their effectiveness.	35	45	5	0	0		4.452	0.592
Satisfaction with support services leads to increased officer engagement in seeking assistance and participating in mental health programs	40	42	9	3	6		3.873	1.037
Satisfaction with support services contributes to a positive organizational climate within the police department	53	44	3	0	0		4.145	0.807
Providing satisfactory support services demonstrates a commitment to officers' well-being, leading to strengthened trust in police leadership	44	46	7	3	0		4.307	0.738
Average Mean and Std							4.224	.791

Source: Research Data (2024)

According to the outcomes, 47% of the respondents strongly agreed, 34% agreed, 13% were undecided, 6% disagreed, and 0% of the respondents strongly disagreed that access to counseling services provides police officers with a safe and confidential space to discuss and process their emotions with 4.210 mean and 0.908 std. Moreover, 50% of the respondents strongly agreed, 31% agreed, 15% were undecided, 5% disagreed, and 0% of the respondents strongly disagreed that professional counselors equip officers with coping strategies and stress management techniques with 4.258 mean and 0.886 std. From the analysis 44% of the respondents strongly agreed, 53% agreed, 3% were undecided that availability of counselling services fosters a culture of openness which encourages officers to address mental health concerns early on with 4.403 mean and 0.557 std. The study findings are in line with the findings of Jackman (2020) which noted that the availability of counseling services within law enforcement fosters a culture of openness, encouraging officers to address mental health concerns early on. By providing accessible and confidential support, officers feel more comfortable seeking assistance for stress, trauma, and other mental health issues without fear of stigma or judgment. This proactive approach to mental health care promotes early intervention and prevents issues from escalating, ultimately contributing to officers' overall well-being and job satisfaction.

Group therapy sessions bring together officers who share similar experiences or challenges, such as handling critical incidents or managing work-related stress. In a group setting facilitated by a professional counselor, officers can share their thoughts and feelings, gain support from peers, and learn from each other's coping strategies. Group therapy can foster camaraderie, reduce feelings of isolation, and provide validation for officers' experiences. Professional counselors often conduct stress management workshops and training sessions tailored specifically for police officers.

These workshops cover topics such as recognizing the signs of stress, developing healthy coping mechanisms, practicing relaxation techniques, and improving resilience. Officers learn practical skills and strategies they can apply both on and off duty to mitigate the negative effects of stress and promote overall well-being.

In addition, 37% of the respondents strongly agreed, 44% agreed, 16% were undecided and 3% disagreed, that utilization of support services leads to early intervention which prevent adverse outcomes and promote better mental health among the officers with 4.145 mean and 0.807 std. Further 35% of the respondents strongly agreed, 45% agreed, 5% were undecided, 0% disagreed, and 0% of the respondents strongly disagreed that utilizing support services enhance police officers' overall performance by addressing psychological barriers that may hinder their effectiveness with 4.452 mean and 0.592 std.

Moreover, 40% of the respondents strongly agreed, 42% agreed, 9% were undecided, 3% disagreed, and 6% of the respondents strongly disagreed that satisfaction with support services leads to increased officer engagement in seeking assistance and participating in mental health programs with 3.873 mean and 1.037 std. Similarly, 53% of the respondents strongly agreed, 44% agreed and 3% were undecided with 4.145 mean and 0.807 std agreed that satisfaction with support services contributes to a positive organizational climate within the police department. Moreover, 44% of the respondents strongly agreed, 46% agreed, 7% were undecided and 3% disagreed that providing satisfactory support services demonstrates a commitment to officers' well-being, leading to strengthened trust in police leadership with 4.307 mean and 0.738 std. The study findings are in line with the findings of Geoffrion (2023) which noted that providing satisfactory support services demonstrates a commitment to officers' well-being, which strengthens trust in police leadership. When officers feel supported

and valued by their department, they are more likely to have confidence in the leadership's ability to address their needs and concerns. This sense of trust and support fosters a positive relationship between officers and leadership, leading to greater morale, loyalty, and collaboration within the organization. When officers feel supported by their department through access to counseling, peer support programs, and other services, it improves their overall well-being.

Feeling valued and cared for by the organization fosters a sense of belonging and loyalty among officers, leading to higher job satisfaction and morale. Support services such as counseling and stress management programs help officers cope with the demands and stressors of their job more effectively. By providing resources to address mental health concerns and build resilience, the department reduces the risk of burnout and turnover among its personnel, contributing to a more positive work environment. When officers have access to support services and feel comfortable seeking help when needed, it promotes open communication and trust within the organization. Officers are more likely to reach out to colleagues or supervisors for assistance, share concerns, and collaborate on solutions to common challenges, leading to a stronger sense of camaraderie and teamwork.

Satisfaction with support services contributes to overall job satisfaction and engagement among officers. Knowing that their department cares about their well-being and provides resources to support them in their roles enhances officers' sense of purpose and commitment to their work, leading to higher levels of job satisfaction and performance. A police department that prioritizes officer well-being and invests in support services fosters a positive organizational culture. Officers are more likely to feel valued, respected, and supported by their colleagues and supervisors, creating a

culture of mutual respect, professionalism, and accountability that benefits the entire organization.

4.5.4 Management of Work-Related Stress on Performance of Police Officers

The respondents were asked to indicate their level of agreement on effect of management of work-related stress on the performance of police officers in Kamukunji Sub-County, Nairobi County. The findings are presented in Table 10

Table 10: Management of Work-Related Stress on Performance of Police Officers

Statement	S %	A %	U %	D %	SD %	Mean	Std
Effective management of work-related stress leads to retention of experienced officers which enhances performance ³⁷	37	34	10	16	3	3.855	1.185
Lower turnover rates result in decreased recruitment and training costs which enhances performance of the police service ⁵⁵	55	34	8	3	0	4.403	0.778
Lower turnover leads to improved continuity of service in the community hence better crime prevention and community engagement initiatives ⁴⁴	44	46	7	3	0	4.307	0.738
Reduced stress levels contribute to better communication and teamwork within the police force. ³⁷	37	44	16	3	0	4.145	0.807
EAPs provide a confidential and accessible platform for officers to seek assistance for stress and mental health concern ⁵⁵	55	33	7	5	0	4.387	0.869
Utilizing EAPs equips officers with coping skills and strategies to handle work-related stress effectively. ⁴⁴	44	50	6	0	0	4.371	0.607
Officers who access EAP resources when needed are more likely to maintain better mental health and job satisfaction ⁶⁴	64	29	2	5	0	4.403	0.778
Average Mean and Std						4.267	.823

Source: Research Data (2024)

According to the results, 37% of the respondents strongly agreed, 34% agreed, 10% were undecided, 16% disagreed, and 3% of the respondents strongly disagreed that

effective management of work-related stress leads to retention of experienced officers which enhances performance with 3.855 mean and 1.185 std. From the findings 55% of the respondents strongly agreed, 34% agreed, 8% were undecided, 3% disagreed, and 0% of the respondents strongly disagreed that lower turnover rates result in decreased recruitment and training costs which enhances performance of the police service with 4.403 mean and 0.778 std.

