

**AN EXAMINATION OF EMPLOYEE COUNSELLING PROGRAMMES IN THE
NATIONAL POLICE SERVICE IN KENYA: A CASE STUDY OF NAIROBI
COUNTY**

MIRRIAM MUMO MUSYIMI

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

Signature.....Date

Name: Mirriam Mumo Musyimi

Reg No: C50/10242/2018

This project has been submitted with my approval as university supervisor.

Signature..... Date

Dr. Geoffrey Wango

Senior Lecturer

Psychology Department

University of Nairobi

DEDICATION

I dedicate this work to my family, specially to my sons Raymond and Oj, my mum and dad and my sisters and brothers.

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First and foremost, I thank the Almighty God for the gift of life and all that He has enabled me to accomplish, including this research study.

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LIST OF ABBREVIATIONS AND ACRONYMS

APS	:	Administration Police Service
CBT	:	Cognitive Behavioural Therapy
GSU	:	General Service Unit
IAU	:	Internal Affairs Unit
KII	:	Key Informants Interviews
KPS	:	Kenya Police Service
NACOSTI	:	National Commission for Science, Technology and Innovation
NPS	:	Nation Police Service
OCPD	:	Officer Commanding Police Division
OCS	:	Officer Commanding the Station
SPSS	:	Social Package for Social Science

ABSTRACT

Employee counselling presents opportunities for employees to resolve their problems and embrace successful options of dealing with challenging circumstances. In many studies, employees who receive counselling report higher satisfaction with their circumstances and improved ability to resolve personal and career-related problems. Police work is highly stressful, and in the Kenyan case has led to members of the force harming themselves and others in the course of duty. Employee counselling programs can assist police officers receive psychological support in overcoming stressful challenges. The purpose of this study was to examine the availability and effectiveness of counselling programs in the Kenya Police Service. A descriptive research approach was adopted, the target being police officers who had worked for 10 years or more in the various police stations in Nairobi County. Quantitative data was collected from serving officers by use of a questionnaire while a key informant interview was used to collect qualitative data from senior officers. The data was analysed using the Social Package for Social Science (SPSS) software and results expressed using descriptive statistics including means, percentages and frequencies. Conclusions drawn were that availability of employee counselling programmes in the National Police Service is very low, and even where they exist there are not adequate efforts to create awareness. Attitudes towards counselling among the rank and file of police officers is largely negative, with most reporting no effects on their relationships, morale and work performance. Need was therefore established for a structured roll out of employee counselling programmes, for a deliberate campaign to promote employee counselling as a way of boosting officers' emotional and psychological wellbeing, and for investments to boost the programmes. The study recommends that the government should invest more in the actualization of effective employee counselling programmes in the National Police Service, and that an effective campaign be rolled out to inform serving officers of the availability of counselling services and their benefits. Further, the study recommended that more studies covering other counties in the country be undertaken to concretize the place of employee counselling in checking against excesses perpetrated by police officers in the course of their work. More studies are also recommended for other disciplined forces like the military who also require employee counselling.

CHAPTER ONE: INTRODUCTION

1.0. Introduction

This first chapter explores the background and purpose of the study, states the problem, then reviews the objectives, and research questions that guided it. It also explores the justification, significance, scope, limitations, delimitations and assumptions of the study.

1.1. Background of the Study

The police are an integral part of any civilized society, with a crucial role in the maintenance of law and order, preventing crime, and generally representing the civil authority of government (Cox, McCamey & Scaramella, 2013). The basic assumption is that with their training, and the oaths of office that they take, the men and women in uniform would be of exemplary character, committed to enforcing law and order and apprehending violators in a manner beyond reproach. But it does not always happen. World media is replete with reports of police officers conducting their work in a manner that raises fundamental questions about their suitability and levels of stress (Aamodt & Stalnaker, 2001; Ladwig, 2009; Moad, 2011; Violanti, 1996). Brutality on the citizenry they serve has been a common refrain, and on occasion this has spilled into violence against fellow officers and even self-harm. What has come to light is that the police, like other cadres of workers, are prone to individual and work-related stresses that can and do interfere with their functioning (Aamodt & Werlick, 1999; Ladwig, 2009; Moad, 2011; Shehan & Warren, 2001). This study addresses the gap in the psychological needs of police officers at the workplace.

Unchecked, acute psychological issues can erode public confidence in the police and render any measures aimed at combating crime and creating a law-abiding society null and void. In recent years, this realization has led to attempts to address the problem by integrating psychological counselling programmes in the administration of police services (Ranta, 2009; Ranta & Sud, 2008). On its part, the Kenya National Police Service adopted employee counselling programs through the National Police Guidance and Counselling Policy of 2009 and other relevant registration (Republic of Kenya, 2008; 2010; 2011; 2014; 2015). How successful this has been is a matter of debate, as actions

manifesting malfunctioned excesses on the part of the police keep popping up in the media (Capital News, 2012; Daily Nation, 2016) and hence there is need probably for a more comprehensive program.

Employee counselling programs can assist employees, including police officers, receive behavioural and psychological therapy as a means of overcoming challenges in the course of their work (Bond, 1989; Gaines & Worrall, 2012; McLeod & McLeod, 2001, Murphy, 2011). According to Gaines and Worrall (2012), such employee counselling programs have been initiated by police departments globally, especially in western countries. Research is of the view that such programs are critical in relieving undesirable behavioural characteristics like violence, anger, absenteeism, substance abuse, depression, suicide, work-related accidents and attendance at work that are mainly brought about by psychological distress (Aamodt & Stalnaker, 2001; Gupton, et al., 2011). A study by Murphy (2012) demonstrated positive outcomes of employee counselling programs among law enforcers, with 86% of the interviewed officers reporting reduced mental dysfunction, 79% saying they were less distressed, and 68% reporting improved interpersonal relations after going through the programmes.

The establishment of psychological counselling services in the workplace has progressively stretched globally (Coles, 2003; Grobler et al. 2006; McLeod, 2001; 2003) as a key organizational response to issues of mental health and psychological complications as reported and exhibited by employees (Coles, 2003). Qualified counsellors are either employed 'in house' as members of staff on a fulltime basis, mostly in human resource departments, or the service is outsourced, with a visiting counsellor holding sessions with employees on a regular (and sometimes need) basis. Africa, too, has not been left behind. In South Africa, for instance, programs have been put in place to address loss of motivation and poor performance arising from psychological distress (Bophella & Govender, 2015). Grobler et al. (2006) observed that an employer with established employee counselling programs is better able to offer, attract and enhance talents in comparison to those without such programs. Additionally, employee counselling programs help organizations to retain employees who meet high expectations, enhance organizational productivity, ensure high performance and have job

satisfaction (Carroll, 1996; Coles, 2003; Grobler et al., 2006).

Employee counselling presents great opportunities for employees to discuss their problems and embrace practical means of managing difficult situations (Carroll, 1996; McLeod, 2001). Employees who receive psychological counselling tend to be more satisfied with themselves and their performance, and acknowledge the role counselling plays in helping them resolve their problems. Counselling has likewise been associated with significant decreases in levels of depression and anxiety. Additionally, therapy involving problem-solving extends to systematically identifying, generating, selecting and evaluating solutions, including the treatment of depression (Cooper & Cartwright, 1997; Wainwright & Calnan, 2002). Work stress invariably has antagonistic effects on employees and organisations, and often results in poor health, absenteeism and related costs (Cooper & Cartwright, 1997). It has also been related to a wide variety of pressures that employees experience, among them work overload, poor work ethics, lack of control over tasks, relationship issues with others, family wrangles, career development differences, career non-attainment, and problems balancing home-work demands (Carroll, 1996; Cooper & Cartwright, 1997; Wainwright & Calnan, 2002).

Work stress for police officers takes a more challenging dimension. Policing is a greatly specialized field, with a hierarchical command structure and expectations of conformity that generate unique challenges. Being a disciplined service, it is easy for some of these challenges to remain camouflaged until they erupt into the open. The fact that police officers are subjected to long and irregular schedules can make police work quite demanding (Moad, 2011). In addition, police officers handle quite traumatising assignments during their work, including helping victims of accidents and dealing with social misfits. They are the first to be called wherever there are traumatising incidences, accidents and heart-breaking scenarios involving the young, the old, the disabled, refugees, the internally displaced, rape victims, crime victims and other vulnerable groups. They are also prone to being attacked in their line of duty, leading to serious injuries and even death. Some of the assignments demand skills, training and aptitudes that the police officers may not necessarily possess, yet their performance is under constant scrutiny from the public and the authorities. There is public backlash for any

omissions or commissions and hardly any praise or recognition, setting the perfect stage for psychosocial malfunctioning. In developing countries such as Kenya the situation is compounded by poor remuneration and working conditions that can only aggravate the stress. Long periods of separation from close family members as a result of distant postings that are part of the contractual conditions of employment are not uncommon (Moad, 2011; Wango, 2015), and there is no gainsaying the stress this generates especially when compounded with the other stressors. Incidents of ultimate gravity that point to an urgent need for psychological mediation have been witnessed in the National Police Service. The media and other sectors such as human rights organisations has often reported heart-rending stories involving police officers, and the frequency of such has been quite alarming (Kenya National Commission on Human Rights & Centre for Human Rights and Peace, 2015; Mwaura, 2016; Odula, 2014; 2017).

Counselling through an interdisciplinary approach can offer a variety of support services to help police officers facing situational difficulties. This is because police officers facing stressful circumstances require help in good time and at proper intervals to maintain their psychological health and prevent maladaptive tendencies. There have been efforts to address the problem, adopting the Public Service Guidance and Counselling policy (2008) as a means of improving the psychological wellbeing of officers. However, cases of police officers taking actions that jeopardize their lives and those of others (Daily Nation, 2016) continue unabated. The conclusion to be drawn then is that the interventions so far have not been quite effective. And with a phenomenal increase in police recruitment and hence increased numbers, the problem can only aggravate.

Availability of enough and appropriate helping platforms within the National Police Service geared towards addressing the rising problem is in serious doubt. Yet, there are compelling arguments that counselling, alongside other support interventions emphasizing on employee preferences, can be reinforced to end this unfortunate scenario. (Cooper & McLeod, 2011). Psychological counselling could assist employees identify ways in which maladaptive coping styles contribute to personal difficulty and psychological distress (Wango, 2015). Counselling has also been related to reduced absenteeism due to sicknesses, enhanced organizational outcomes like fewer accidents,

enhanced positive work attitudes, and greater performance at work (McLeod, 2008, 2012), though research is still ongoing on how people cope with distress and how this coping develops over time (Braunschneider, 2013).

Counselling services can be of great help to police officers faced with psychological issues (Coles, 2003; McLeod, 2008). Their nature of work exposes them to situations that are not only horrifying but destructive to psychological wellbeing. This in turn calls for great adaptive and coping skills. When police officers are attended to well through counselling, they are better positioned to attend to others they encounter in their line of duty. (Kariuki, 2012; Odula, 2017). Additionally, police officers, too, have personal lives that need handling with soberness. Marriage, relationships, finances, retrenchment, retirement, frustration and disappointment leading to suicide and depression, divorce and separation are some of the issues likely to impact on their psychological functioning and influence how they perform their policing duties. Proper counselling enables officers going through different life milestones and transitions to manoeuvre through soberly (Ladwig, 2009; Moad, 2011).

In Kenya, counselling services have been extended to the public service, education, health, home-based care and community-based interventions (Republic of Kenya, 2008). The assumption may then be made that the same has also been rationalized and made readily available to police officers (Republic of Kenya, 2008). It is in this regard that the researcher in the current study sought to examine employee counselling programs within the National Police Service.

