

**EMPLOYEE COUNSELING PROGRAMS AND JOB PERFORMANCE IN THE  
KENYA POLICE SERVICE. THE CASE OF NAIROBI COUNTY**

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**DECLARATION**

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

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## **DEDICATION**

To God who is my strength. Also, to my entire family members, starting with my wife Mercy A. Kelitu, my mother Catherine U. Ikiara, brothers and sisters

## **ACKNOWLEDGEMENT**

I am grateful to my supervisor Dr. Richard M. Bosire, Chairman of the Post Graduate Studies, Department of Political Science and Public Administration, for his commitment, support, and guidance during this study. I also thank the management of the Kenya Police Service, especially the office of Inspector General for granting me the opportunity to conduct this study. Thanks too, to the counselors within and without the Kenya Police Service and the police chiefs for their support and cooperation. I would like to thank members of the Kenya Police Service for their participation in the study. I am indebted to the members of my family for their support. Above all I thank my wife, mother, brothers and sisters for their encouragement, love, patience, endurance and understanding during the period of study.

All the Glory is to God.

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## **ABSTRACT**

This study sought to assess the effects of employee counseling programs on job performance in the Kenya Police Service. Employee counseling programs are beneficial to solving employee problems that affect job performance. Their service ranges from problem assessment, supportive counseling, and referrals to higher levels of treatment, wellness education and training, and follow-ups for both employees and family members. Within law enforcement, employee counseling programs have given rise to positive outcomes among officers and their job performance. The Kenya Police Service adopted employee counseling programs through the National Police Guidance and Counseling policy (2009) as a means of improving their psychological wellbeing and job performance. However, despite the counseling programs in place, issues such as substance abuse/dependence, violent acts, suicide, homicide, involvement in criminal activities such as robbery, among others, remain common among police officers. These issues are related to poor job performance and in larger extent; they adversely affect ones psychological health. The study applied mixed research design to obtain quantitative and qualitative data. Data was collected using questionnaires and structured interviews. Out of sixty questionnaires administered to police officers, thirty eight were filled and returned. In addition, thirty questionnaires were administered to members of the public. Qualitative data was also obtained from interviews with ten counselors and ten relevant stakeholders. Stratified sampling technique was used to select respondents. Members of the public, counselors, and stakeholders were selected using simple random technique. Data was analyzed using the Statistical Program for Social Sciences (SPSS) version 16.0. The analysis showed significant difference between employee counseling programs and job performance in the Kenya Police Service. The finding revealed positive effects of employee counseling programs on job performance. All police officers who had gone through the counseling programs recorded great improvement in their job performance. The finding also showed positive outcomes of employee counseling programs in influencing work morale and interpersonal relations among police officers. It was recommended that the management of Kenya Police Service should establish more counseling centers, employ more counselors, and adopt modern ways of delivering counseling services to members of the Kenya Police Service as major ways of yielding improved performance in future.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Employee counseling programs are beneficial to solving employee problems that affect job performance. According to Preece, et al. (2005, p 69), counseling programs were designed to address drug and alcohol problems among employees, but their role has expanded over the years to meet more employee's needs. Such employees' needs addressed by these counseling programs include; marriage and family problems, financial problems, legal problems, stress, anxiety, depression, and other emotional disturbances. According to Smith and Alexander (1992, p 111) modern counseling services cover employees and their families such that, issues arising from both work and home environments are addressed.

Within law enforcement, employee counseling programs have given rise to positive outcomes among officers and their job performance. Police officers receive behavioral and psychological counseling as a means to overcome challenges which in turn, enhance their job performance. According to Gaines and Worrall (2012, p 266), many police departments in the United States of America have implemented employee counseling programs to address problems that affect officers as a means of improving job performance. Employee counseling programs according to Richard, Emener, and Hutchison (2009, p 359) have the ability to enhance efficiency and effectiveness of employees' work. Thus, increased work efficiency and effectiveness results to high productivity and improved performance in an organization. According to Lang (2011, p 1), 74 percent of police officers in the Georgia Bureau of Investigation became more effective on their job after going through the counseling programs and specifically, indicated improved attendance, improved work relations, and improved quality of work.