Further, 44% of the respondents strongly agreed, 46% agreed, 7% were undecided, 3% disagreed, and 0% of the respondents strongly disagreed that lower turnover leads to improved continuity of service in the community hence better crime prevention and community engagement initiatives with 4.307 mean and 0.738 std. The study findings agree with the findings of Buledi (2019) which found that lower turnover rates among police officers contribute to improved continuity of service in the community, resulting in better crime prevention and community engagement initiatives. When officers remain in their roles for longer periods, they develop stronger relationships with community members, gain a deeper understanding of local issues, and implement more effective crime prevention strategies. This continuity of service fosters trust and collaboration between law enforcement and the community, leading to enhanced crime prevention efforts and more meaningful community engagement initiatives. Experienced officers possess valuable institutional knowledge, expertise, and skills that are critical for maintaining public safety and effectively addressing crime within their communities. By managing work-related stress effectively, police departments can retain these experienced officers, ensuring continuity in operations and preserving the collective wisdom gained through years of service.

High levels of work-related stress and burnout can contribute to increased turnover rates within a police department, as officers may choose to leave the profession

prematurely due to job dissatisfaction or mental health concerns. This turnover not only results in the loss of experienced personnel but also incurs significant recruitment and training costs for the department. By effectively managing stress and supporting officer well-being, police departments can reduce turnover rates and mitigate these costs. Retaining experienced officers helps maintain optimal staffing levels within a police department, ensuring that sufficient resources are available to respond to emergencies, investigate crimes, and provide essential services to the community. Adequate staffing levels contribute to improved public safety outcomes and enhance the department's ability to fulfill its mission effectively.

In addition, 37% of the respondents strongly agreed, 44% agreed, 16% were undecided, 3% disagreed, and 0% of the respondents strongly disagreed that reduced stress levels contribute to better communication and teamwork within the police force with 4.145 mean and 0.807 std. Moreover, 55% of the respondents strongly agreed, 33% agreed, 7% were undecided, 5% disagreed, and 0% of the respondents strongly disagreed that EAPs provide a confidential and accessible platform for officers to seek assistance for stress and mental health concern with 4.387 mean and 0.869 std. In addition 44% of the respondents strongly agreed, 50% agreed, 6% were undecided, 0% disagreed, and none of the respondents strongly disagreed that utilizing EAPs equips officers with coping skills and strategies to handle work-related stress effectively with 4.371 mean and 0.607 std. Furthermore, 64% of the respondents strongly agreed, 29% agreed, 2% were undecided, 5% disagreed, and 0% of the respondents strongly disagreed with 4.403 mean and 0.778 std agreed that officers who access EAP resources when needed are more likely to maintain better mental health and job satisfaction. The study findings agree with the findings of Hassan (2014) which showed that officers who access Employee Assistance Program (EAP)

resources when needed are more likely to maintain better mental health and job satisfaction. EAPs provide confidential counseling and support services to help officers cope with stress, trauma, and other mental health challenges. By utilizing these resources, officers can address issues early, receive timely support, and develop healthy coping mechanisms to manage job-related stressors.

When officers experience lower levels of stress, they are more likely to engage in open and transparent communication with their colleagues. Reduced stress reduces the likelihood of defensive or confrontational communication styles, fostering an environment where officers feel comfortable sharing information, asking for help, and collaborating on tasks. Lower stress levels contribute to a greater sense of trust and support among members of the police force. Officers who feel less stressed are more likely to trust their colleagues, rely on their expertise, and offer support when needed. This sense of camaraderie and mutual support strengthens team cohesion and promotes a culture of collaboration and teamwork.

4.5.5 Performance of Police Officers in Kamukunji Sub-County, Nairobi County

The respondents were asked to indicate their level of agreement on the performance of police officers in Kamukunji Sub-County, Nairobi County. The findings are presented in Table 11

Table 11: Performance of Police Officers in Kamukunji Sub-County, Nairobi County

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
The criminal incidents in Kamunji Sub-county have reduced compared with the past five years	64	29	2	5	0	4.403	0.778
The police officers frequently collaborate with other departments and agencies to address crime-related issues	54	30	8	5	3	4.307	0.738
Officers prioritize backlog cases and appropriately address them alongside current cases	38	38	4	11	9	4.145	0.807
The Number of backlog cases has reduced for the past five years	43	34	7	5	11	4.387	0.869
Officers utilize mental health services like counseling, support groups, and stress management tools which has reduced stress and burnout	30	54	5	8	3	4.181	0.513
Average Mean and Std						4.284	.638

Source: Research Data (2024)

According to the findings, 64% of the respondents strongly agreed, 29% agreed, 2% were undecided, 5% disagreed, and none of the respondents strongly disagreed with 4.403 mean and 0.778 std, the most of participants agreed the criminal incidents in Kamukunji Sub-county have reduced compared with the past five years. Furthermore, 54% of the respondents strongly agreed, 30% agreed, 8% were undecided, 5% disagreed, and 3% of the respondents strongly disagreed with 4.307 mean and 0.738 std, the most of participants strongly agreed that the police officers frequently

collaborate with other departments and agencies to address crime-related issues. Moreover, 38% of the respondents strongly agreed, 38% agreed, 4% were undecided, 11% disagreed, and 9% of the respondents strongly disagreed that officers prioritize backlog cases and appropriately address them alongside current cases with 4.145 mean and 0.807 std. Officers should assess the urgency and significance of each backlog case based on factors such as the severity of the offense, the potential risk to public safety, and any time-sensitive evidence or leads. Cases involving violent crimes, serious offenses, or imminent threats should be prioritized for immediate attention. Allocate appropriate resources, including personnel, time, and equipment, to address backlog cases without compromising the investigation of current cases. This may involve reallocating staffing assignments, securing additional funding or manpower, or leveraging technological tools to streamline the investigative process.

Foster collaboration and coordination among investigative units, task forces, and external stakeholders involved in addressing backlog cases. By pooling resources and expertise, officers can effectively manage workload demands and expedite the resolution of backlog cases while maintaining continuity in ongoing investigations. Develop strategic plans and timelines for addressing backlog cases, setting clear objectives, milestones, and deadlines to guide the investigative process. Prioritize tasks based on their importance and feasibility, ensuring that efforts are focused on activities that yield the greatest impact in resolving backlog cases efficiently. Conduct regular reviews and updates of backlog cases to monitor progress, identify obstacles, and adjust strategies as needed. Maintain open communication channels with relevant stakeholders to provide updates on case developments, share information, and solicit input on decision-making processes. Ensure that all investigative efforts comply with legal and procedural standards, including the preservation of evidence, adherence to

chain of custody protocols, and respect for the rights of victims and suspects. Upholding ethical and professional conduct is essential to maintaining the integrity and credibility of law enforcement operations.