1.2. Statement of the Problem

The central place occupied by the police has not been lost on planners, and this has informed a number of reforms geared towards improving efficiency. Following the enactment of the new Constitution of Kenya in 2010 (Republic of Kenya, 2010), what was then the Kenya Police Force changed into the Kenya Police Service to emphasize the civic nature of police duties. This was followed by the establishment of the Independent Policing Oversight Authority (2011), charged primarily with checking the excesses of police officers in the maintenance of law and order. Following these developments,

police officers are now subject to disciplinary action should they go against the laid-down code of conduct (National Police Service Act, 2011). Some of the behaviours subject to disciplinary action include unjustified absence, sleeping while on duty, being intoxicated, threatening other officers and being violent towards civilians and other officers. These behaviours are in most cases related to psychological distress among the police officers, and can therefore presumably be mitigated against using relevant employee counselling programs.

Cognizant of this and following complaints that have always dogged the police, the National Police Service has been trying to implement employee counselling programs that offer psychological support to officers in active service. These are meant to assist the officers overcome psychological distress and be fit psychologically, socially and physically. But even with such programs in place, cases of substance abuse, violent actions against the public and among police officers, suicide, homicide and involvement in criminal activities continue to feature prominently in the news, pointing to a need for improvement in delivery. This study examines the programs currently available, the hope being that the findings will assist in improving employee counselling services in the National Police Service and, by extension, the quality of policing in the country.

1.3. Purpose of the Study

The study purposed to examine employee counselling programs in the Kenya National Police Service using the county of Nairobi.

1.4. Objectives of the Study

- i. To explore the availability of employee counselling programs in the National Police Service.
- ii. To examine the benefits of employee counselling programs in Kenya's National Police Service.
- iii. To assess the presence of gaps in employee counselling programs available in the National Police Service.

1.5. Research Questions

- i. What are the available counselling programs in the National Police Service?
- ii. What are the benefits of employee counselling programs in Kenya's National Police Service?
- iii. What gaps in employee counselling exist in the National Police Service?

1.6. Justification of the Study

The researcher sought to examine employee counselling programs available in the National Police Service. Information gathered will hopefully help to strengthen institutional reforms through analysing the available employee counselling programs, their benefits to the police officers, and gaps that need filling.

Employee counselling programs were introduced in the National Police Service following positive outcomes recorded in other jurisdictions in different parts of the world. However, considering the trends in police misconduct among officers serving in the National Police Service in the years following the introduction, the need was felt to assess the effects of the programs in place. This study sought to do that by providing insights into employee counselling programs as currently available in the National Police Service and suggesting a way forward.

Findings from the study will be beneficial to policy development. Specifically, they will inform the decisions of policy makers, stakeholders, and the National Police Service management in efforts to create reforms and set standards that will improve employee counselling programs that are available to the police service. The current policy is not clear on where counselling is required, and is therefore vague on available programs or the gaps. Further, there is no clear monitoring of the counselling services on offer, rendering the evaluation of their benefits problematic. Findings from this study will hopefully provide policy makers with clear data on what programs are available, their impacts on the police officers, as well as gaps that exist. Such information is crucial in

the setting up of measures and targets to improve employee counselling in the National Police Service.

The management and policy makers of the National Police Service can use the findings of the study to inform decisions towards improving employee counselling programs in the service. Hopefully, too, the study findings can help in informing policy makers on effective approaches to police officers who, for one reason or another, struggle with or resist undergoing counselling despite a demonstrated need for the service.

Police officers and other uniformed personnel can also benefit from information about available counselling programs and their importance in keeping psychological health in check. Families and friends of police officers, too, would become aware of counselling programs that they can refer their kin and friends in the police service to when signs of psychological distress manifest.

1.7. Scope and Limitations of the Study

This research study's purpose was to assess the employee counselling programs available in the National Police Service as well as find out their benefits. The targeted population were police officers and their seniors drawn from Nairobi County's main police stations. Further, the study sought to map out the gaps in counselling programs targeting police officers in the county. The dependent variable was employee counselling in the National Police Service while the independent variables were the benefits and availability of the programmes and the gaps that exist.

The study sought to use Nairobi County as the point of data collection on the employee counselling programmes available to police officers serving in the National Police Service. This in itself introduces a limitation, in that the sample size would not be big enough and may not quite catch the picture of the employee counselling situation in all the forty-seven counties that make up the republic of Kenya. Another limitation could emanate from the fact that Nairobi is largely an urban setting, with a possibility that the challenges encountered could be somewhat different from those that manifest in rural counties. However, the researcher made efforts to ensure that the distribution of

respondents was wide enough by picking officers from stations serving different social-economic regions of Nairobi County that are likely to produce different stressors that necessitate employee counselling.

The other limitation was the availability of respondents during data collection due to the nature of police duties that made it difficult to consistently get them at the same time. To address this, data was collected over two weeks to ensure it captured responses from a significant number of targeted participants. Again, owing to the hierarchical nature of the National Police Service, some of the respondents declined to give information out of a concern that their seniors might learn of their responses and get them into trouble. To mitigate against this, the researcher explained the purpose of the study and collected data anonymously. Names of the participants were not captured, and the collected data was preserved in a secure database for the purpose of the study only. Finally, the effectiveness of various therapeutic approaches and their application was beyond the scope of this study though this is an essential component in future studies in order to assess their effectiveness in the armed forces.

1.8. Operational Definition of Terms

- Counselling** A deliberate interpolation taken by an employee in response to group and/or one's needs, ordinarily anticipated to bring about change in social and psychological traits. In this study, the researcher examined the availability and importance of counselling in the National Police Service in Kenya.
- Disciplinary actions** Refer to ways of dealing with employees who are problematic or do not follow corporate rules and policies. This research examined some of the disciplinary measures taken by the National Police Service in dealing with problematic officers.
- Employee counselling** Refers to ways of supporting employees by providing advice, guidance and suggestions to help solve their prevailing problems and improve physical and mental conditions. In this study, the researcher analysed the importance of employee counselling especially to officers reported for misconduct.

Employee counselling programmes

These are work-related mediation programmes designed to assist employees in resolving personal emotional problems that might affect their general behaviour at work. For this study, the availability of employee counselling programs, as well as their importance, were studied. Further, the researcher examined gaps in employee counselling programs in the National Police Service.

Mental health

This is psychological wellbeing/lack of mental illness. A mentally healthy individual is able to perform satisfactorily even when called upon to make behavioural and emotional adjustments. In this study, the researcher assessed counselling programs in the National Police Service that are aimed at keeping police officers' mental health in check.

Misconduct

Refer to improper behaviours especially among employees or professionals. The researcher in this study assessed the impact of employee counselling programs in reducing misconduct among police officers.

Psychological distress Refers to unfriendly emotions and feelings that negatively affect a person's level of functioning. This study examined the effect of employee counselling programs in reducing psychological distress among police officers serving in the National Police Service.

Reforms

Refer to measures taken to amend or improve what is unsatisfactory or wrong. In this study, the researcher gave recommendations on needed reforms to employee counselling programmes in the National Police Service.

Therapy

Refers to the act of visiting a qualified psychotherapist or counsellor for help in resolving psychological problems, issues and feelings. For this study, the researcher examined the availability of therapy sessions in the National Police Service,

their impacts on the officers, and possible gaps that need to be addressed.

CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

In this chapter, available literature on aspects of employee counselling programs, their benefits and gaps that exist as relates to employees and police officers in general and the Kenya National Police Service in particular is reviewed and related to the current research.

2.1. Overview of Employee Counselling Programs

Provision of counselling services represents key organizational reactions to mental health issues and certain psychological issues experienced by employees and this has attracted a sizeable body of research. Scholarly work on employee counselling has consistently produced satisfactory evidence of the efficiency of workplace counselling mediations (Kirk & Brown, 2003; McLeod, 2001, 2008; Van der Klink et al., 2001). McLeod (2001) posits that counselling is an intermediation voluntarily chosen by a person, is responsive to one's needs and is primarily envisioned to bring change in behavioural and psychological functioning. Employee counselling can thus be viewed as a methodical process of imparting meaningful knowledge founded on psychological values and conducted by professional counsellors to help people understand themselves and their environments better, be able to make conclusions, solve life problems, as well as adapt accordingly during different phases of their work lives. It is a knowledge-imparting process where a person learns about themselves, their personal relationships and their behaviours that can enhance development (Rosmala, 2005).

Employee counselling programs can be categorized into two: handling personal problems and dealing with career progression (Peter, 2009). Those handling personal issues look into employees' physical and mental health, and also deal with personal difficulties that can affect one's job performance. On the other hand, counselling programs dealing with career development use assessments, counselling planning as well as trainings to help employees make career choices within the settings of human resources procedures. The two are built on the philosophy that employee and organizational needs ought to be well-

matched (Lewis & Lewis, 1986). Counselling at the workplace is aimed at maintaining this duality of needs, and can be defined as the delivery of momentary psychological remedy to employees to assist them in the attainment of individual and organizational needs. It is paid for by the employer and can include short training sessions, workshops and campaigns (McLeod & Handerson, 2003).

Newstrom and Davis (1997) aver that employees may need workplace counselling in dealing with challenges faced at work so as to realize job satisfaction and also enhance performance. Effectively managing counselling can assist employees deal positively with their personal problems, their colleagues, their families and other interpersonal relations. Counselling services developed within the group can also assist in enhancing personal growth to attain overall productivity. According to Sieberhagen (2008), there are three intervention types in addressing employee issues at the workplace, being primary, secondary and tertiary, all serving different purposes. Primary and secondary intercessions focus on changing stressors in employees exhibiting signs of stress so that they do not get overwhelmed. Tertiary deterrence focuses on management activities for employees who have serious, stress-related health problems (Kompier & Cooper, 1999).

Workplace counselling is seen as a tertiary way of easing employee problems by addressing visible issues relating to workplace settings (Sieberhagen, 2008). According to Coles (2003), co-workers, supervisors as well as managers all play a part in guiding staff. However, human resource and training managers are expected to offer counselling to staff owing to their job descriptions. As such, they are expected to have counselling skills integrated into their current roles, giving them the reliability to offer such services.

Health preferment and wellness programs have been widely practised (Pelletier, 1999) and have been observed to be beneficial in decreasing absenteeism, regulating health care costs, enhancing productivity and retaining employees (Heaney & Goetzel, 1997). On the other hand, counselling is increasingly being offered in an attempt to address challenges witnessed among employees including anxiety, depression, stress disorders, phobias, panic attacks, impulsive/compulsive behaviours, complex grief, abuse effects,

performance anxiety, suicidal thoughts, addictions and relationship problems (Jackson, 2013).

2.2. Employee Counselling Programs in the Kenya National Police Service

Establishment of counselling programs signifies a key organizational reaction to the mental health and psychological issues reported and experienced by various employees. Studies on psychotherapy at the workplace have manifested favourable indications of the effectiveness of counselling interventions (Kirk & Brown, 2003; Van der Klink et al., 2001). McLeod (2001) sees counselling as a voluntary interpolation chosen by an employee and responsive to his/her and/or group needs, and credits it with bringing change in behavioural and psychological contexts. Rosmala (2005) views it as a methodical process of supportive knowledge, founded on psychological values and conducted by professional counsellors, geared towards helping people understand the environment and themselves better so as to make informed and better decisions, face and/or solve problems and adjust well to different life challenges. Csiernik (2003) avers that there is low exploitation of employee counselling programs in public institutions. In a general way, counselling becomes a process of learning through which one understands themselves, interpersonal relationships and actions that can enhance development. In that case, organizations such as the National Police Service in Kenya have chosen to implement such a program in order to benefit their staff.