Employee counseling programs according to Gupton, et al. (2011, p 92), relieve negative behavioral attributes such as anger, violence, substance abuse, absenteeism, attendance at work, and work related accidents that impact negatively on job performance. This is echoed in the works of Ayres and Flanagan (1990, p 9) that police officers with high stress levels are less performing while officers whose stress levels get addressed record an improvement in their job performance and increase work morale. An evaluation by Clavelle, Dicherson, and Murphy

(2012, p 127), also indicated positive outcomes of employee counseling programs on job performance among law enforcers; in particular, 68 percent of the respondents agreed to have increased their functioning at work, 86 percent reported reduced dysfunction, 79 percent were less distress, and 68 percent had improved their interpersonal relations after going through employee counseling programs.

In the South Africa Police Service, employee counseling programs were found necessary to increasing productivity among police officers. The counseling programs also played a major role in ensuring police officers were psychologically sound. According to Rajin (2012, p 57), 54 percent of the responded who had visited the counseling programs with various issues, recorded a 100 percent improvement on their job performance. Aremu (2006, p 149) also noted that, the performance of the Nigeria Police Service marked a huge improvement after officers went through problem-solving skills and social skills within the counseling programs. The study revealed that, many officers were affected with interpersonal relationships which affected their interactions among themselves and with the public, hence affecting their job performance. However, after going through the counseling programs, police officers acquired new skills and increased their relations with the public thus improving their performance.

Some recent studies have focused on factors contributing to poor performance in the Kenya Police Service. However, their recommendations emphasize on ways of increasing police officers motivation levels. Kiraithe, Were, Gakure, and Waititu (2012, p 202) noted that for job performance within the Kenya Police Service to improve, the government and relevant stakeholders should ensure officers are motivated, and that relevant reforms in the police service are implemented. This measures according to Kiraithe, et al. (2012, p 202) relate positively with the improved performance.

On the other hand, Nyamwamu, et al. (2012, p 85) revealed the important role employee counseling programs play in improving job performance among police officers in the country. In their study, 40 percent of the general police officers and 60 percent of the special duty police officers recorded improved job performance after going through the counseling programs. Specifically, they recorded improvement in time spent to respond to emergencies, increased their work morale, and high customer satisfaction.

## **1.2 Problem statement**

Since the year 2009, there has been an urgent need to improve the performance of the Kenya Police Service; thus the implementation of major reforms. The police reforms led to the formation of the National Police Service, the National Police Service Commission, and the Independent Policing Oversight Authority, all with an aim of improving the performance of the Kenya Police Service. According to the National Police Service Act (2011, Section 88 [2]), police officers are subjected to disciplinary actions when they go against their code of conduct. The Act outlines such actions as; absence from duty with no good reasons, sleeping while on duty, being intoxicated while on duty, threatening other officers, being violent to other officers, among others. These actions contribute largely to poor job performance among the police. According to the Independent Policing Oversight Authority Act (2011, Section 7), their role in line with disciplinary measure is to investigate the conduct of the accused and make recommendations on the kind of disciplinary action to be undertaken. These recommendations include referring them for counseling services and to some extent rehabilitation of police officers.

To mitigate these misconducts among the police, the National Police Guidance and Counseling Policy (2009, part 2) provides employee counseling programs to all its members. This is by ensuring all police officers can access counseling services as a way of overcoming challenges that affect them and their job performance. The policy points out that police officers require emotional assistance in form of psychological counseling to ensure that they are physically, psychologically, and socially sound.

Despite the counseling programs in place, issues such as substance abuse/dependence, violent acts among police officers, suicide, homicide, involvement in criminal activities such as robbery, among others, remain common among police officers. Such issues contribute to reduced job performance and in most cases they adversely affect their psychological health. This state of affairs and behaviors give rise to whether employee counseling programs have addressed the intended purpose especially in improving job performance among police officers. Therefore, this study seeks to answer the question; to what extent have employee counseling programs influence job performance in the Kenya Police Service?

### **1.3 Objective of the study**

The overall objective of this study is to assess the effects of employee counseling programs on job performance in the Kenya Police Service. Specific objectives include:

- i. To find out whether employee counseling programs have an impact on employee morale
- ii. To find out whether employee counseling programs enhance interpersonal relations

### **1.4 Justification of the study**

This study seeks to establish new information as well as increase organizational and individual awareness on effects of employee counseling programs in the Kenya Police Service. Information gathered would help increase institutional reforms by demonstrating the outcomes employee counseling programs have on job performance. The Kenya Police Service adopted these counseling programs because of the many benefits associated with it. However, it is difficult to ascertain the impact of these counseling programs especially with the current trend on reports of police misconduct and acts of emotional disturbances. Therefore, this study is important because it will provide a clear perspective on whether employee counseling programs are creating the impact intended or not.