Further, 43% of the respondents strongly agreed, 34% agreed, 7% were undecided, 5% disagreed, and 11% of the respondents strongly disagreed that the number of backlog cases has reduced for the past five years with 4.145 mean and 0.807 std. From the findings, 30% of the respondents strongly agreed, 54% agreed, 5% were undecided, 8% disagreed, and 3% of the respondents strongly disagreed that officers utilize mental health services like counseling, support groups, and stress management tools which has reduced stress and burnout with 4.181 mean and 0.513 std. According to Mongo, Fwaya and Sewa (2020) officers who utilize mental health services such as counseling, support groups, and stress management tools experience reduced levels of stress and burnout. By accessing these resources, officers can learn effective coping strategies, receive emotional support, and develop skills to manage job-related stressors more effectively. Counseling sessions provide a safe and confidential space for officers to discuss their concerns, process traumatic experiences, and receive guidance from mental health professionals. Support groups allow officers to connect with peers who may be facing similar challenges, fostering a sense of camaraderie and solidarity. Additionally, stress management tools and techniques, such as mindfulness practices or relaxation exercises, empower officers to proactively manage their stress levels and maintain their overall well-being.

4.6 Inferential Statistics

Inferential statistics entails drawing inferences and making predictions about a population using a sample of data drawn from that population. Within this study, Pearson correlation analysis and regression analysis were employed for data analysis purposes.

4.6.1 Correlation Analysis

Correlation serves as a method to explore the connection between two quantitative, continuous variables. Within this study, Pearson correlation analysis will be utilized. Pearson's correlation coefficient (r) gauges the magnitude of the relationship between the two variables.

Table 12: Correlation Analysis

		Trauma Management	Health, Safety and Wellbeing Training	Psycho-Social Support	Management of Work-Related stress
Trauma Management	Pearson Correlation	1			
	Sig. (2-tailed)	.056	1		
	N	73			
Health, Safety and Wellbeing Training	Pearson Correlation	.416	.541	1	
	Sig. (2-tailed)	.076	.089		
	N	73	73		
Psycho-Social Support	Pearson Correlation	.981	.987	.641	1
	Sig. (2-tailed)	.059	.089	.098	
	N	73	73	73	
Management of Work-Related stress	Pearson Correlation	.974	.987	.976	.987
	Sig. (2-tailed)	.078	.098	.067	.098
	N	73	73	73	73
Performance of police	Pearson Correlation	.443**	.441**	.541**	.641**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	73	73	73	73

The researcher sought to find the relationship between trauma management and performance of Police in Kamukunji Sub-County. The findings revealed that there is a positive and statistically significant correlation between trauma management and performance of police in Kamukunji Sub-County ($r = 0.443$; $p < 0.05$). This infers that improved trauma management enhances performance of police in Kamukunji Sub-County. The study findings are in tandem with the findings of Irungu (2020) which revealed that trauma management programs help officers build resilience and develop coping strategies to effectively deal with the traumatic incidents they encounter in the line of duty. By providing officers with the tools to process and manage traumatic experiences, these programs enhance their ability to bounce back from adversity, maintain mental well-being, and continue performing their duties effectively.

Exposure to trauma can have a profound psychological impact on police officers, leading to symptoms such as anxiety, depression, PTSD, and substance abuse. Improved trauma management initiatives provide officers with timely access to mental health resources, counseling, and peer support, helping them address trauma-related symptoms and prevent long-term psychological harm. Trauma can impair cognitive function and decision-making abilities, making it difficult for officers to perform their duties effectively. By equipping officers with trauma management skills, they can better regulate their emotions, think more clearly, and make rational decisions in high-stress situations, improving operational effectiveness and safety outcomes.

In addition, the study sought to establish the correlation between health, safety and wellbeing training and performance of Police in Kamukunji Sub-County. The findings revealed that there was a positive and statistically significant correlation between

health, safety and wellbeing training and performance of police in Kamukunji Sub-County ($r=0.441$; $p<0.05$). This implies that better health, safety and wellbeing training enhances performance of police in Kamukunji Sub-County. The study findings agree with Barasa (2017) who revealed that health and safety training provide officers with stress management techniques, coping strategies, and mental health resources to help them effectively manage job-related stress. By equipping officers with these skills, they can maintain resilience, reduce burnout, and perform their duties more effectively. Training in health and safety promotes awareness of occupational hazards, risks, and safety protocols among police officers. This includes training on handling firearms safely, conducting vehicle pursuits, managing hazardous materials, and responding to medical emergencies. By adhering to safety procedures and best practices, officers can minimize the risk of accidents, injuries, and fatalities in the line of duty.

Health, safety, and wellbeing training often include modules on situational awareness, risk assessment, and decision-making under pressure. By honing these skills, officers can make informed decisions in dynamic and challenging situations, prioritizing the safety of themselves, their colleagues, and the community. Improved decision-making contributes to more effective policing outcomes and reduces the likelihood of adverse incidents.

The study further examined the correlation between psycho-social support and performance of police in Kamukunji Sub-County. The findings established that there was a strong positive correlation between psycho-social support and performance of police in Kamukunji Sub-County, ($r = 0.541$; $p < 0.05$). The results of the correlation analysis indicated that better psycho-social support enhances performance of police in Kamukunji Sub-County. The findings are in line with the findings of Umeda (2020)

which showed that psycho-social support programs help build resilience among police officers, equipping them with the psychological resources needed to cope with the challenges and stressors of their job. By providing officers with the skills to manage stress, regulate emotions, and maintain mental well-being, psycho-social support enhances their ability to perform effectively in demanding situations.

Police work often involves exposure to traumatic events and high-pressure situations, which can take a toll on officers' mental health. Psycho-social support programs offer resources such as counseling, peer support, and stress management techniques to help officers mitigate the negative effects of stress and trauma. By reducing stress levels, these programs improve officers' cognitive function, decision-making abilities, and overall job performance. Psycho-social support programs promote mental health awareness and provide access to mental health services for officers who may be struggling with anxiety, depression, PTSD, or other mental health issues. By addressing mental health concerns proactively, these programs prevent the escalation of symptoms, reduce absenteeism, and enhance officers' ability to fulfill their duties effectively.