Scholars have identified various issues that affect employees and which can be addressed through counselling (Bergmark, 2006; Bond, 1989; McLeod, 2001; Wango, Wairire, & Odiemo, 2018). For instance, Bergmark (2006) found out that problems such as reduced attendance at work, poor concentration and not relating well with co-workers can be addressed through counselling programs. Practitioners argue that external factors such as separation, divorce, loss of loved ones, problems with children and adjustments to unfamiliar locations could be addressed using qualified counsellors. In Kenya, cases of suicide, depression, drugs/alcohol dependence and criminal involvement among police officers have been on the rise (Wango, Wairire, & Odiemo, 2018). Basing their arguments on media reports, Wango, Wairire and Odiemo (2018) and Ombati and Akello

(2014) argue that occurrences such as domestic quarrelling and work-place misunderstanding, alongside emotional difficulties like trauma, depression and stress, are common among uniformed employees. These findings leave no doubt that the NPS is in great need of effective counselling programs.

In response the Kenya National Police Service launched, in 2015, trauma management training of officers from some sampled stations (National Police Service, 2019) that involved foundational training lasting for a week. The training focused on psychological counselling and was held at the Little Daughters' of St Joseph Retreat Centre located in Karen. Ten officers, representing the IAU, KPS, GSU and APS, participated in the programme that was supported by the Amani Counselling Centre. The NPS has since coordinated such programs in Kisumu, Nairobi, Nyeri and Mombasa in an attempt to give psychological support to police officers. In 2019, the National Police Service undertook additional further steps and rolled out a program to deal with stress and suicidal tendencies among police officers. A Service Counselling and Rehabilitation Centre, tasked with addressing psycho-social problems affecting police officers, was also rolled out. The program was started in Nairobi County and was to be later rolled out in the rest of the country (National Police Service, 2019). Since then the police service has made consistent strides towards achieving effective employee counselling for its workforce. However, the programs are still in their early stages -- having been rolled out only in Nairobi County, meaning the rest of the country is yet to be equipped to deal with psychological distress among police officers. The researcher in the current study examined the real picture on the ground, identifying the exact programs established by the National Police Service, their possible benefits and gaps that should be addressed to make them effective.

2.3. Benefits of Employee Counselling Programs in the National Police Service

Policing is a demanding and stress-producing job, and police officers do frequently need counselling programs to assist them ease the psychological distress experienced in their line of work (Aamodt & Stalnaker, 2001; Carroll, 1996; Coles, 2003; Moad, 2011). Several studies suggest that employee counselling programs are beneficial to police

officers both individually and as a service (Arthur, 2000). Bophela & Govender (2015) have also developed tools for evaluating Employee Assistance Performance (EAPS), what is not clear, however, is the programs' effectiveness especially when officers continue to display behaviour patterns that negate counselling intentions. This study sought to examine employee programs currently available in the police service and how effective they have been in addressing psychological challenges that police officers face.

The rationale for setting up employee counselling programs is the expectation that they will bring about positive change in recipients. Nyamwamu et al., (2012) reported positive results of employee counselling programs focusing on the police service, with officers' distress reducing significantly after going through the counselling. In another study Clavelle , Dickerson & Murphy, (2012) found out that 68% of participants enhanced their operations at their places of work after undergoing employee counselling programs. 86% said that there was decreased dysfunction while 79% reported that their miseries were relieved. The findings are consistent with outcomes reported in other studies on the effects of employee counselling programs (Flanagan & Ots, 2013; Attidge, 2010). However, a section of the participants felt that there were no differences in their situation even after the counselling sessions. Such outcomes pose challenges to these programmes, especially when employees are supposed to attend further sessions to address the same issues.

The main motive for embracing counselling programmes for employees is to alleviate the employees' individual difficulties that ultimately affect them and the workplace negatively. For the National Police Service, implementing counselling programs is a positive way of enhancing officers' daily lives and work performance. Organizations that place a high value on their employees offer counselling programs as a means of boosting productivity and safeguarding investments (Zarkin & Garfinkel (2004). Konrad and Mangel (2000) recommend employee counselling programs as a tool that could aid workers in gaining stability at the work-place and in their personal lives and enhance their ability to resolve conflicts arising from their personal and work life. On the other hand, employee counselling programs benefit the organization in a number of ways. Konrad and Mangel (2000) aver that employees are able to concentrate on their jobs after

going through counselling, while organizations record reduced employee turnover and absenteeism.

Increased morale among police officers reflects in the amount of effort they put on while executing their duties, as well as how they respond to situations when called upon. According to Howitt (2002), high morale among employees manifests in increased work effort, creativity, initiative and improved customer service. On the other hand Linz, Good, & Huddleston, (2006) see absenteeism, high employee turnover and strikes as results of low employee morale. Counselling programs seek to intervene by enhancing employee assurance and motivation levels. Similarly, employee counselling programs could help increase employees' understanding and self-confidence.

In an institution like the National Police Service there is need for proper interactions and organized communication that will enable officers serve it and the public well. According to Lindquist et al., (2010), employee counselling programs can help expand employees' relations and in turn improve their communication skills, their confidence in addressing challenges, and in improving customer relations. Improved interpersonal relations reduce the number of conflicts and misunderstandings experienced by police officers which, according to Gikandi (2013) are responsible for the homicides, suicides and other criminal acts reported among police officers.

2.4. Gaps in employee counselling programs in the Kenya National Police Service

According to the National Police Service (2019), there have been repeated efforts towards setting up effective employee programs for police officers across the country. As of now, however, the programs are technically in the trial stage. They have only been launched in Nairobi County, meaning that police officers undergoing psychological, emotional, social and behavioural challenges in other parts of the country do not receive effective counselling. For this reason, the researcher sought to critically examine and identify gaps in employee counselling services in the NPS. Hopefully, the findings shall inform institutional reforms that will lead to more effective counselling programs for police officers.

Bergmark (2006) states that lack of counselling programs increases the risks of social and personal issues affecting police officers in their line of duty, arguing that issues such as reduced attendance to work, poor concentration and not relating well with other co-workers can only be kept in check through effective counselling. The researcher further states that external factors such as separation, divorce, death of family members or friends, problems with children and adjusting to new postings are key areas that require effective counselling in order to keep officers' mental health in check. Reports of suicide, drugs/alcohol dependence and criminal activity among police officers is enough evidence that the NPS has not effectively dealt with employee maladjustment. Consequently, this study sought to come up with recommendations for reforms to improve employee counselling services in the NPS for a more responsive, more effective police service.

Providing counselling services to a population is critical in availing psychological assistance to people in dire need of help (McLeod, 2003) and can be offered by professionals such as community health workers, social volunteers and other community workers (Wango, 2015). Kirkwood (2000) studied improvements in the overall psychological state of communities where counselling services had recently kicked off. The findings suggested that with proper guidelines and resources in place, individuals experiencing psychological, emotional, behavioural and social challenges can benefit greatly from counselling services. This is strongly relevant to Kenya's National Police Service. Counselling programs are still in their early stages in the country, meaning there are still many gaps in the provision of employee counselling (Republic of Kenya, 2015). The current study sought to use data collected from police officers to identify actual gaps in employee counselling in the NPS, in the hope that the findings will help in informing policy reforms towards having a working employee counselling framework fit for the country's police service.

2.5. Theoretical Framework

This study adopted two theories, that is Cognitive Behavioural Theory (Beck, Rush, Shaw & Emery, 1979; Beck, 2011); and, the Reality Theory (Glasser, 1965; 1981; 1985; 1998a, 1988b) and they are outlined below.

2.5.1. Cognitive Behavioural Theory

Aaron Beck, a psychotherapist, established the cognitive behavioural model in the 1960s and combined behavioural and cognitive therapies into a single theory usable by psychotherapists and counsellors. The theory focuses on the way people's thoughtfulness can modify feelings, emotions and actions (Beck, 2011; Dobson, 2009; Hofmann, 2011). Cognitive therapists pay more attention to clients' current state and inaccurate thinking in comparison to their past. Cognitive behavioural therapy (CBT) as commonly used in research assists in therapies and counselling involving mental illnesses such as personality disorders, anxiety, substance abuse and eating disorders.

CBT was formerly intended for the management of depression (Beck et al., 1979). Later, it was stretched further to manage other mental and health conditions like anorexia, anxiety, bulimia, body dysmorphic disorder, sexual dysfunction, suicide, post-traumatic stress disorder and substance abuse (Houghton & Saxon, 2007; Rudd, 2012; Stanley et al., 2009). CBT has been proven to be beneficial as a temporary rehabilitation and a lasting treatment model for children, adolescents, adults and other special groups. It is founded on the premise that our thoughts inspire our feelings, behaviour, and reactions to the environment. This is principally because research indicates that our emotional problems can be traced to our principles concerning our life experiences (Hofman, Asmundson, & Beck, 2013). Cognitive therapy's main goal is the identification and alteration of biased or undesirable beliefs so as to enhance lives and behaviours. Cognitive therapists trust that client' inaccurate thoughts about themselves, current happenings, the world, life and their future is the leading cause of their depressive experiences.

In cognitive therapy, people are helped to understand the association between their emotional reactions and unconscious thinking, which are closely linked to schemas, cognitions and mental distortions that distort their thinking (Butler et al., 2006; Hofmann, Asmundson, & Beck, 2013), for instance, assuming that 'I am useless' may cause one to feel depressed. Thus, this theory is helpful in finding a connection between police officer's thoughts, distresses and their reactions to situations. Subsequently, the prevalence of misconduct and unpleasant behaviour among police officers points to a

need for enhanced conduct of employees through such programmes as counselling in Kenya's National Police Service.

2.5.2. Reality Therapy

Reality therapy was founded in 1965 by psychologist William Glasser (Glasser, 1965; 1981; 1998a, 1998b). It lays emphasis on the personal way a client sees and interacts with the world through internal control assessment. According to Glasser, people perceive the world through the five basic needs - love, survival, power, belonging, fun and freedom - and not the actual world as the locus of evaluation. Reality therapy contends that people own freedom, and can come up with responsible options and choices. It concentrates on the current, helping people to appreciate that they are capable of choosing a better present and future grounded on the choice theory. The theory contends that notwithstanding past happenings, we can be effective and happy through living and planning in the present. In this way, it is effective for short-term psychotherapy. In addition, practicing reality therapy involves creating trusting and warm associations with others, thereby supporting them in appraising their desires and the actions they need to choose presently to gratify their needs.

Reality theory is highly significant since it is closely linked to existentialism (Yalom, 1980) and hence it is a part of the cognitive process, and thus linked to the earlier theory of cognitive therapy. Reality contends that people have five basic needs, and they should be able to take personal responsibility for their actions and lives and not blame others for their challenges, or complain about negative life happenings or events based only on their past. Reality therapy, which focuses on thoughts and behaviour, generate actions involving components of thinking, doing, physiology and feeling and makes a person answerable for what they do, feel, think and experience (Glasser, 1985).

According to Kottler & Brown (2004), reality therapy is a method of instruction that highlights personal responsibility, problem solving and addressing and/or eliminating the necessity for an individual's 'reality'. It is founded on the assumption that persons require to build the distinctiveness of success and failure. Pietrofesa, Hoffman and Splete (1984) argues that reality therapy is founded on the hypothesis that behaviour can either hinder

or help an individual's efforts to meet basic needs. It is aimed at helping the individual meet the requirement for care and love for others, as well as feel appreciated and valued, for a productive life. In this way, the two theories, cognitive therapy and reality therapy are related in that police officers need to come to terms with the reality of their lives.

The objective of reality therapy is to offer an atmosphere that helps clients build psychological strength that measures up to current values and behaviour. It is used in group therapy, individual counselling, educational counselling, family counselling, social work, institutional management, rehabilitation counselling and society's development and progress. Behaviour that can be satisfied makes the individual responsible. Irresponsible actions, on the other hand, fail to shape identity which then leads to failure.