At the policy level, information gathered from this study would assist policy makers, relevant stakeholders, and the management of Kenya Police Service in developing appropriate decision and action that will strengthen the employee counseling programs in line with improving job performance. Ideally, the Guidance and Counseling Policy (2009, part 1, 2, and 3) states why police officers require counseling services, the qualification of a counselor, and the procedures of referring police officers for counseling. The policy therefore does not touch on the critical areas such as areas where counseling is needed, the available approaches for counseling in police service, measures for monitoring and evaluating the counseling programs, among others. However, information gathered from this study would enlighten policy makers on areas where more emphasis is needed in terms of policy formulation and implementation thus help mitigate the challenges within the counseling programs.

At the individual level, police officers will benefit from the findings of this study by increasing their understanding of the role of employee counseling programs and the benefits they

have towards their job performance, psychological health, and their personal lives in general. This study will also make academic contribution in the field of performance and especially in the security sector.

### **1.5 Scope and Limitations**

This study seeks to assess the effects of the employee counseling program on job performance in the Kenya Police Service from 2009 to 2014. The rationale for this period of study is that, employee counseling programs came to effect in the year 2009 after the National Police Guidance and Counseling Policy was adopted. However, in the previous years, counseling was offered as a course work during police training but their services have now expanded to cover officers in the ground. Participants of the study will be selected from the Kenya Police Service. Members of the Kenya Police Service are considered fit for this study because their profession exposes them to different emotional, behavioral, and social challenges that in turn affect their job performance.

The major limitation of the study was to identify and access respondents from the 6 stratum who have gone through the counseling programs in the Kenya Police Service. To overcome this, the researcher first sought permission from the office of Inspector General of Police to conduct the research within the Kenya Police Service. The researcher then liaised with counselors within and without the Kenya Police Service in identifying respondents for this study. Because of the nature of confidentiality in counseling programs, counselors assured respondents that their response will only be used for the purpose of this study. Finally the researcher created a rapport with police chiefs who helped to gather relevant information for this study.

### **1.6 Definition of concept**

**Employee counseling programs** – According to Masi (2011), employee counseling programs are a professional assessment and referral and/or short-term counseling services offered to employees with alcohol, drug, or mental health problems that may affect their jobs. In the context of this study, employee counseling programs are those training and therapeutic services offered to employees as a means to overcome emotional and social challenges arising from both

work and home environment. Psychological counseling, rehabilitation services, and social skills training, all together will constitute employee counseling programs.

**Job performance** – According to Yun, et al. (2007), job performance is the expected behaviors that are directly involved in producing goods and services, or activities that provide indirect support for the organization’s core processes. In the context of this study, job performance is the total output of each employee as expected of them such that, their effectiveness can be determined. Key indicators of job performance include; increased initiative to help others, ability to interact with the public well, and reduced time spent in undertaking a given assignment/ duty.

**Employee morale** – According to McKnight, et al. (2001), employee morale is the degree to which an employee feels good about his or her work and work environment. In the context of this study, employee morale is the motivation levels of each employee to accomplish his or her assigned duties and responsibilities without being supervised. Employee morale will be assessed in terms of; willingness to exert more efforts at work, and increased work concentration.

**Interpersonal relations** - According to Sroufe, et al. (2000), interpersonal relations are patterns of interactions with specific partners that are carried out over time and entail some degree of investment by participants. In the context of this study, interpersonal relations are the existing interactions among employees that enable them to communicate effectively with each other and resolve conflicts. The main indicators are; ability to resolve conflicts/misunderstandings, and ability to communicate effectively.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents an overview of employee counseling programs and job performance. Also, the relationship between employee counseling programs and employee morale, and interpersonal relations are discussed. Theoretical framework is also given at the end of this chapter.