Furthermore, the research sought to determine the correlation between the management of work-related stress and the performance of police officers in Kamukunji Sub-County. The findings revealed that a strong positive correlation existed between management of work-related stress and performance of police in Kamukunji Sub-County ($r=0.641$; $p<0.05$). The results of the correlation analysis indicated that better management of work-related stress enhances performance of police in Kamukunji Sub-County. The results match with Chikwem (2017) which revealed that effective stress management techniques, such as mindfulness, relaxation exercises, and cognitive-behavioral strategies, help officers cope with the demands

and pressures of their job. By reducing the negative impact of stress on mental and emotional well-being, officers can maintain clarity, focus, and resilience, enhancing their overall performance.

High levels of stress can impair cognitive function and decision-making abilities, leading to errors in judgment and decision-making. By managing work-related stress effectively, officers can think more clearly, weigh options more rationally, and make better decisions in fast-paced and high-pressure situations, improving operational effectiveness and outcomes. Chronic exposure to stress without adequate coping mechanisms can lead to burnout, compassion fatigue, and job dissatisfaction among police officers. Better management of work-related stress helps prevent burnout and turnover by promoting resilience, self-care, and work-life balance. This leads to higher retention rates, reduced recruitment and training costs, and a more experienced and stable workforce.

4.6.2 Regression Analysis

The investigation did a regression analysis to estimate the collective influence of trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress on the success of police in Kamukunji Sub-County, Nairobi County was recognized.

4.6.2.1 Model Summary

The researcher aimed to ascertain the value of R-squared. R-squared represents the portion of variance in the dependent variable that can be elucidated by the independent variables.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878 ^a	.770	.749	.3873	.000

Source: Research Data (2024)

The R-squared in this study was 0.770, which shows that the four independent variables (trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress) can explain 77.0% of on performance of police in Kamukunji Sub-County, Nairobi County while other factors explain 23.0%.

4.6.2.2 Analysis of Variance

In this study, analysis of variance was employed to assess whether the model adequately fits the data. Outcomes are in Table 14

Table 14: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.563	4	7.141	56.674	.000 ^b
	Residual	8.532	68	.126		
	Total	37.095	72			

a. Dependent Variable: Performance of Police in Kamukunji Sub-County, Nairobi County

b. Predictors: (Constant), trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress

Source: Research Data (2024)

According to the results, the p-value was determined to be 0.000, which is less than the significance threshold of 0.05. Thus, the model effectively predicts the influence of the four independent variables (trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress) affect

performance of police in Kamukunji Sub-County, Nairobi County. Moreover, the obtained F-value of 56.674 indicates that the model successfully predicts the impact of the independent variables on the dependent variable.

4.6.2.3 Overall Model

Table 15 shows the overall significant test results for the hypothesized research model

Table 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.038	.145		.260	.796
Trauma management	.596	.107	.548	5.578	.023
Health, safety and wellbeing training	.233	.081	.245	2.877	.016
Psycho-social support	.245	.104	.179	2.356	.022
Management of work-related stress	.323	.106	.360	3.052	.003

Source: Research Data (2024)

The interpretations of the findings indicated follow the following regression model.

$$Y = 0.038 + 0.596X_1 + 0.233X_2 + 0.245X_3 + 0.323X_4 \dots \dots \dots 4.1$$

According to the intercept (β_0), when the four independent variables are held constant, the value of performance of police in Kamukunji Sub-County, Nairobi County, will be 0.038. In addition, holding all the other independent variables constant, a unit trauma management would lead to a 0.596 improvement in performance of police in Kamukunji Sub-County, Nairobi County. The study findings agree with the findings of Righa (2022) which revealed that counseling helps police officers and management of other organizations handle vicarious stress.

Police officers often encounter traumatic incidents in their line of duty, which can lead to stress, anxiety, and other mental health issues. Proper trauma management programs can equip them with coping mechanisms, resilience training, and psychological support to deal with these challenges more effectively. This can result in fewer instances of burnout and better overall mental health among officers, enabling them to perform their duties more efficiently. Trauma management techniques, such as mindfulness training or cognitive-behavioral therapy, can help officers regulate their emotions and make clearer, more rational decisions even in high-stress situations. This can lead to better judgment calls, reduced use of excessive force, and improved community relations. Trauma-related issues can contribute to absenteeism among police officers. By addressing these issues through proper trauma management initiatives, the frequency of absenteeism due to mental health concerns could decrease, ensuring a more consistent police presence in the community.

Officers who receive trauma management support may be better equipped to interact with the community in a compassionate and empathetic manner, especially in sensitive situations such as domestic disputes or crisis interventions. This can foster trust and cooperation between the police force and the community they serve, leading to better communication, increased reporting of crimes, and overall improved public safety. Trauma management training can prepare officers to effectively manage crisis situations, such as mass shootings, natural disasters, or terrorist attacks, with greater composure and efficiency. This can minimize casualties, reduce property damage, and enhance the overall effectiveness of law enforcement response efforts.

Further, holding on the other independent variables constant, a unit increase in health, safety and wellbeing training would lead to a 0.233 improvement in performance of police in Kamukunji Sub-County, Nairobi County. The study findings agree with the

findings of Hale and Hunt (2020) which revealed that working hours, workload, culture, leadership, and organizational change were major pressures. Officers and staff acknowledged improvements in promoting and managing MH in the service but listed training, counseling, and workplace adjustments as needed to address mental health issues in police cultures.

Police work involves inherent risks to physical health and safety, including exposure to violence, accidents, and hazardous environments. Comprehensive training in health and safety protocols can educate officers on how to mitigate these risks, use protective equipment effectively, and respond appropriately to dangerous situations. This can reduce the likelihood of injuries and occupational illnesses, ensuring that officers remain healthy and fit for duty. Health, safety, and wellbeing training can prepare officers to effectively manage crises and emergencies, such as medical emergencies, natural disasters, or terrorist incidents. This includes training in first aid, CPR, de-escalation techniques, and crisis intervention strategies. Equipping officers with these skills enhances their ability to respond promptly and efficiently to critical incidents, potentially saving lives and minimizing harm to both officers and civilians. Police work can take a toll on officers' mental health due to exposure to trauma, stress, and critical incidents. Health, safety, and wellbeing training can include components focused on mental health awareness, resilience-building, and stress management techniques. By promoting mental health awareness and destigmatizing seeking help, such training encourages officers to prioritize their psychological well-being, seek support when needed, and develop coping strategies to manage job-related stressors effectively.