2.6. Conceptual Framework

The conceptual framework for this study was based on the relationship between various variables as shown in the diagram below:

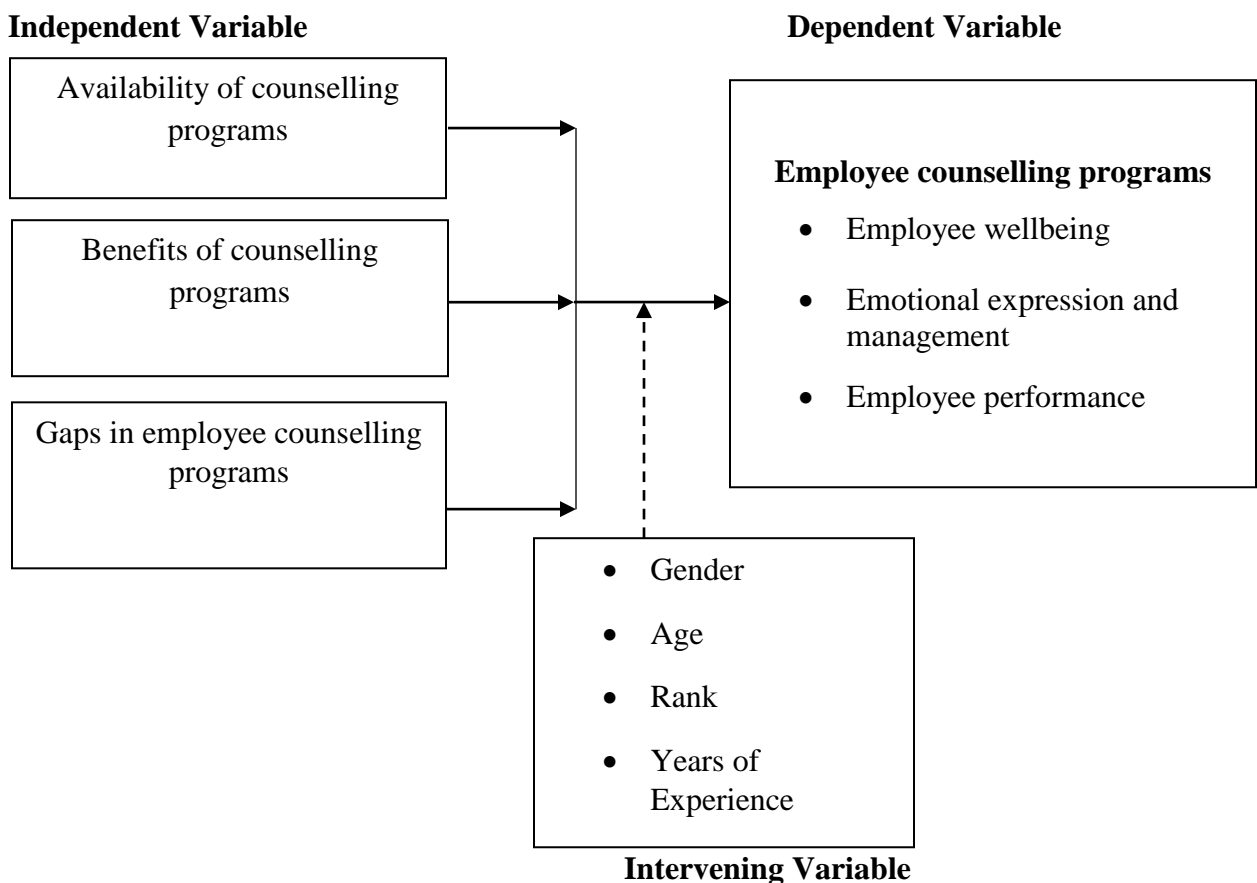


Figure 2.1. Conceptual framework

The study was conceptualized using independent variables, intervening variables and a dependent variable. The dependent variable was employee counselling in the National Police Service. The independent variables included availability of the employee programmes, their benefits and the gaps that existed. The counsellor's challenge is to build the person's identity for success. Many organizations have achieved this through integrating the philosophies of Reality Therapy, Choice Theory and Lead Management into their workplace counselling programs that have ensured improved performance intensities amongst employees, reduced stress levels and amplified knowledge to the advantage of industrial relationships. Counselling programs should help organizations align performances and measures to the academic awareness base. Thus, Reality Therapy is a model of communication dedicated to enabling people make prosperous and operative adaptations based on valuation, accountability and planning. It can assist in locating a link between police officer's perceptions, thoughts, distresses and interactions and their different reactions to issues in pursuit of their basic needs.

2.7. Conclusion

Available information on employee counselling programs was extensively reviewed with the sole purpose of evaluating the counselling programs available in the National Police Service. The review suggested that Kenya has made some steps in setting up employee counselling programs. However, the programs are still new and cover only a small population of the police force, considering that they have only been rolled out in Nairobi County. Based on this, the study sought to make a thorough assessment of the available employee counselling programs offered to police officers in Nairobi County in order to inform future policy reforms. Further, the literature reviewed suggested that employee counselling programs are beneficial in attending to psychological, emotional, social and behavioural challenges among police officers. The researcher collected data from police officers to assess the effects of the programs to make a case for setting up similar counselling programs for the NPS throughout the whole country. Lastly, the review showed that there were gaps in the programs, especially in coverage, as evidenced by the recurrent incidences of misconduct among police officers. In this regard, the study sought

to objectively identify gaps in employee counselling programs in the NPS, so as to inform policy makers on what measures to take towards bridging them.

CHAPTER THREE: METHODOLOGY

3.0. Introduction

This chapter outlines the study's approach, including the research design, the target population, participants' sample size, the sampling procedure, instruments of data collection, data collection methods and analysis of the data.

3.1. Research Design

Various scholars such as Creswell (2002), Dawson (2009), Gilham (2000) and Walliman (2010) define a research design as the methods used in assembling adequate and relevant data to answer a researcher's questions. A researcher can pick from three research designs, being exploratory, causal and descriptive. Exploratory design is used to discover new ideas and insight. Causal design is adopted when examining cause-and-effect relationships between variables. Descriptive research concentrates on describing populations with respect to a study's important variables. The main emphasis in descriptive research is determination of the frequency with which a phenomenon occurs, or the extent to which two variables influence each other. This type of research checks for existing structures, relationships, conditions, differences or practices, held beliefs, evident trends and processes that are ongoing. This study adopted a descriptive research design. This type of design involves observation and description of the subject's behaviour without manipulation (Malhotra, 2007). The researcher felt it was the more appropriate approach for the study as she wanted to choose participants from a large population that would then be assessed for the study variables. The data collection was conducted as per the study's variables and guided by the objectives.

3.2. Location of the Study

The study was located in Nairobi County and the research sample picked from mainstream police stations. Nairobi was selected because employee counselling programs had already been rolled out there and therefore it was possible to get respondents who had an experience of them.

3.3. Target Population

The researcher focused on officers who had served in the main police stations in Nairobi County for 10 years or more. On average, there were 50 such officers in each of the 25 police stations, presenting a target population of 1,250. Further, there were 3 senior officers (OCPD, Deputy OCPD and OCS) in each station, presenting a population of 75 senior officers. A service period of a minimum 10 years was settled on because only officers who had been in the county long enough could be relied upon to give authoritative information regarding available counselling programmes, their benefits and the gaps in delivery as opposed to those who had been in service for a shorter period. Additionally, such officers were likely to have observed other officers undergo or personally experienced issues that needed to be addressed through counselling, and noted changes they had seen in themselves and other officers as a result of counselling.

3.4. Sampling Procedure

Purposive sampling was used in picking Nairobi as the study centre and was based on the fact that it was the county out of the 47 in Kenya where employee counselling for police officers had been rolled out. Simple random sampling was then used to select the police stations where the respondents, had to be officers with a service spanning ten years or more, were picked from using stratified sampling. The sample size was calculated using the formula by Kothari (2017) that recommends 10% or equivalent of the total sample. The sample size of the police officers to be involved in the study was calculated thus:

Sample size, $n = N * 10\%$

Where:

n = sample size,

N = Target Population = 1,250 officers

From the formula given above,

Sample size, $n = N * 0.1 = 1,250 * 0.1 = 125$

The research therefore targeted 125 officers. The sample size for the senior officers was calculated as given below, again using Kothari's formula:

Sample size, $n = N * 0.1 = 75 * 0.1 = 7.5$ (8). The researcher therefore interviewed 8 senior police officers using a Key Informant Interview (KII) tool.

3.5. Research Instruments

Data was collected using a questionnaire for the police officers' sample and a Key Informant Interview (KII) tool for the senior officers. The questionnaire had open-ended and close-ended Likert type questions, and it was split into different sections according to the three study objectives (Appendix II). The first section measured the participants' demographic characteristics, the second collected data on available employee counselling programs, the third captured data on the benefits of the employee counselling programs, while the fourth captured data on gaps in the programs. The KII tool (Appendix III) was used to capture information from senior police officers, who were considered for the study on the basis that they were the ones that got reports on officers' misconduct and that it was them that gave recommendations on whether the officers should be punished or counselled.

3.6. Validity and Reliability of Research Instruments

Various scholars (Bowling, 2009; Creswell, 2010; Mugenda & Mugenda, 2003) insist on the validity of a research, which they define as the degree to which an instrument measures what it purports to. Bowling (2009) adds that the reliability of quantitative research is dependent on its consistency and the dependability of the instruments it uses at different times and in different groups. For dependable research, therefore, the researcher needs to demonstrate similar outcomes when the same study is carried out in comparable contexts and with comparable participants. To establish the dependability of the research instrument (questionnaire) the researcher first undertook a pilot. Piloting is done to try out and pre-test a research instrument. This helps to offer prior caution regarding where and how the central research may be unsuccessful, where study procedures may be difficult to monitor, and whether the projected systems and research instruments are complicated and therefore not appropriate (Baker, 1994). In the pilot, the researcher sought to test the wording of the questions, the answers they were likely to elicit, and the range of inquiry. A questionnaire was administered to 30 members of the

population who did not participate in the main study so as to avoid study participant contamination, as advised by Teijlingen van and Hundley (2001).

Validity refers to the degree to which proof and philosophy support test scores interpretations (Whiston, 2005). Validity, thus, is the degree to which significant and suitable interpretations and choices are established on the foundation of scores resulting from the tools used in research. To establish research instruments' validity, the researcher was in constant consultation with the university supervisor on the appropriateness of the questionnaire in addressing the variables and constructs of the study. According to Oluwatayo (2012) some of the threats to reliability and validity in research are process bias, design bias, conceptual bias and sampling bias.

However, Oluwatayo suggests that the researcher can avoid this by clearly defining the research problem, selecting an unbiased and representative sample, employing appropriate statistical tools, applying a suitable research design, utilizing reliable and valid data collection instruments and using the correct analysis tools. To further ensure reliability and validity, the researcher piloted the data collection tools using 10% of the study's sample size in a different county. This enabled the correction of errors in the data collection tools to make them reliable and valid in compliance with the research objectives. The researcher further relied on comments from the supervisor to make any amendments considered necessary for the study.

3.7. Data Analysis

Collected data was sorted, coded, then input into the Social Package for Social Science (SPSS) software for sorting and analysis, which was done using descriptive and inferential statistics to measure the research questions. Descriptive data analysis involved the use of mode, median and mean, while dispersion was measured using standard deviation, variance, frequencies and percentages. Inferential statistics involved the use of chi square tests to measure the relationship between counselling programmes and officers' attendance. This was done for the three objectives of the study, and the results presented using figures and tables. Qualitative data was analysed for emerging themes in

the responses, which were then presented as narrations to enhance the quantitative findings.