#### **2.2 Overview of employee counseling programs and job performance**

Increasing growth rate of employee counseling programs in different organizations has been in response to the rising cases of problematic employees. According to Arthur (2000, p 550), employee counseling programs are beneficial services provided to employees experiencing a variety of personal, emotional, and psychological problems. In addition, these counseling programs have expanded their services to address legal and financial matters faced by employees. As noted by Yamatani, et al (1999, p 108), modern employee counseling programs play a crucial role in helping employees with medical, psychological, personal, family, financial, and legal problems. Services within employee counseling programs according to McCann, et al (2010, p 91) consist of problem assessment, supportive counseling, referrals to higher levels of treatment, wellness education and training, and follow-ups for employees and family members. This is clear indication of how employee counseling programs are designed to collectively address employees problems such that, both their personal lives and work activities are not disturbed.

On the other hand, employee's job performance is an area of concern to many employers. Many organizations strive to create a good working environment for employees with expectations of high job performance. Yun, et al. (2007, p 745) describes job performance as "the expected behaviors that are directly involved in producing goods and services, or activities that provide indirect support for the organization's core processes." In a broad view, increased work morale, high concentration at work, and good interpersonal relations among employees could result to improved job performance. On the other hand, Kirk and Brown (2003, p 138)

noted that interventions of employee counseling programs are crucial in reducing absenteeism, lower employee turnover, and increase employee morale.

In addition, Bergmark (1986, p 59) points out issues such as reduced attendance at work, poor concentration, and not relating well with other co-workers as indications of a problem. He further states that, external factors such as divorce, death of a family member or a friend, problems with a child at home, and adjusting to new location, are important in determining outcomes of employee job performance. In Kenya, reports of suicide, drugs/ alcohol dependence, and criminal activities among police officers have been on the rise. Tracing from the media reports, Ombati and Akello (2014, July 29<sup>th</sup>) revealed factors such as domestic quarrelling, workplace misunderstanding, and emotional problems such as stress, depression and trauma as common among police officers.

One of the many reasons for adopting employee counseling programs in any organization are to mitigate employee's personal problems that affect their job performance. Implementation of the counseling programs is one of the positive ways of managing the lives and performance of police officers. According to Zarkin and Garfinkel (1994, p 103), organizations that value its employees will provide counseling programs as a tool to improve job performance, enhance productivity, and protect its investments. In the modern society, police officers are faced social, economic, and political challenges that would create an imbalance in their profession. However, authors such as Konrad and Mangel (2000, p 1226) have recommended employee counseling programs as a tool that could aid workers to balance work and personal life such that they are able to resolve conflicts arising from both work and personal life. On the other hand, employee counseling programs benefit the organization in a number of ways. Konrad and Mangel (2000, p 1226) notes that, employees are able perform their work better due to these counseling programs while the organization is able to record low numbers of absenteeism and reduced employee turnover. Additionally is the cost benefit an organization would safe.

While these counseling programs are related to improving job performance, their focus is also channeled to address the psychological and behavioral issues affecting employees. A study by Smith and Alexander (1992, p 110) found out that, problems such as substance abuse and stress among employees are associated with poor job performance. Such outcomes according to

them lead to reduced productivity, increased absenteeism, and increases health care costs. It is also revealed by Preece, et al. (2005, p 68) that employees always experience symptoms that weaken their job performance. Therefore, such outcomes call for an organizational supervisor, who is well trained, to identify employees with psychological or behavioral problems and refer them to the counseling programs. The sooner a problem is identified and addressed, the sooner an individual employee overcomes them. This is echoed by Johnson (1985, p 383) that the success of employee counseling programs depends largely on the supervisor. However, Johnson (1985, p 383) notes that, “not all employees with job performance problems are troubled employees, and that, not all employees with personal problems experience trouble functioning on their job.” This presents one of the major challenge employee counseling programs encounters. Besides the challenge, employee counseling programs have put in place structures that encourage employees to seek assistance voluntarily rather than being referred.

The main assumption of these programs is that positive outcomes and benefits are to be recorded. Study findings of Nyamwamu, et al. (2012, p 86) demonstrated positive results of employee counseling programs in the police service. Job performance improved by 40 percent among general duty officers and 60 percent among the special duty officers after getting to conduct with counselling programs. Similarly, Clavelle, Dickerson, and Murphy (2012, p 127) found out that, 68 percent of the respondents improved their functioning at work after going through employee counseling programs while 86 percent reported reduced dysfunction and 79 percent were relieved of their distress. These findings are consistent with outcomes reported in other studies on effects of employee counseling programs on job performance; for example, Selvik, et al 2004, p 20; Philip 2005, p 62; Flanagan and Ots 2013, p 4; and Attridge 2010, p 2. However, from these studies, a number of respondents indicated no difference even after visiting the counseling programs. Such outcomes pose a challenge to these programs especially when employees are set to revisit them for the same issues.