In addition, holding all the other variables constant, a unit increase in psycho-social support would lead to a 0.245 improvement in performance of police in Kamukunji

Sub-County, Nairobi County. The study findings are in line with the findings of Shweta (2019) which revealed that all police echelons experience high stress, except inspectors, who have the highest level. This emphasizes the need for healthy coping mechanisms and work environment changes to promote health and well-being. Police officers often face high levels of stress, trauma, and exposure to potentially traumatic events in their line of duty. Providing psychosocial support services, such as counseling, peer support programs, and mental health resources, can help officers cope with these challenges, reduce the risk of burnout, and improve overall mental well-being. This can result in higher job satisfaction and better performance on the job. Psychosocial support programs can equip officers with effective coping strategies and resilience-building techniques to better manage the demands of their profession. This includes stress management, emotion regulation, conflict resolution skills, and communication training. Enhanced resilience can help officers remain composed and focused during high-pressure situations, leading to improved decision-making and crisis response. Addressing the mental health needs of police officers through psychosocial support initiatives can reduce absenteeism due to stress-related illnesses and increase retention rates within the police force. When officers feel supported and valued, they are more likely to remain in their positions, reducing the costs associated with recruitment, training, and turnover.

Finally holding all the other variables constant, a unit increase in support and management of work-related stress would lead to a 0.323 improvement in performance of police in Kamukunji Sub-County, Nairobi County. The study results agree with the outcomes of Mongo, Fwaya and Sewa (2020) which revealed that sex, academic requirement, conjugal position, employed units, rampant, and period in service predicted work-related stress. Addressing work-related stress through support

mechanisms like counseling services, peer support programs, and stress management workshops can improve officers' mental well-being. By providing outlets for expressing and managing stress, these interventions can reduce the risk of mental health issues such as anxiety, depression, and post-traumatic stress disorder (PTSD), thus ensuring that officers are better equipped to handle the challenges of their job. When officers feel supported and valued by their organization, they are more likely to experience higher job satisfaction. Effective stress management strategies can contribute to a positive work environment where officers feel empowered to address and cope with stressors effectively. This, in turn, can lead to greater engagement, motivation, and commitment to their roles, ultimately enhancing their performance on the job. Chronic stress can impair cognitive functioning and decision-making abilities, potentially compromising the effectiveness of police officers in critical situations. By providing resources and training to manage stress effectively, police departments can help officers maintain clarity of thought, emotional regulation, and situational awareness even under pressure. This can lead to better judgment calls, reduced risk of errors, and enhanced overall performance in various operational scenarios.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the major findings of the actual study in accordance with research objectives which were of trauma management, health, safety and wellbeing training, psycho-social support and management of work-related stress on performance of police officers in Kamukunji Sub-County, Nairobi County. The chapter further provided conclusions and made some recommendations and suggestions on areas of further study. The main aim of this study was to establish the effect of implementation of counseling policy on performance of police officers' case of Kamukunji Sub-County, Nairobi County.

5.2 Summary of Major Findings

This section contained the summary of the findings which was done as per the study objective.

5.2.1 Trauma Management and Performance of Police

Concerning the effect of trauma management on performance of police in Kamukunji Sub-County the findings revealed that the presence of mental support services, such as counseling and peer support programs, positively influences police performance. Additionally the findings revealed that support services are seen as effective in mitigating burnout among officers and fostering resilience by equipping them with tools to manage stress and critical incidents efficiently. Timely responses to traumatic incidents are believed to facilitate crisis management within the police force, and interventions to reduce the risk of secondary trauma are considered important. Moreover the findings revealed that officers with strong coping skills and resilience are perceived as better equipped to handle high-stress situations, leading to reduced

absenteeism and a positive organizational culture that values officers' well-being. The findings also revealed that there is a positive and statistically significant correlation between trauma management and performance of police in Kamukunji Sub-County ($r = 0.443$; $p < 0.05$).

5.2.2 Health, safety and Wellbeing Training and Performance of Police

Concerning the effect of health, safety and wellbeing training on performance of police in Kamukunji Sub-County the findings revealed that regular exercise and physical conditioning are viewed as ways to reduce on-duty injuries and enhance officers' endurance and stamina during long shifts. Similarly, the findings revealed that a sound mental well-being enables officers to analyze situations objectively and make rational judgments, while prioritizing mental health is seen as crucial in mitigating the effects of chronic stress and burnout, ultimately enhancing job satisfaction and performance. The findings also revealed that there was a positive and statistically significant correlation between health, safety and wellbeing training and performance of police in Kamukunji Sub-County ($r=0.441$; $p<0.05$).

5.2.3 Psycho-Social Support and Performance of Police

Concerning the effect of psycho-social support on performance of police in Kamukunji Sub-County the findings indicated that access to counseling services is recognized as providing officers with a safe space to discuss and process their emotions, fostering a culture of openness within the police force. Professional counselors are seen as equipping officers with coping strategies and stress management techniques, leading to early intervention and better mental health outcomes. Satisfaction with support services is associated with increased officer engagement in seeking assistance and participating in mental health programs,

contributing to a positive organizational climate and trust in police leadership. The findings established that there was a strong positive correlation between psycho-social support and performance of police in Kamukunji Sub-County, ($r = 0.541$; $p < 0.05$).

5.2.4 Management of Work-Related Stress and Performance of Police

Concerning the effect of work-related stress on performance of police in Kamukunji Sub-County the findings indicated that lower stress levels are believed to enhance communication and teamwork within the police force, while Employee Assistance Programs (EAPs) are seen as providing a confidential platform for officers to seek assistance for stress and mental health concerns, ultimately leading to better mental health and job satisfaction. The findings also revealed that a strong positive correlation existed between management of work-related stress and performance of police in Kamukunji Sub-County ($r=0.641$; $p<0.05$).

5.2.5 Performance of Police Kamukunji Sub-County

Finally regarding the performance of police in Kamukunji Sub-County the findings indicated that the criminal incidents in Kamunji Sub-county have reduced compared with the past five years. Additionally the findings indicated that the police officers frequently collaborate with other departments and agencies to address crime-related issues. Furthermore the findings indicated that officers prioritize backlog cases and appropriately address them alongside current cases. Finally the findings indicated that officers utilize mental health services like counseling, support groups, and stress management tools which has reduced stress and burnout

5.3 Conclusions of the Study

5.3.1 Trauma management and Performance of Police

The study concluded that mental support services, timely response to traumatic incidents, and fostering resilience are vital components. Additionally, promoting coping skills and addressing organizational culture positively impact officers' well-being and performance. The study also concluded that there was a positive and statistically significant correlation between trauma management and performance of police in Kamukunji Sub-County. The study findings are in tandem with the findings of Irungu (2020) which revealed that trauma management programs help officers build resilience and develop coping strategies to effectively deal with the traumatic incidents they encounter in the line of duty