3.8. Ethical Considerations

A research clearance was obtained from the Department of Psychology, University of Nairobi. The researcher also obtained a permit to conduct the research from the National Commission for Science, Technology and Innovation (NACOSTI) for purposes of data collection (Appendix VII). An overview of the research was presented to the participants, and they were given the freedom to decide whether to take part in the research. Data collection was done privately and confidentially, and the research participants were fully assured that their responses would be anonymous (Appendix I). The participants were also guaranteed that no identifying information would be attributed to their participation and responses, and this has been ensured in the report and will be adhered to in any subsequent publications (American Counselling Association, 2014; Bond, 2000).

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0. Introduction

In this chapter the researcher presents an overview of how the research data was analysed and the interpretation of data based on the results. The chapter has four sections, with the first presenting data on demographic information, and the rest presenting the results based on the research's objectives.

4.1. Response Rate

Out of the sampled population, 79 questionnaires were returned duly filled in making a response rate of 63.2%. According to Mugenda (2003) that a response rate above 50% is adequate for analysis and reporting; and a rate of 60% is good and a response rate of 70% and over is excellent and thus the response rate of 63.2% was appropriate for the study. The response rate is as shown in table 4.1.

Table 4.1. Response Rate

Response	Frequency (n)	Percentage (%)
Filled in questionnaires	79	63.2
Un returned questionnaires	46	36.8
Total Response Rate	125	100

4.2. Participant Details

The researcher sought to establish the gender, age and rank of the participating officers. Further, information was sought on the number of years served in the National Police Service, the police stations served in, and knowledge of the availability or otherwise of counselling programs.

4.2.1 Gender of Participants

Table 4.2 represent a distribution of the participants by gender.

Table 4.2. Gender of participants

Gender	Frequency	Percent
Male	53	67.1
Female	26	32.9
Total	79	100.0

From the results, 53 (67.1%) of the participants were male, while 26 (32.9%) of them were female. This depicts that majority of the responses emanated from the male gender.

4.2.2. Age of Participants

Table 4.3 represent the distribution of the participants by age groups.

Table 4.3. Age of participants

Age of participants	Frequency	Percent
Below 35 years	40	50.6
36 - 40 years	19	24.1
41 - 45 years	10	12.7
46 - 50 years	6	7.6
51 - 55 years	3	3.8
56 and above years	1	1.3
Total	79	100.0

The results show that a half (50.6%) of the participants were aged below 35 years, 19 (24.1%) were aged 36-40 years, 10 (12.7%) between 41-45 years, 6 (7.6%) between 46-50 years, 3 (3.8%) while 1 (1.3%) was aged 56 and above.

4.2.3. Rank of Participants

Table 4.4 represent the distribution of police officers' ranks at work.

Table 4.4. Participants' ranks

Rank	Frequency	Percentage
Constable	48	60.8
Corporal	13	16.5
Sergeant	10	12.7
Senior sergeant	1	1.3
Senior sergeant major	1	1.3
Inspector	5	6.3
Commissioner	1	1.3
Total	79	100

The results show that a majority of the officers (60.8%) were of low ranks as constables, 13 (16.5%) corporals, 10 (12.7%) sergeants, 5 (6.3%) inspectors, 1(1.3%) a senior sergeant, 1(1.3%) a senior sergeant major, and 1(1.3%) a commissioner. This depicts that majority of the officers were of low ranks as constables.

4.2.4. Number of Years at the National Police Service

Table 4.5 represents the number of years the police officers had served at the National Police Service.

Table 4.5. Years in the NPS

Years in the NPS	Frequency	Percent
Up to 10 years	27	34.1
11 - 14 years	18	22.8
15 - 19 years	12	15.2
20 - 24 years	10	12.7
25 - 29 years	5	6.3
30 years and above	7	8.9
Total	79	100.0

The results show that almost a third (34.1%) of the officers had served less than 10 years, 10-14 years in the National Police Service, 12 (15.2%) between 15-19 years, 10 (12.7%) 20-24 years, 5 (6.3%) 25-29 years while 7 (8.9%) had served for 30 and above years.

This shows that majority of the officers in Nairobi County had served for 10-14 years in the National Police Service.

4.2.5. Number of Years in specific Police Station

Table 4.6 show the number of years the officers had served in the same police stations.

Table 4.6. Years served in a Police Station

Years in same police station	Frequency	Percent
Up to 10 years	37	46.8
10 - 14 years	23	29.1
15 - 19 years	13	16.4
20-24 years	5	6.3
30 years and above	1	1.4
Total	79	100.0

From the results, almost a half (46.8%) of the officers had served for less than 10 years in their respective police stations, while 10 (13.9%) had served for 15-19 years, 2 (2.8%) had served for 20-24 years, while 1(1.4%) had spent 30 and above years in their respective police stations. The conclusion, therefore, is that majority of uniformed officers in Nairobi County have served for 10-14 years in their respective police stations.

4.2.6. Awareness of Counselling Programs in Police Stations

Figure 4.2 represent police officers' awareness of counselling programs availability in their respective police stations.

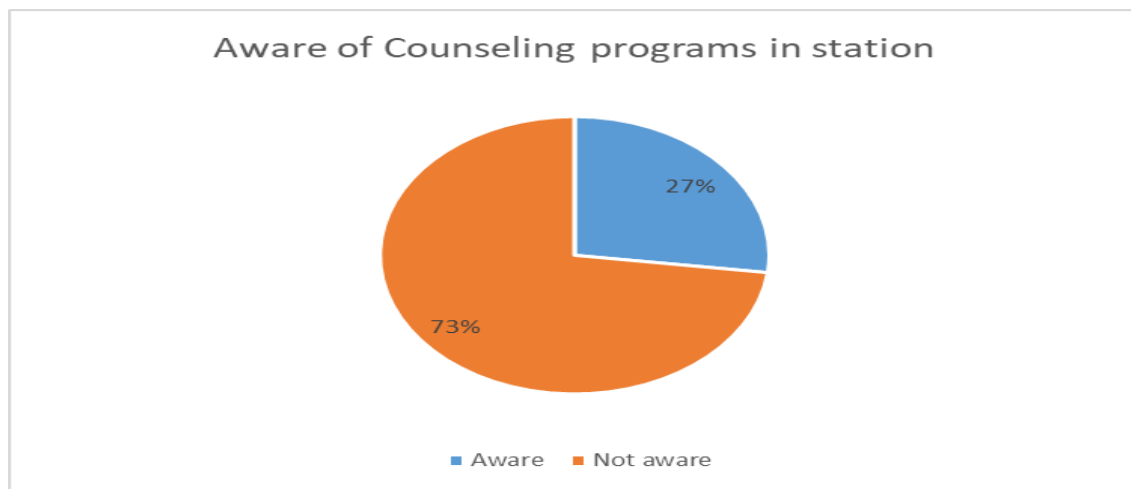


Figure 4.2. Awareness of counselling services in a police station

The results show that a majority 58 (73%) of the participants were not aware of any counselling programs in their police stations, while 21 (27%) appeared aware of the programs. However, officers who reported awareness (27%) of counselling programs stated they were aware of HIV/AIDS counselling, drugs use, alcoholism, suicide, stress management, job performance, trauma, mental health, religion and conflict management. Those who reported no awareness (73%) claimed that there were no trained counsellors and no proper planning, that counselling has not been introduced in the stations, that they had never heard of counselling services, that the programs were impractical, and that the police command paid little attention to officers. It can be concluded that majority of police officers in Nairobi County were not aware of counselling programs in their respective police stations.

4.2.7. Attendance in Employee Counselling Programs

Figure 4.3 represent a distribution of the police officers' attendance of counselling programs while at work.

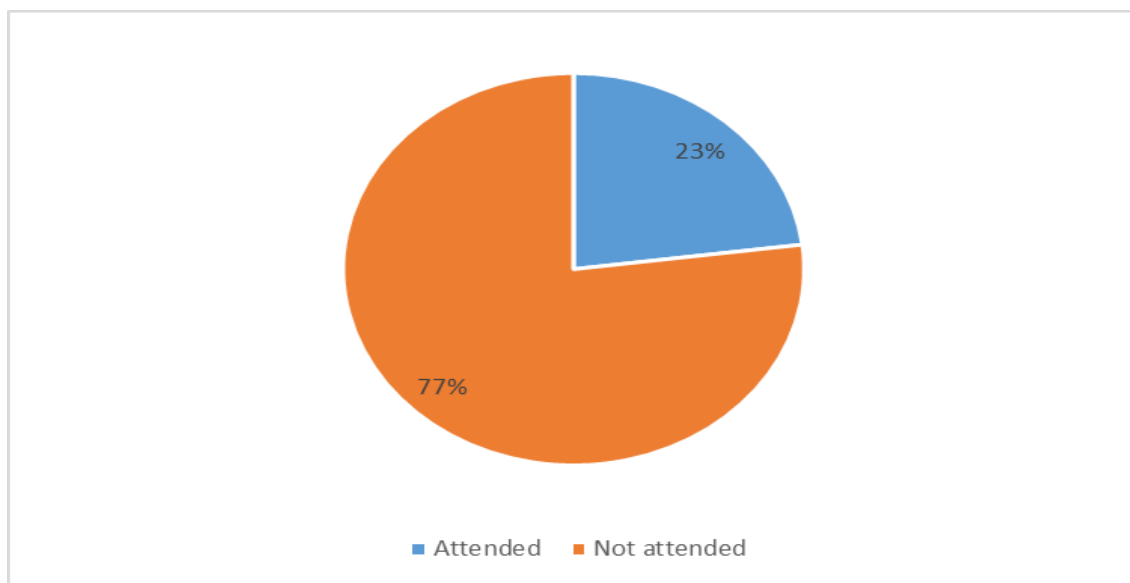


Figure 4.3. Attendance at Employee Counselling Programs

The results show that majority (61, 77%) of the officers had never gone through any employee counselling programs while at work, while 18 (23%) had attended. From these

results, it is concluded that majority of the officers in Nairobi County had not attended employee counselling programs in their line of work.

4.3. Availability of Employee Counselling Programs in the National Police Service

An analysis was conducted to investigate whether there were available counselling programs in the National Police Service. Research participants were asked if counselling programs were available in the national police service. The results were as given below.

Table 4.7. Availability of counselling programs in the NPS

Availability of employee counselling programs		S-A	A	N	D	S-D	MEAN	SD
There are available counselling rooms in my police station.	F %	0 0	5 6.5	11 14.3	27 35.1	34 44.2	4.17	.909
There are enough counselling psychologists to take care of officers' psychological distress at work.	F %	1 1.3	2 2.6	12 15.6	25 32.5	37 48.1	4.23	.902
There are available employee counselling programs with clear procedures on how to handle psychological distress among officers.	F %	1 1.3	4 5.3	13 17.1	25 32.9	33 43.4	4.12	.966
Officers are taken through psychological screening regularly.	F %	0 0	2 2.6	11 14.5	28 36.8	35 46.1	4.26	.806
Officers with detected psychological distress are quickly onboarded into employee counselling programs.	F %	3 3.9	11 14.3	12 15.6	18 23.4	33 42.9	3.87	1.229
There are follow ups to check whether employee counselling has assisted officers	F %	1 1.3	5 6.5	13 16.9	23 29.9	35 45.5	4.12	1.000

S-A: Strongly Agree A: Agree N: Neutral D: Disagree S-D: Strongly Disagree SD: Standard Deviation

From the results, 34(44.2%) of the participants strongly disagreed that there were available counselling rooms in their police stations, 27 (35.1%) disagreed, 11(14.3%)

were neutral, while only 5(6.5%) agreed. Generally, participants agreed that there were no available counselling rooms in their police stations (Mean = 4.17, SD = .909). Additionally, 37(48.1%) of the participants also disagreed strongly with the statement that there were enough counselling psychologists to take care of officers' psychological distress at work, 25(32.5% disagreed, 12(15.6%) were neutral, 2(2.6%) agreed, while only 1(1.3%) strongly agreed. Largely, the observation was that there were no enough counselling psychologists to take care of officers' psychological distress at work (Mean = 4.23, SD = .902).