In conclusion, Attridge (2010, p 2) recommended that employee counseling programs should strive to improve employees’ job performance so as determine their effectiveness. In other words, employee counseling programs should ensure their services not only help employees overcome personal challenges, but also help them channel their new self and energy

to increasing their job performance. Likewise, emotional and social assistance through employee counseling programs in the police service is to yield positive outcomes in terms of job performance.

The National Police Guidance and Counseling Policy (2009, Section 1) describe police profession as a stressful occupation. Police officers therefore often require assistance which aims at increasing their motivation, commitment, and relationships at work. Authors such as Arthur 2000, p 550, Yamatani, et al. 1999, p 108, and Nyamwamu, et al. 2012, p 86, brings out clearly the role and outcomes of employee counseling programs. Positive outcomes from their studies present the benefits of counseling programs to individual employee as well as the organization. However, it is not clear on the program's effectiveness especially when employees continue to display behavior patterns that negatively relate to reduced performance. This study is therefore informed by the positive outcomes of employee counseling programs to find out whether similar outcomes will be observed in the Kenya Police Service.

A major critique of these programs is its low utilization within institutions. Utilization of the counselling programs according to Csiernik (2003, p 48) is higher in private institution than it is in public sector. However, organization such as the Kenya Police Service has taken time to implement these programs as beneficial service to all officers. Therefore, it would be argued that if the counseling programs are not well utilized as expected then the intended outcomes would not be difficult to achieve.

### **2.3 Impact of employee counseling programs on employee morale**

Employee morale according to McKnight Ahmad, and Schroeder (2001, p 447) is “the degree to which an employee feels good about his or her work and work environment.” Ideally, when employee's morale is high, the expectation would be increased motivation to work hence improved performance. The rationale of adopting employee counseling programs according to Keay, et al. (2010, p 67) is to improve employees' well-being and boost their morale. Flanagan and Ots (2013, p 3) demonstrate the ability employee counseling programs have in increasing employees morale. In their study, 50 percent of the respondents reported improved work morale/ motivation after attending the counseling programs. On the other hand, Weakliem and Frenkel

(2006, p 351) notes that there are higher chances of improved performance when employees morale is high.

Increased morale among police officers would be portrayed on the efforts they put on while executing their duties as well as how they respond to situations when needed. According to Howitt (2002, p 126), high morale among employees coincide with increased work effort, creativity, initiative, and improved customer service. In addition, Linz, et al. (2006, p 2) describes absenteeism, turnover, and strikes as correspondence to low employee morale. These areas are well covered by the counseling programs as a means of improving employee morale and assessing their motivation levels, hence increase their job performance. Similarly, employee counseling programs would increase employees understanding and self-confidence which tends to boost work morale.

A report by Lucheli (2010, December 1<sup>st</sup>) reveals that police officers in the country get involved in criminal activities due to low work morale. Activities such like robbery, carjacking incidents, and corrupt deals among officer have been on the rise. These outcomes pose one to question whether the counseling programs have any effects on officers work morale.

#### **2.4 Do employee counseling programs enhance interpersonal relations?**

Interpersonal relations among employees play important role in determining job performance. Good interpersonal relationships according to DPhil (2008, p 101) has the ability to increase work productivity as well as reduce work stress, and assist employees satisfy the demands of the employer. DPhil (2008, p 98) further argues that interpersonal relationships provide insight, knowledge, values, attitudes, and good qualities that enable employees to cope with life challenges; thus, increasing their interaction skills.

In an environment like the police service, there is need for proper interactions and organized communication that will enable officers serve its institution and the public well, thus improve their performance and their problem solving skills. According to Lindquist, et al (2010, p 60), employee counseling programs increases employees relations which in turn improves communication skills, employee confidence in addressing other challenges, and also increase customer relations. Consequently, improved interpersonal relations could reduce the number of

conflict and misunderstandings experienced by police officers. Outcomes of these actions according to Gikandi (2013, June 21<sup>st</sup>) have resulted into homicide, suicide, and other criminal acts among police officers.