5.3.2 Health, safety and Wellbeing Training and Performance of Police

The study concluded that physical and mental health are intertwined with job performance and satisfaction. Prioritizing officer well-being contributes to overall effectiveness and community engagement. The study also concluded that there was a positive and statistically significant correlation between health, safety and wellbeing training and performance of police in Kamukunji Sub-County. The study findings agree with Barasa (2017) who revealed that health and safety training provide officers with stress management techniques, coping strategies, and mental health resources to help them effectively manage job-related stress

5.3.3 Psycho-Social Support and Performance of Police

The study concluded that access to counseling, professional support, and early intervention positively impacts officers' mental health and job performance. Satisfaction with support services fosters a positive organizational climate and trust in leadership. The study concluded that there was a strong positive correlation between psycho-social support and performance of police in Kamukunji Sub-County. The findings are in line with the findings of Umeda (2020) which showed that psycho-social support programs help build resilience among police officers, equipping them with the psychological resources needed to cope with the challenges and stressors of their job

5.3.4 Management of Work-Related Stress and Performance of Police

The study concluded that lower turnover rates, improved communication, and utilization of Employee Assistance Programs (EAPs) are associated with better performance and community engagement. Prioritizing stress management contributes to the overall success of the police force. The study also concluded that a strong positive correlation existed between management of work-related stress and performance of police in Kamukunji Sub-County. The results match with Chikwem (2017) which revealed that effective stress management techniques, such as mindfulness, relaxation exercises, and cognitive-behavioral strategies, help officers cope with the demands and pressures of their job. By reducing the negative impact of stress on mental and emotional well-being, officers can maintain clarity, focus, and resilience, enhancing their overall performance.

5.4 Recommendations of the Research Findings

From the findings the study made the following recommendations:

5.4.1 To the relevant Authorities Overseeing Police Departments

The study recommended that authorities overseeing police departments to allocate sufficient resources to enhance existing mental support services, such as counseling and peer support programs, ensuring accessibility and effectiveness for all officers. Implement comprehensive training programs focused on trauma management and resilience-building techniques, equipping officers with the necessary skills to handle high-stress situations effectively. Foster a supportive organizational culture that prioritizes officers' well-being by developing and implementing policies and initiatives aimed at promoting mental health and resilience within the police force. Establish clear protocols and procedures for timely responses to traumatic incidents, ensuring efficient crisis management and support for affected officers.

5.4.2 To Police Training Academies and Department Heads

The study recommended that police training academies and department heads to implement regular health, safety, and well-being training programs tailored to the specific needs of police officers, covering physical fitness, mental health, and stress management. Emphasize the importance of physical fitness and mental health initiatives within the police force, providing resources and support for officers to maintain their well-being. Develop and enforce policies that promote a healthy work-life balance, allowing officers to effectively manage job-related stressors and maintain overall well-being. Continuously evaluate the impact of training programs on officer performance and well-being, making necessary adjustments to improve effectiveness and relevance.

5.4.3 To Police Department Leadership and Human Resources Departments

The study recommended that police department leadership and human resources departments to ensure the accessibility and availability of counseling services for all officers, providing a safe and confidential space for them to seek support and assistance. Offer ongoing training for counselors to enhance their skills in providing effective psycho-social support to officers, including coping strategies and stress management techniques. Promote a culture of openness and destigmatize seeking support for mental health concerns within the police force, encouraging officers to utilize available resources without fear of judgment or reprisal. Regularly assess officer satisfaction with support services and address any identified gaps or concerns, collaborating with external mental health professionals if necessary, to improve overall effectiveness and officer well-being.

5.5 Areas for Further Research

Investigate the long-term effects of the implementation of counseling policies on the performance of police officers in Other Sub-counties for generalization of the study findings. Additionally, investigate the specific components and delivery methods of health, safety, and well-being training programs could help optimize their impact on police success. This could include assessing the effectiveness of different training formats (e.g., in-person workshops vs. online modules) and the inclusion of specific topics (e.g., stress management techniques, physical fitness programs) in improving officer performance and well-being.

REFERENCES

- American Counseling Association. (2014). ACA Code of Ethics. Retrieved from <https://www.counseling.org/resources/aca-code-of-ethics.pdf>
- Australian Counselling Association. (2020). Code of Ethics and Practice. Retrieved from [https://www.theaca.net.au/documents/ACA Code of Ethics and Practice 2017.pdf](https://www.theaca.net.au/documents/ACA_Code_of_Ethics_and_Practice_2017.pdf)
- Bartone, P. T., et al. (2013). Resilience: A capability to cope with high-intensity military operations and peacekeeping. In C. L. Cooper & J. C. Quick (Eds.), *The Handbook of Stress and Health: A Guide to Research and Practice* (pp. 321-335).
- Beyond Blue. (2022). Police and Emergency Services Program. Retrieved from <https://www.beyondblue.org.au/get-support/police-and-emergency-services>.
- Boccaccini, M. T., Murrie, D. C., Clark, J. W., & Williams, R. H. (2019). Counseling Psychology in Policing: Applications and Future Directions. *The Counseling Psychologist, 47*(1), 62-88.
- Brough, P., & Biggs, A. (2013). Occupational stress in police. In C. L. Cooper & J. C. Quick (Eds.), *The Handbook of Stress and Health: A Guide to Research and Practice* (pp. 463-478).
- Bryman, A. (2016). *Social Research Methods*. Oxford University Press.
- Burns, C., & Buchanan, M. (2020). Factors that Influence the Decision to Seek Help in a Police Population. *International Journal of Environmental Public Health, 17*(18)
- Canadian Counselling and Psychotherapy Association. (2020). Code of Ethics. Retrieved from <https://www.ccpa-accp.ca/wp-content/uploads/2020/05/CCPA-Code-of-Ethics-2020-Final.pdf>
- Cohen, L., Manion, L., & Morrison, K. (2017). *Research Methods in Education*. Routledge.
- College of Policing. (2021). National Wellbeing Service. Retrieved from <https://www.app.college.police.uk/wellbeing-and-resilience/national-wellbeing-service/>
- Corey, G., Corey, M. S., & Callanan, P. (2018). *Issues and ethics in the helping professions* (10th ed.). Cengage Learning.
- Creswell, J. D. (2017). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.
- Cunningham, M., & Vanderveen, B. (2019). Mental Health Support and Police Officer Job Performance. *International Journal of Emergency Mental Health and Human Resilience, 21*(2), 1-4.
- Dellva, R. (2013). *Employee Assistance Programs (EAPs) for Law Enforcement Agencies*. Office of Community Oriented Policing Services, U.S. Department of Justice.