On the availability of employee counselling programs with clear procedures on how to handle psychological distress among officers, 33 (43.4%) of the participants strongly disagreed with the statement, 25 (32.9%) disagreed, 13 (17.1%) were neutral, 4 (5.3%) agreed, while only 1 (1.3%) strongly agreed. Participants generally felt that there were no available employee counselling programs with clear procedures on how to handle psychological distress among officers (Mean = 4.12, SD = .966). From the results, 35 (46.1%) of the participants strongly disagreed with the statement that officers are taken through psychological screening regularly, 28 (36.8%) disagreed, 11 (14.5%) were neutral, while only 2 (2.6%) agreed. On the average interviewees felt that officers are not taken through psychological screening regularly (Mean = 4.26, SD = .806).

For the statement that officers with detected psychological distress were quickly on boarded into employee counselling programs, 33 (42.9%) of the participants strongly disagreed, 18 (23.4%) disagreed, 12 (15.6%) were neutral, 11 (14.3%) agreed, while only 3 (4.9%) strongly agreed. The general feeling was that officers with detected psychological distress were not quickly on boarded into employee counselling programs that could help them cope (Mean = 3.87, SD = 1.229). Further, 35 (45.5%) strongly disagreed with the statement that there were follow-ups to check whether employee counselling had assisted officers, 23 (29.9%) disagreed, 13 (16.9%) were neutral, 5 (6.5%) agreed, while only one (1.3%) strongly agreed. Mostly, officers stated that there were no follow-ups to check whether employee counselling was of assistance to officers.

Key Informant Interviews were subsequently conducted with inspectors, chief inspectors and superintendents of police. Results indicated that the participants were unsure about the presence of working employee counselling programs in police stations (Mean = 2.50, SD = .850). They disagreed that there were resources (rooms and qualified personnel) to cater for employee counselling needs among police officers (Mean = 3.10, SD = 876), that police officers are taken through psychological screening regularly and those found lacking on boarded into employee counselling programs (Mean = 3.30, SD = 483), and that there were enough follow-up programs to check on the psychological wellness of officers who went through counselling (Mean = 2.90, SD = 568).

4.3.1. Relationship between Availability of Counselling Programs and Attendance

A chi square test was carried out to check whether availability of employee counselling programs had a relationship with officers' attendance. Results were as given below.

Table 4.8. Chi-square test of availability of Counselling Programs and Attendance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.681 ^a	3	.641
Likelihood Ratio	2.124	3	.547
Linear-by-Linear Association	.211	1	.646
N of Valid Cases	79		

From results shown in Table 4.10, there was no statistically significant relationship between availability of employee counselling programs and the officers' attendance of the same ($\chi = 1.681$, $p = 0.641 > 0.05$). Therefore, it can be argued that availability of employee counselling programs does not necessarily influence decisions to attend counselling sessions. Figure 4.4 below shows cross-tabulations between availability of counselling programs and attendance.

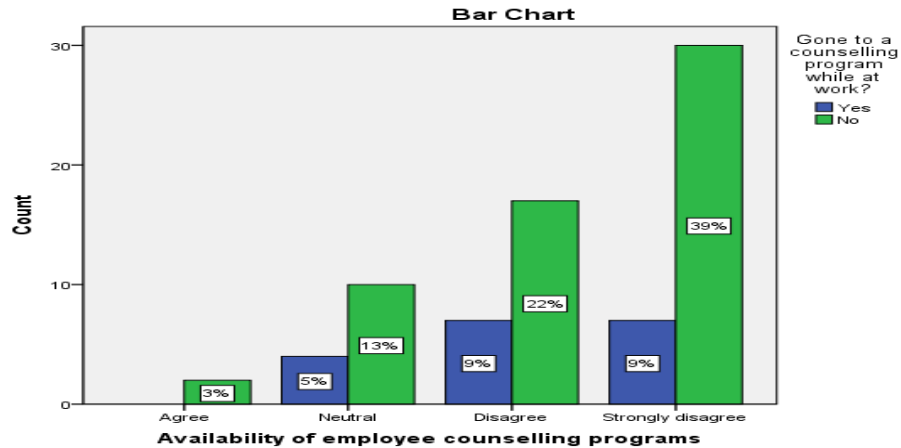


Figure 4.4. Cross-tabulations between availability of counselling programs and attendance

From the results captured in Figure 4.8, 3% of the participants agreed that there were available counselling programs in the NPS, but stated they had not attended any while at work. 18% of them were neutral about the availability of the programs, with only 5% stating they had attended and 13% stating they had not attended any while at work. 31% of the participants disagreed that there were available counselling programs in the NPS, with 22% stating they had not attended any program while at work and only 9% saying they had attended. 48% strongly disagreed that the counselling programs were available in the NPS, with 39% stating they had not attended any and only 9% agreeing to have attended some while at work.

4.4. Benefits of Employee Counselling Programs in Kenya’s National Police Service

An analysis was done to examine the benefits and hence effectiveness of employee counselling programs in the National Police Service in Kenya. Participants were asked to indicate the benefits of employee counselling programs in Kenya’s National Police Service. The results are as given below.

Table 4.9. Benefits of Employee Counselling Programs

Benefits of employee counselling programs	S-A	A	N	D	S-D	MEAN	SD
Employee counselling programs have increased my	11	18	23	21	5	2.88	1.151
	14.1	23.1	29.5	26.9	6.4		

willingness to put more effort at work.									
My desire to serve has increased after going through employee counselling programs.	F	6	12	31	20	8	3.16	1.065	
	%	7.8	15.6	40.3	26.0	10.4			
My concentration at work has increased after going through employee counselling programs.	F	7	14	27	19	10	3.14	1.144	
	%	9.1	18.2	35.1	24.7	13.0			
My ability to resolve conflicts and misunderstandings has improved after going through employee counselling.	F	10	9	30	21	8	3.10	1.146	
	%	12.8	11.5	38.5	26.9	10.3			
My interactions with members of the public have improved after going through the employee counselling programs.	F	7	16	26	20	9	3.10	1.135	
	%	9.0	20.5	33.3	25.6	11.5			
My ability to communicate clearly has improved after going through employee counselling programs.	F	11	8	30	22	7	3.08	1.148	
	%	14.1	10.3	38.5	28.2	9.0			

S-A: Strongly Agree A: Agree N: Neutral D: Disagree S-D: Strongly Disagree SD: Standard Deviation

From the results summarized in Table 4.11, 23 (29.5%) of the participants were neutral about employee counselling programs having increased their willingness to put more effort at work, 21 (26.9%) disagreed and 5 (6.4%) strongly disagreed, while 18 (23.1%) agreed and 11 (14.1%) strongly agreed. Generally, the participants were neutral on whether employee counselling programs had increased their willingness to put more effort at work (Mean = 2.88, SD = 1.151). On desire to serve having increased after going through employee counselling programmes, 31 (40.3%) of the participants were neutral while 20 (26%) disagreed, 8 (10.4%) strongly disagreed, 12 (15.6%) agreed, and 6 (7.8%) strongly agreed. In general, the participants were neutral on whether their desire to serve had increased after going through employee counselling programs (Mean = 3.16, SD = 1.065).

Further, 27 (35.1%) of them were neutral about their concentration at work having increased after going through employee counselling programmes. 19 (24.7%) disagreed,

10 (13%) strongly disagreed, 14 (18.2%) agreed, and only 7 (9.1%) strongly agreed. Generally, the officers were neutral on whether their concentration at work had increased after going through employee counselling programmes (Mean = 3.14, SD = 1.144). When asked to decide whether ability to resolve conflicts and misunderstandings had improved after going through employee counselling, 30 (38.5%) of the participants were neutral while 21 (26.9%) disagreed, 8 (10.3%) strongly disagreed, 9 (11.5%) agreed and 10 (12.8%) strongly agreed. The participants were generally neutral on whether their abilities to resolve conflicts and misunderstandings had improved after going through employee counselling (Mean = 3.10, SD = 1.146). Also, 26 (33.3%) of the participants were neutral about their interactions with members of the public having improved after going through the employee counselling programs. 20 (25.6%) disagreed, 9 (11.5%) strongly disagreed, 16 (20.5%) agreed, while 7 (9%) strongly agreed. Generally, the officers were neutral on whether their interactions with members of the public had improved after going through the employee counselling programmes (mean = 3.10, SD = 1.135).

On their ability to communicate clearly having improved after going through employee counselling programs, 30 (38.5%) of the participants were neutral. 22 (28.2%) of them disagreed, 7 (9%) strongly disagreed, 8 (10.3%) agreed and 11 (14.1%) strongly agreed. Generally, the participants were neutral on whether their abilities to communicate clearly had improved after going through employee counselling programs (Mean = 3.08, SD = 1.148). Key Informant Interviews were conducted with inspectors, chief inspectors and superintendents of police. Participants in general disagreed that police officers had increased their willingness to help the public after going through employee counselling programs (Mean = 2.20, SD = 789), that the programs had helped in improving officers' psychological health (Mean = 2.10, SD = 994); that they had improved officers' ability to resolve conflicts and misunderstandings (Mean = 2.00, SD = 1.155); that the officers' ability to communicate clearly had improved after going through the counselling (Mean = 2.70, SD = 632), and that police officers' concentration at work had increased after going through employee counselling programs (Mean = 1.80, SD = 632).

4.4.1. Relationship between Benefits of Counselling Programs and Attendance

A chi square test was carried out to check whether benefits of employee counselling programs in the National Police Service had a relationship with officers' attendance. Results are as given below.

Table 4.10. Chi-square test between benefits of counselling programs and attendance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.807 ^a	4	.000
Likelihood Ratio	22.038	4	.000
Linear-by-Linear Association	19.210	1	.000
N of Valid Cases	79		

From these results captured in table 4.12, there was a statistically significant relationship between benefits of employee counselling programs and the officers' attendance ($\chi = 21.807, p < 0.000$). Knowledge of the benefits of the counselling programmes, the study suggests, influenced the officers' decisions to attend. Figure 4.5 shows the cross-tabulations between the benefits of counselling programs and officers attendance.

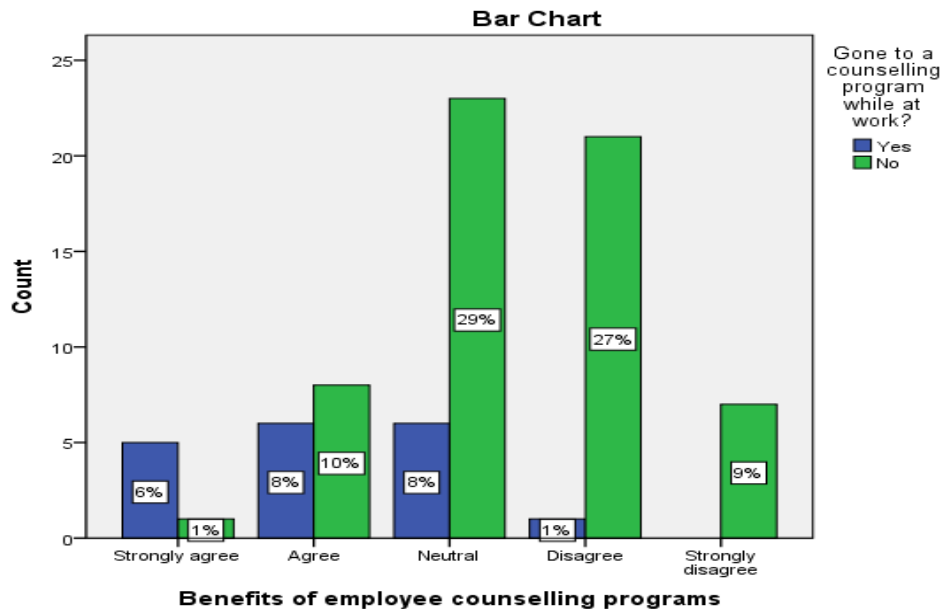


Figure 4.5. Cross-tabulations between benefits of counselling programs and attendance

From the results captured in Figure 4.5, 7% of the participants strongly agreed that there were benefits in employee counselling programs, with 6% of them stating they had attended counselling while at work and only 1% having not attended. 18% of the participants agreed that there are benefits of employee counselling programs, 10% of them stating that they had not attended counselling while at work and 8% having attended. 37% of the participants were neutral about the benefits of employee counselling programs, 29% of them admitting they had not attended while 8% stated they had. 28% of the participants disagreed that there were benefits in employee counselling programs, with 27% of them stating that they have not attended counselling and 1% stated that they had. However, 9% of the participants strongly disagreed that there were benefits in employee counselling programs, and stated they have not attended any while at work.