## **2.5 Theoretical framework**

This study will be guided by two theories, namely; Behavioral approach and Maslow's needs theory of Motivation.

### **2.5.1 Behavioral approach**

According to Bernstein (2014, p 15) behavioral approach (behaviorism) is rooted in works of Skinner who explained behavior as a result of learning. The theory focuses on observable behavior that can be related to specific outcomes or reactions. The main assumptions of behavioral approach are; learning is the change of behavior through experience, learning is not passive; it takes place in the environment by doing, experiencing, and engaging in trial and error, and associating stimulus and response will allow an individual to control or predict a behavior.

This approach underpins this study in that, both emotional and behavioral challenges affects the general performance of the Kenya Police Service. Challenges such as traumatic experiences, stress, alcoholism/ drug abuse, violent acts, suicide missions, and family disagreement have been related to poor performance of individual police officer. However, the rationale of adopting the counseling programs is to assist police officers overcome these challenges. Basically, the counseling programs seek to change their behavior patterns that affect their job performance.

To begin with, the counseling programs are well placed to enhance learning of new behavior patterns that complement job performance and at the same time, unlearned behaviors that disrupt the performance of police officers. In most cases, police officers are referred for counseling services due to observable behavior patterns emanating from both emotional challenges and behavioral disturbances. It is the role of the counseling programs to ensure that new behaviors are learned thus replacing unwanted.

Moreover, employee counseling programs act as stimulus to employees problems that affect job performance. The counseling programs not only seek to install certain behavior

pattern, but are also important in predicting the performance of an individual in the future. As learning takes place, one is able to rate their preparedness in overcoming certain life challenges. Similarly, the counseling programs will enable police officers predict outcomes once a specific behavior pattern is observed.

Finally, it takes time for a certain behavior pattern to change. Through the counseling programs, different counseling approach and sessions are conducted to employees that cover a specific period of time. In the context of this study, behavioral approach guides the counseling programs in providing continuers service to police officers that will enable them overcome challenges. The main approaches used by the counseling programs are psychological counseling, rehabilitation services, and social skills training. After police officers have gone through the counseling programs, they are required to demonstrate what the acquired from the different counseling services.

### **2.5.2 Maslow's needs theory of Motivation**

According to DuBrin (2012, p 393), Maslow's theory of motivation categorize human needs into five whereby lower needs are to be satisfied for higher needs to be activated. The hierarchy of needs include; basic needs, safety needs, social needs, esteem needs, and self-actualization. The underlying assumptions of Maslow's needs theory of motivation are; human beings are motivated by specific needs which are hierarchical in nature, motivation usually comes as a result of multiple motivating factors, human beings are continually motivated, and lastly, ones a need is satisfied, another replaces it.

In relation to this study, employee counseling programs play a major role in ensuring safety need of employees are met and satisfied. As police officers climb from one hierarchy to another, employee counseling programs provide assistance in terms of boosting their morale by reducing physical and emotional pain experienced while at work, increasing their work stability, and providing them with necessary security. In addition, these counseling programs offer services ranging from skills training, emotional/psychological counselling, and behavioral change, among others thus combining different motivating factors to meet employees' needs. Whereas work place machinery, fire arms, uniforms, and other physical/human resources that

enable police to perform their duties are provided for by the human resource management, their safety is also assured through these counseling programs as well as other medical assurances.

On the other hand, employee counseling programs allows employees to seek services frequently especially when faced with challenges that affect their job performance and personal life in general. As pointed out by Armstrong (2009, p 317), increased work place performance is an outcome of highly motivated employee. With the counseling programs in place, police officers benefit by learning new coping skills to address future challenges thus boosting employees' motivation to achieve high job performance.

Finally, Maslow's needs theory of motivation provides that one's a need is satisfied, another need replaces it. Ideally, these counseling programs are set to satisfy employees' safety needs thus increasing their focus to organizational and personal needs that they intend to achieve. With an assurance of psychological health, employees' motivation levels are expected to improve.

## **2.6 Hypotheses**

- i. There is a positive relationship between employee counseling programs and job performance
- ii. There is no relationship between employee counseling programs and job performance



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research design, study area and population, sampling procedures, data collection procedures, and data analysis that were used in the study.