- Federal Bureau of Investigation. (2017). Uniform Crime Reporting Handbook. U.S. Department of Justice.
- Ghobadi, S., Ahmadi, K., Sadeghi, H., & Sabouri, P. (2020). Mental Health Services for Police Officers: A Systematic Review. *International Journal of Emergency Mental Health and Human Resilience*, 22(2), 1-10.
- Hartley, T. A., Vu, M. L., & Haden, A. (2019). Examining the Association Between Exposure to Traumatic Incidents, Resilience, and Mental Health Among Police Officers. *International Journal of Stress Management*, 26(3), 266-275.
- Heather, M., & Cregg, R. (2015). Mental Health in Policing: An Overview of Risk Factors and Strategies for Prevention. *International Journal of Police Science & Management*, 17(4), 234-243.
- Ivey, A. E., Ivey, M. B., & Zalaquett, C. P. (2014). Intentional interviewing and counseling: Facilitating client development in a multicultural society (9th ed.). Cengage Learning.
- Kenya Counseling and Psychological Association. (2017). Code of Conduct and Ethics for Counselors and Psychologists in Kenya. Retrieved from <https://www.kcpa.or.ke/sites/default/files/documents/KCPA%20Code%20of%20Conduct%20and%20Ethics.pdf>
- Letsoalo, P. T., & Mogotlane, S. M. (2018). The Impact of Employee Assistance Programme on Employee Well-Being in the South African Police Service. *Africa Journal of Nursing and Midwifery*, 20(2), 1-16.
- Mental Health Authority. (2012). Guidelines for Establishing and Operating a Mental Health Unit within a General Hospital. Retrieved from <http://www.mhauthority.go.ke/guidelines-for-establishing-and-operating-a-mental-health-unit-within-a-general-hospital/>
- Ministry of Health. (2015). National Mental Health Policy. Retrieved from <https://www.health.go.ke/wp-content/uploads/2016/04/National-Mental-Health-Policy.pdf>
- Muthondeki, F. M., & Mutisa, J. M. (2021). Effectiveness of guidance and counselling establishment program on administration police officers' self-efficacy in Nairobi county, Kenya. *International Journal of Social Science and Humanities Research*, 9(1), 198-211.
- Mutisya, M. W., Ndeti, D. M., & Otieno, P. A. (2018). Effectiveness of a Critical Incident Stress Management (CISM) Programme in Kenya Police Service Officers. *African Journal of Psychiatry*, 21(4), 1-8.
- National Alliance on Mental Illness (NAMI). (2022). Law Enforcement Mental Health and Wellness Act. Retrieved from <https://www.nami.org/Advocacy/Policy-Priorities/Access-to-Treatment/Law-Enforcement-Mental-Health-and-Wellness-Act>
- Neuman, W. L. (2018). Social Research Methods: Qualitative and Quantitative Approaches. Pearson.

- Nyingi, V. (2021). Employee counseling programs and job performance in the Kenya police service. *International Journal of Social Sciences and Entrepreneurship*, 4(3), 199-208.
- Paoline, E. A., Myers, S., & Worden, R. E. (2019). Police counselor or cop?: Perceptions of the roles of psychologists and therapists in the police agency. *International Journal of Offender Therapy and Comparative Criminology*, 63(4), 592-613.
- Pretorius, T. B., Rau, A., & Tsai, J. (2020). Mental Health Status and the Role of Employee Health and Wellness Program in the South African Police Service. *International Journal of Environmental Research and Public Health*, 17(12), 4463.
- Regehr, C. (2017). Trauma Exposure, Posttraumatic Stress Disorder, and Counselling Police Officers: A Review of Current Research Findings. *Journal of Police and Criminal Psychology*, 32(4), 289-297.
- Regehr, C., et al. (2020). Police and Traumatic Stress: An Update. *International Journal of Emergency Mental Health*, 22(2), 407-410.
- Regehr, C., LeBlanc, V., & Barath, I. (2018). Interventions to reduce stress in university public safety personnel: A counseling approach. *Journal of Police and Criminal Psychology*, 33(1), 15-26.
- Remley, T. P., Jr., & Herlihy, B. (2016). *Ethical, Legal, and Professional Issues in Counseling* (5th ed.). Pearson.
- Royal Canadian Mounted Police (RCMP). (2020). Employee Assistance Program. Retrieved from <http://www.rcmp-grc.gc.ca/en/employee-assistance-program-eap>
- Schaible, L. M., Meredith, T., & Kellermann, A. L. (2019). Evaluation of a Crisis Intervention Team (CIT) Training Program in a U.S. Police Agency. *Frontiers in Public Health*, 7(1), 215.
- Shane, J. M., Tubbs, S. A., & Williams, R. H. (2019). Ethical Development and Decision-Making in Police Counselors. *Journal of Police and Criminal Psychology*, 34(2), 174-182.
- Silverman, D. (2020). *Doing Qualitative Research: A Practical Handbook*. Sage Publications.
- Sue, D. W., & Sue, D. (2016). *Counseling the culturally diverse: Theory and practice* (7th ed.). Wiley.
- The IACP National Law Enforcement Policy Center. (2015). *Sample Law Enforcement Policies and Procedures*. International Association of Chiefs of Police.
- Violanti, J. M. (2013). Police Officer Suicide: Frequency and Officer Profiles. *Suicide and Life-Threatening Behavior*, 43(2), 188-197.
- Violanti, J. M., Andrew, M. E., Mnatsakanova, A., Hartley, T. A., Fekedulegn, D., & Burchfiel, C. M. (2020). Police trauma and cardiovascular disease: Association between PTSD symptoms and metabolic syndrome. *International Journal of Stress Management*, 27(3), 271-277.

APPENDICES

APPENDIX I: INFORMED CONSENT FORM

Title of Study: The Effect of Implementing a Counseling Policy on the Performance of Police in Kamukunji Sub-County, Nairobi County.

Researcher: Eric Muriuki Wanjira

Introduction

You are invited to participate in a research study to investigate the impact of implementing a counseling policy on the performance of police officers in Kamukunji Sub-County, Nairobi County. Before deciding to participate, it is essential that you understand the purpose, procedures, potential risks, and benefits of the study.

Purpose of the Study

The purpose of this study is to explore the effectiveness of a counseling policy in enhancing the performance and well-being of police officers in Kamukunji Sub-County.

Procedures

You will be asked to fill in a questionnaire for 20 minutes. These procedures include interviews, on the subject

Risks and Benefits

The data collection doesn't pose any risk to the respondents

Voluntary Participation

Your participation in this study is entirely voluntary. You have the right to refuse to participate or withdraw from the study at any time without any negative

consequences. Your decision will not affect your current or future relationship with police department.

Confidentiality

Your privacy is of utmost importance. All information collected during this study will be kept strictly confidential. Your name or any other identifying information will not be disclosed in any reports or publications resulting from this study.

Contact Information

If you have any questions about the study or your participation, please feel free to contact Eric Muriuki Wanjira

Consent

I have read and understand the information provided above. I have had the opportunity to ask questions and have received satisfactory answers. I voluntarily agree to participate in this study.