4.5. Presence of Gaps in Employee Counselling

An analysis was conducted to assess the presence of gaps in employee counselling programs available in the National Police Service in Kenya. Participants were asked to indicate the presence of gaps in employee counselling. The results are as given below.

Table 4.11. Gaps in employee counselling programs

Gaps in employee counselling programs		S-A	A	N	D	S-D	MEAN	SD
There is a shortage of physical resources such as rooms to support employee counselling.	F %	34 44.7	21 27.6	13 17.1	6 7.9	2 2.6	1.96	1.089
There is a shortage of qualified professionals to handle officers' psychological problems.	F %	32 42.1	26 34.2	12 15.8	2 2.6	4 5.3	1.95	1.082
There are no clear guidelines on how employee counselling programs should be implemented in the police service.	F %	32 42.1	26 34.2	13 17.1	2 2.6	3 3.9	1.92	1.030
There are no regular check-ups to check for signs of psychological challenges among officers.	F %	40 52.6	18 23.7	15 19.7	0 0	3 3.9	1.79	1.024

It takes long to detect psychological distress among officers and onboard them into employee counselling programs.	F	36	27	10	1	2	1.76	.922
	%	47.4	35.5	13.2	1.3	2.6		
There are insufficient follow-ups to check whether employee counselling programs are beneficial to officers.	F	44	19	11	0	2	1.64	.919
	%	57.9	25	14.5	0	2.6		

S-A: Strongly Agree A: Agree N: Neutral D: Disagree S-D: Strongly Disagree SD: Standard Deviation

From the results in the table above, 34 (44.7%) of the participants strongly agreed with the statement that there was a shortage of physical resources, such as rooms, to support employee counselling, 21 (27.6%) agreed, 13 (17.1%) were neutral, 6 (7.9%) disagreed, while 2 (2.6%) strongly disagreed. Generally, the participants agreed that there was a shortage of physical resources to support employee counselling (Mean = 1.96, SD = 1.089). On there being a shortage of qualified professionals to handle officers' psychological problems, 32 (42.1%) of the participants strongly agreed with the statement, 26 (34.2%) agreed, 12 (15.8%) were neutral, 4 (5.8%) strongly disagreed, while 2 (2.6%) agreed. Generally, the participants agreed that there was a shortage of qualified professionals to handle officers' psychological problems (Mean = 1.95, SD = 1.082).

32 (42.1%) of the participants strongly agreed with the statement that there were no clear guidelines on how employee counselling programs should be implemented in the police service. 26 (34.2%) disagreed with the statement, 13 (17.1%) were neutral, 3 (3.9%) strongly disagreed, while 2 (2.6%) disagreed. There was a general consensus that there were no clear guidelines on how employee counselling programs should be implemented in the police service (Mean = 1.92, SD = 1.030). On there being no regular check-ups for signs of psychological challenges among officers, 40 (52.6%) strongly agreed with the statement. 18 (23.7%) agreed, 15 (19.7%) were neutral, while 3 (3.9%) strongly agreed. Generally, the participants felt that there are no regular check-ups for signs of psychological challenges among officers (Mean = 1.79, SD = 1.024).

Additionally, 36 (47.4%) strongly agreed with the statement that it took long to detect psychological distress among officers and onboard them into employee counselling programs. 27 (35.5%) agreed, 10 (13.2%) were neutral, 2 (2.6%) strongly disagreed, while one (1.3%) agreed. The participants generally agreed that it took long to detect psychological distress among officers and onboard them into counselling programs (mean = 1.76, SD = .922). On there being insufficient follow-ups to check whether employee counselling programs are beneficial to officers, 44 (57.9%) strongly agreed with the statement. 19 (25%) agreed, 11 (14.5%) were neutral, while only two (2.6%) strongly disagreed. Generally, the participants felt that there were insufficient follow-ups to check whether employee counselling programs are beneficial to officers (Mean = 1.64, SD = .919).

4.5.1. Relationship between Gaps in Employee Counselling Programs and Attendance

A chi square test was carried out to check whether gaps in employee counselling programs in the National Police Service had a relationship with officers' attendance. Results are as given below.

Table 4.12. Chi-square test between gaps in counselling programs and attendance

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.534 ^a	3	.675
Likelihood Ratio	1.951	3	.583
Linear-by-Linear Association	.875	1	.350
N of Valid Cases	79		

From the results, there was no statistically significant relationship between gaps in employee counselling programs in the NPS and the officers' attendance. Therefore, it is justifiable to conclude that availability of gaps in employee counselling programs did not influence the officers' choice of attending counselling. Figure 4.6 show cross-tabulations between gaps in employee counselling programs and attendance.

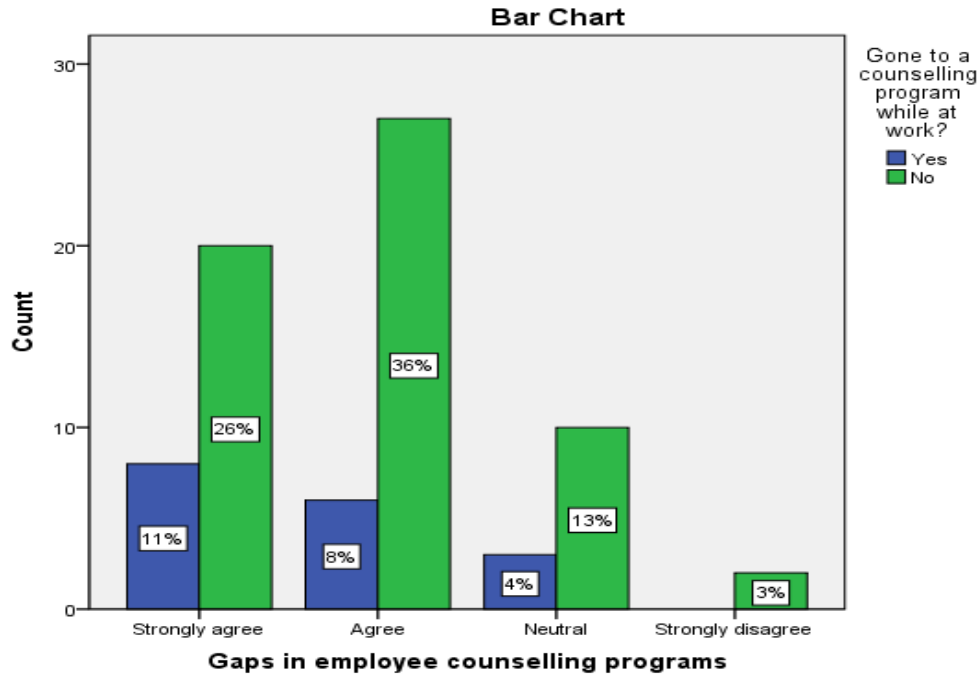


Figure 4.6. Cross-Tabulations Between Gaps in Counselling Programs and Attendance

From the results captured in Figure 4.6, 37% of the participants strongly agreed that there were gaps in employee counselling programs in the NPS, with 26% of them stating that they had not attended counselling. 11% stated that they had attended counselling while at work. 44% of the participants agreed that there were gaps in employee counselling programs in the NPS, where 36% of them stated that they have not attended counselling while at work, while 8% stated that they had. 17% of the participants were neutral about availability of gaps in the NPS, with 13% stating that they had not attended counselling and 4% admitting that they had. Lastly, 3% of the participants strongly disagreed that there were gaps in employee counselling programs in the NPS, stating that they had not attended any counselling while at work.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter is a discussion of the study findings and conclusions. A summary of recommendations arising from the study's findings is presented as well as areas of further study.

5.1. Summary of Findings

This chapter presents a summary of the study's findings, which were guided by its objectives.

5.1.1. Participants' Details

From the study's findings, a majority of officers in Nairobi County were male, aged between 31-35 years, and a majority of them are constables. The higher proportion of them had served for 10-14 years in their respective police stations. A majority of the officers were not aware of counselling programs being available in their respective stations, and had not attended any while at work. Those aware knew of counselling services on HIV/AIDS, drugs and alcoholism, suicide, stress management, job performance, trauma, mental health, as well as on religion and conflict management.

5.1.2. Availability of Counselling Programs in the National Police Service

The interviewed police officers were convinced that there were no counselling rooms available at the police stations they worked in, that there were no enough counselling psychologists to take care of officers' psychological distress at work, and that there were no available employee counselling programs with clear procedures on how to handle psychological distress among officers. Further, they stated that officers are not taken through psychological screening regularly, that those with detected psychological distress are not onboarded into employee counselling quickly enough, and that there were no follow-ups to check whether employee counselling had been of assistance to the affected officers. Results from the chi-square test revealed no statistically significant relationship between availability of employee counselling programs and officers' attendance of the programs.

5.1.3. Benefits of Employee Counselling Programs in Kenya's National Police Service

Findings from the study revealed that officers in Nairobi County were neutral on whether employee counselling programs increased their willingness to put more effort at work, whether their desire to serve increased, and whether their concentration at work improved after going through employee counselling programs. Additionally, they were generally neutral on whether their abilities to resolve conflicts and misunderstandings improved after going through counselling, whether their interactions with members of the public got better, and whether their abilities to communicate clearly improved after going through the programs. Results from the chi-square test revealed a statistically significant relationship between benefits of employee counselling programs and officers' attendance of the programmes.

5.1.4. Presence of Gaps in Employee Counselling in the National Police Service

From the study findings, officers in Nairobi County felt that there was a shortage of physical resources such as rooms to support employee counselling, and a shortage of qualified professionals to handle officers' psychological problems. There was also a feeling that there were no clear guidelines on how counselling should be implemented in the police service. Further, the officers were in agreement that there were no regular check-ups for signs of psychological challenges among them, that it took long to detect psychological distress among officers and on-board them into employee counselling programs, and that there were insufficient follow-ups to check whether employee counselling programs were beneficial to officers. Results from a chi-square test revealed that there is no statistically significant relationship between gaps in employee counselling programs and the officers' attendance to the programs.

5.2. Discussion of Findings

The Kenya national police service appears to have made several attempts to provide counselling services to police services, though albeit not so successfully as demonstrated in this study. While the services should be provided by the police officers, the senior officers as would seemingly appear the case were not effectively trained or experienced

to provide the desired services. Nor, were all the police stations and officers aware of these essential services that were designed to promote their well-being. Furthermore, the appointed officers lacked professional training that would guide them through professionalism and a code of ethics for counsellors such as the American Counselling Association (2014) and the code of conduct for counselling psychologists in Kenya (Republic of Kenya, 2014) that should be aligned with the constitutional requires on consumer rights (Republic of Kenya, 2010). Additionally, the police officers also have their regular duties, and in all cases, this would imply that they have over worked in either their academic pursuits and/or additional concentration to contribute to counselling of officers.