Participant's Name: _____

Participant's Signature: _____

Date: _____

Researcher's Statement:

I have provided a detailed explanation of the study to the participant. I have answered any questions they may have, and I believe they understand the information provided.

I confirm that this participant has voluntarily agreed to participate in the study.

Researcher's Name: _____

Researcher's Signature: _____

Date: _____

APPENDIX II: RESEARCH QUESTIONNAIRE

I am a student at Mount Kenya University. The title of the research I'm conducting is "AN EVALUATION OF THE IMPACT OF COUNSELING POLICY IMPLEMENTATION ON POLICE EFFICIENCY IN KAMUKUNJI SUB-COUNTY, NAIROBI COUNTY" Please provide accurate and truthful information. Please tick (√) where applicable and fill in the essential information.

Dear Respondent,

Section A. RESPONDENTS DETAILS

1. What is your gender?

Male ()

Female ()

2. Kindly indicate your age bracket

a) 25-30 years ()

b) 31-40 years ()

c) 41-50 years ()

d) More than 50 years ()

3. How long have you been working with the Kenya Police Service?

a) Less than 5 years ()

b) 6-10 years ()

c) 11--20 years ()

d) More than 20 years ()

4. Do you have counselling services in your police station?

Yes () No ()

If yes which type of counselling services are available in your police station.

.....
.....
.....

5. In a scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5= strongly agree. Indicate the level of agreement of the questions in relation to specific objectives

Trauma Management	5	4	3	2	1
Kamukunji Police station has mental support services like counselling and peer support programs which enhances police performance.					
Support services mitigate the risk of burnout among police officers					
Support services foster resilience by providing officers with tools to manage stress, trauma, and critical incidents effectively					
Timely response to traumatic incidents allows for efficient crisis management among the police officers					
Prompt response and intervention can reduce the risk of secondary trauma among officers who may be affected by witnessing traumatic events.					
Officers with strong coping skills and resilience are better equipped to perform under high-stress situations.					
Resilient officers are less likely to succumb to the negative effects of stress and trauma, leading to reduced rates of absenteeism and sick leave.					
Focus on resilience and coping skills promotes a positive organizational culture that values the well-being of officers					

Health, Safety and Wellbeing	5	4	3	2	1
Maintaining good physical health allows police officers to perform their physically demanding duties more effectively.					
Regular exercise and physical conditioning help the police to reduce the risk of on-duty injuries.					
Improved physical health leads to increased endurance and stamina, enabling officers to remain alert and focused during long shifts and critical incidents.					
Officers with sound mental well-being are better equipped to analyze situations objectively and make rational judgments.					
Prioritizing mental health help mitigate effects of chronic stress and trauma, reducing the risk of burnout hence better performance among officers.					
Focus on health, safety and well-being improves job satisfaction among police officers which enhances job performance					
Promoting health and well-being enables officers to maintain a healthier work-life balance					

Psycho-Social Support	5	4	3	2	1
Access to counseling services provides police officers with a safe and confidential space to discuss and process their emotions					
Professional counselors equip officers with coping strategies and stress management techniques					
Availability of counselling services fosters a culture of openness which encourages officers to address mental health concerns early on					
Utilization of support services leads to early intervention which prevent adverse outcomes and promote better mental health among the officers					
Utilizing support services enhance police officers' overall performance by addressing psychological barriers that may hinder their effectiveness.					
Satisfaction with support services leads to increased officer engagement in seeking assistance and participating in mental health programs					
Satisfaction with support services contributes to a positive organizational climate within the police department					
Providing satisfactory support services demonstrates a commitment to officers' well-being, leading to strengthened trust in police leadership					

Management of Work-Related Stress	5	4	3	2	1
Effective management of work-related stress leads to retention of experienced officers which enhances performance					
Lower turnover rates result in decreased recruitment and training costs which enhances performance of the police service					
Lower turnover leads to improved continuity of service in the community hence better crime prevention and community engagement initiatives					
Reduced stress levels contribute to better communication and teamwork within the police force.					
EAPs provide a confidential and accessible platform for officers to seek assistance for stress and mental health concern					
Utilizing EAPs equips officers with coping skills and strategies to handle work-related stress effectively.					
Officers who access EAP resources when needed are more likely to maintain better mental health and job satisfaction					

Performance of Police	5	4	3	2	1
The criminal incidents in Kamunji Sub-county have reduced compared with the past five years					
The police officers frequently collaborate with other departments and agencies to address crime-related issues					
Officers prioritize backlog cases and appropriately address them alongside current cases					
The Number of backlog cases has reduced for the past five years					
Officers utilize mental health services like counseling, support groups, and stress management tools which has reduced stress and burnout					

Thank You for Your Participation



APPENDIX III: ERC CERTIFICATE



REF: MKU/ISERC/3437
TO: ERIC MURIUKI WANJIRA

Date: 14 February 2024

REG: MPAM/2021/78928

Dear Sir/Madam,

RE: EFFECT OF IMPLEMENTATION OF COUNSELING POLICY ON PERFORMANCE OF POLICE IN KAMUKUNJI SUB-COUNTY, NAIROBI COUNTY

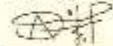
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2481**. The approval period is **14/02/2024 - 13/02/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



✓ The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 392 - 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

APPENDIX IV: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MPAM/2021/78928

15th February, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: ERIC MURIUKI WANJIRA - REGISTRATION NO. MPAM/2021/78928

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**.






The title of the research is **"Effect of Implementation of Counselling Policy on Performance of Police in Kamukunji Sub-County, Nairobi County."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **February, 2024 and April, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

APPENDIX V: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 740211	Date of Issue: 04/March/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. ERIC MURIUKI WANJIRA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF IMPLEMENTATION OF COUNSELING POLICY ON PERFORMANCE OF POLICE IN KAMUKUNJI SUB-COUNTY, NAIROBI COUNTY for the period ending : 04/March/2025.</p>	
License No: NACOSTI/P/24/33608	
740211	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

APPENDIX VI: PLAGIARISM REPORT

Report

ORIGINALITY REPORT

13%	10%	3%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Mount Kenya University Student Paper	1%
2	erepository.uonbi.ac.ke Internet Source	1%
3	www.researchgate.net Internet Source	1%
4	www.thejbmt.com Internet Source	1%
5	Submitted to Kenyatta University Student Paper	1%
6	Philippe Debroux. "The rising tide of entrepreneurship", Elsevier BV, 2010 Publication	1%
7	core.ac.uk Internet Source	1%
8	digitalcommons.pepperdine.edu Internet Source	1%
9	www.ssbfnnet.com Internet Source	1%