Scholars such as McLeod (2001; 2003) Wango (2015) have pointed on the need for professional counselling training and overall performance in order to ensure effective and inclusive counselling systems, resources and operationalization of counselling as an essential service. There are also cases where people, including police officers, prefer to seek assistance or help in therapy from family, friends, colleagues or religious leaders such as a pastor instead of professional counsellors. Indeed, Wango (2015) outlines several tiers in the helping profession. Herein, it would be imperative that police officers with dire therapeutic needs are also referred to a professional in order to receive help, and thus assist to resolve more critical issues to do with work, relationship or family especially precarious issues such as post-traumatic stress disorders (PTSD), personality disorders, depression, suicide and psychotic cases. This is also true for police officers (Ranta, 2009; Ranta & Sud, 2008; Wango, Wairire, & Odiemo, 2018).

Similarly, it is commonly agree among various professionals (McLeod, 2001; 2008; 2012) that there is need to establish counselling services at the workplace (sometimes even professional therapeutic services with a therapist), but in all cases, acute cases can seek additional help (Republic of Kenya, 2008). This is because there is also the dilemma of professionalism involving dual relationship and confidentiality. It is also possible that the police officers designated as counsellors are unable to provide essential services such as follow: staff placement; career counselling; guidance and counselling information services; group guidance and counselling; placement, referral and consultation; resource

coordination; and, evaluation of therapeutic services. Perhaps this is the reason why most of the officers had experienced neither the presence nor the effects of the counselling programmes in the police service.

Clearly, there are several challenges in counselling at the workplace (McLeod, 2010), and there are much more issues in counselling in a developing country such as Kenya (Wango, 2015). This includes issues of HIV/AIDS, poverty, cancer and other calamities. For counselling, these includes professional certification and accreditation, and though this was beyond the scope of this study, it is noteworthy that professional counsellors should be accredited (American Counselling Association, 2014). Additionally, counselling employee performances would have to conduct careful analysis including use of discipline and statistical manual (America Psychiatrist Association, 2013). This is because certain employees including police officers may require additional assistance. Overall, the police officers as employees obviously have several issues and thus there is need for continuously upgrading the counsellors in order to fit into the growing demands of the police force. In that case, counsellors in context should have certain prerequisite techniques and skills training.

5.3. Conclusions

From the totality of the findings, it is concluded that majority of the police officers in Kenya's National Police Service are males aged up to 35 years, majority of them constables who have served the National Police Service for up to 10 years in their respective stations. Additionally, majority of the officers are not aware of available counselling programs in their respective police stations and the NPS, and have not attended any counselling sessions while in their line of work. However, some officers knew of the existence of counselling services in the NPS but thought they were limited to HIV/AIDS, drugs and alcoholism, suicide, stress management, job performance, trauma, mental health, as well as religion and conflict management.

From the findings, it is concluded that there are generally no effective counselling programs in the National Police Service in Kenya currently. It is also concluded that there are no significant benefits of the employee counselling programs currently available in

Kenya's National Police Service. Further, it is also concluded that there are significant gaps in the employee counselling programs currently available in the National Police Service in Kenya. Lastly, it is concluded that knowledge of the benefits of employee counselling programs influences the officers' attendance to counselling programs while at work.

5.4. Recommendations

From the conclusions of the study, the following recommendations are made:

1. The government should invest in effective employee counselling programs in the National Police Service, as they will be invaluable in providing a safe place for officers to access regular counselling services while in their line of work.
2. The Kenya National Police Service should run an effective campaign to inform all the officers of available employee counselling programs.
3. The Kenya National Police Service should inform officers of the benefits of employee counselling and encourage them to attend the programs.
4. Persons with specialised training in counselling psychology should be readily available to assist officers in need.
5. Police officers should be encouraged to seek counselling when in need
6. More specialized and effective employee counselling programmes should be readily available to all police officers
7. The study recommends effectiveness of various psychotherapeutic approaches in helping professionals including the armed forces.

5.5. Areas for Further Research

In order to ensure the effectiveness of various counselling programmes, additional research should be conducted in the world as well as Kenya, especially among other disciplined forces like the Kenya defence forces, prison department, as well as in various institutions. In that case, there is need to continuously evaluate such programmes (Bophela & Govender, 2015). Additionally, the availability of counselling and effectiveness of helping services among young people (both males and females), whether as officers or in the general population, should be highlighted and prioritised. This is because most of the police officers in this study were young males of low rank who may

have been inexperienced with life issues. Therefore, the relevance and availability of readily available services such as through counselling at the workplace is of paramount importance and hence there is need to compare and specify the results of such programmes across ranks and in the entire country.

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APPENDICES

Appendix I: Introduction Letter

Mirriam Mumo Musyimi

C50/10242/2018

07 October, 2019

To:

(Name) _____

(Job Title) _____

Nairobi County.

Dear Sir/Madam,

REF: PARTICIPATION IN RESEARCH

I am a student of the University of Nairobi pursuing a Master's Degree in Counselling Psychology. I am conducting a study on employee counselling programmes in the National Police Service in Kenya, focusing on Nairobi County, to provide more insight on counselling programmes.

I am kindly requesting for your participation in this study by answering the questions in the questionnaires and/or interviews.

All the information obtained will be handled with utmost confidentiality and will be used solely for the purpose of this academic research.

Thank you in advance for your participation and feedback.

Yours faithfully,

Mirriam Mumo Musyimi

C50/10242/2018

Appendix II: Questionnaire for Police Officers

I am a post-graduate's student at the University of Nairobi, pursuing a Masters in Counselling Psychology. I am carrying out a case study to examine employee counselling programmes in the National Police Service in Kenya, using Nairobi County as the study area.

This is a kind request to you to participate in this study by filling out the following questionnaire.

All the information provided in this research will be treated with utmost confidentiality and will be strictly used for the purpose of the research.

Instructions: Please Tick (√) or write down your response.

Background Information

1. Gender (Tick (√)) Male [] Female []
2. Age (Tick (√))
 - a) Below 35 years []
 - b) 36- 40 years []
 - c) 41 - 45 years []
 - d) 46 - 50 years []
 - e) 51 - 55 years []
 - f) 56 and Above []
3. Kindly indicate your current rank in this police station. _____
4. How many years have you served in National Police Service? (Tick (√))
 - a) Below 10 years []
 - b) 11 - 14 years []
 - c) 15 - 19 years []
 - d) 20 - 24 years []
 - e) 25 - 29 years []
 - f) 30 years and over []
5. How many years have you served in your present Police Station? (Tick (√))
 - a) Below 10 years []
 - b) 11 - 14 years []
 - c) 15 - 19 years []
 - d) 20 - 24 years []
 - e) 25 years and above []
6. Are you aware of any employee counselling programmes in this police station?
(Tick (√)) Yes [] No []
If Yes, which ones are you aware of ? _____

If No, which programs are you aware of? _____

7. Have you ever been taken through an employee counselling programmes while in your line of work? (**Tick** (√)) Yes [] No []

If Yes, which programmes have you gone through? _____

If No, explain why _____

SECTION 2: EMPLOYEE COUNSELLING PROGRAMS

The following statements are on employee counselling programs in the National Police Service in Kenya. Kindly indicate how much you agree with the statements by ticking (√) in the given boxes.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There are available counselling rooms in my police station.					
There are enough counselling psychologists to take care of officers' psychological distress at work.					
There is available employee counselling programmes with clear procedures / steps on how to handle psychological distress among officers.					
Officers are taken through psychological screening regularly.					
Officers with detected psychological distress are quickly onboarded into employee counselling programs.					
There are follow-ups to check whether employee counselling has assisted officers.					

SECTION 3: BENEFITS OF EMPLOYEE COUNSELLING PROGRAMS

The following statements are on the benefits of employee counselling programs . Kindly indicate how much you agree with the statements by ticking (√) in the given boxes.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Employee counselling programmes have increased my willingness to put more effort at work.					
My desire to serve has increased after going through employee counselling programmes.					
My concentration at work has increased after going through employee counselling programmes.					
My ability to resolve conflicts and misunderstandings has improved after going through employee counselling.					
My interactions with members of the public have improved after going through an employee counselling programme..					
My ability to communicate clearly has improved after going through employee counselling programmes.					

SECTION 4: GAPS IN EMPLOYEE COUNSELLING PROGRAMS

The following statements are on gaps in employee counselling programs . Kindly indicate how much you agree with the statements by ticking (√) in the given boxes.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There is a shortage of physical resources such as rooms to support employee counselling.					
There is a shortage of qualified professionals to handle officers' psychological problems.					
There are no clear guidelines on how employee counselling programmes should be implemented in the police service.					

There are no regular check-ups for signs of psychological challenges among officers.					
It takes long to detect psychological distress among officers and on-board them into employee counselling programmes.					
There are insufficient follow-ups to check whether employee counselling programmes are beneficial to officers.					

Any other comments

Thank you for taking part in this study.

Appendix III: Key Informant Interview Schedule

I am a student at the University of Nairobi, pursuing a Masters in Counselling Psychology. I am carrying out a case study to examine employee counselling programmes in the National Police Service in Kenya, using Nairobi County as the study area.

You are kindly requested to participate in this study by filling in the following questionnaire. All the information provided will be treated with utmost confidentiality and will be strictly used for the purpose of this research.

The following are general questions on **Employee Counselling Programmes** in the National Police Service. Kindly read them carefully and indicate how much you agree or disagree with each of them.

1. There are working employee counselling programmes in my police station. (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()
2. There are resources such as rooms and qualified personnel to cater for employee counselling needs among the officers. (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()
3. Police offices are taken through psychological screening regularly and those found lacking onboarded into employee counselling programmes. (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()
4. There are enough follow-up programmes to check on the psychological wellness of officers who go through counselling (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()
5. Police officers have increased their willingness to help the public after going through employee counselling programmes (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()
6. Employee counselling programmes in the police service have helped in improving officers' psychological health (Tick (√))
Strongly agree () Agree () Disagree () Strongly Disagree ()

7. Employee counselling programmes have improved officers' ability to resolve conflicts and misunderstandings. (Tick (√))

Strongly agree () Agree () Disagree () Strongly Disagree ()

8. The police officers' ability to communicate clearly has improved after going through employee counselling programmes. (Tick (√))

Strongly agree () Agree () Disagree () Strongly Disagree ()

9. Police officers' concentration at work has increased after going through employee counselling programmes (Tick (√))

Strongly agree () Agree () Disagree () Strongly Disagree ()

Any other comments

Thank you for taking part in this study.

Appendix IV: List of Police Stations in Nairobi County

No.	Name of Police Station
1	Central Police Station
2	Muthaiga Police Station
3	Gigiri Police Station
4	Spring Valley Police Station
5	Buruburu Police Station
6	Parklands Police Station
7	Ruaraka Police Station
8	Donholm Police Station
9	Kilimani Police Station
10	Ruai Police Station
11	Kileleshwa Police Station
12	Shauri Moyo Police Station
13	Jogoo Road Police Station
14	Kamukunji Police Station
15	Parliament Police Station
16	Karen Police Station
17	Kayole Police Station
18	Dandora Police Station
19	Embakasi Police Station
20	Lang'ata Police Station
21	Kasarani Police Station
22	Muthangari Police Station
23	Kabete Police Station
24	Satellite Police Station
25	KM Police Station

Appendix V: Research Permit


REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation
Ref No: **194694**


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Date of Issue: **07/November/2019**

RESEARCH LICENSE



This is to Certify that Miss. MIRRIAM MUSYIMI of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: AN EXAMINATION OF EMPLOYEE COUNSELLING PROGRAMMES IN THE NATIONAL POLICE SERVICE, IN KENYA. A CASE STUDY OF NAIROBI COUNTY. for the period ending : 07/November/2020.

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APPENDIX VI: Turnitin

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