#### **3.2 Research design**

The study used mixed research design which applies both quantitative and qualitative data collection and analysis. The rationale for mixed research design is that, it helped the researcher obtain data that complements each other thus increasing the understanding of the research problem. Quantitative data provided numeric analysis of the study while the qualitative data provided a wider perspective in this study. In this study, the variables of interest included employee counselling programs as the independent variable and job performance as dependent variable.

#### **3.3 Study area and Population**

The study area was Nairobi County. Police officers in Nairobi County were preferred for this study because they were the first beneficiary of the counseling programs since its adoption in 2009. Also, most of the facilities in the counseling programs are situated in Nairobi County. The target population was police stations in Nairobi County. The Kenya Police Service is formed of 4 different units which include the Kenya Police, Administration Police, the General Service Unit, and the Criminal Investigation Department. Kenya Police was selected for this study because of the increasing reports of involvement into criminal activities, emotional disturbances, and behavioral challenges from its members. Police stations were identified as the physical location where members of the Kenya Police administer their duties from. Currently, there are 40 police stations in Nairobi County where the sample was selected from.

#### **3.4 Sampling procedures**

This study applied stratified sampling technique to select respondents in this study. The sampling technique was important in helping the researcher categorize police officers into different groups and obtain a proportional sample to represent the entire population. Police ranks

were used to create different strata. Currently, there are 6 ranks in each police station which include; Officer Commanding Police Station (Chief Inspector), Inspector, Senior Sergeant, Sergeant, Corporal, and Constable. From each stratum, the researcher used a disproportional sample to select respondents. Table 1 below represents the sample of police officers in different ranks and the sample size which the researcher will select.

**Table 3.1: Distribution of respondents and the sample size**

POLICE RANKS	NUMBER OF POLICE OFFICERS	SAMPLE SIZE
Officer Commanding Police Station (Chief Inspector)	20	6
Inspector	20	6
Senior Sergeant	20	6
Sergeant	30	9
Corporal	50	15
Constable	60	18
TOTAL	200	60

Snowballing technique was used to obtain respondents from the six stratum. This sampling technique helped the researcher to identify specific respondents who have gone through the counselling programs, thus gathering relevant information. The researcher liaised with counsellors within and without the Kenya Police Service in identifying respondents for this study. As a means of triangulating the findings in this study, the researcher sought public opinion on what they think about the performance of the Kenya Police Service. Data was obtained from 30 members of the public, 10 counselors, and 10 relevant stakeholders. These respondents were selected randomly using random number generator.

### **3.5 Data collection procedures**

Data was collected using questionnaires. Structured interviews were also conducted. Use of questionnaires was relevant in helping the researcher to obtain relevant information that provided answers the research question while interviews helped in gathering information to validate the findings of the study. Questionnaires were self-administered to respondents through the help of counsellors. Respondents were allowed to stay with questionnaires for a period of 14 days after which the researcher collected them. Public questionnaires were self-administered and collected on the same day. Finally, the researcher carried out interviews with the counselors and stakeholders which took a maximum of 10 to 15 minutes.

### **3.6 Data analysis**

Both quantitative and qualitative data was analyzed. Quantitative data was analyzed using the Statistical Program for Social Sciences (SPSS) version 16.0 to compute descriptive statistics such as frequencies, means, standard deviations, and percentages. The numeric and statistical data analyzed provided measurement for the specific variable in study. On the other hand, information obtained from the qualitative data was analyzed in terms of giving meaning and establishing patterns and trends in relation to the variable in study.

**CHAPTER FOUR**  
**RESEARCH FINDINGS AND DISCUSSION**

**4.1 Introduction**

The results of data analysis on employee counseling programs and job performance in the Kenya Police Service are presented in this chapter. The findings were interpreted using descriptive statistics; frequency means, standard deviations, and percentages. Data is presented using graphs and pie charts. Responses from the public, counselors, and relevant stakeholders are also presented. In addition, brief narrations of the qualitative data gathered from counselors and relevant stakeholders are included to supplement the quantitative data.

**4.2 Characteristics of employee counseling programs**

Three main characteristics of employee counseling programs were; areas where employee counseling programs have helped police officers to overcome, areas where symptoms of psychological and behavioral affected police officers, and the changes police officers have observed after going through the counseling programs. These characteristics are presented in the tables below.

**Table 4.1: What areas have employee counseling programs help police officers overcome**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRESS TRAUMA DEPRESSION	27	71.1	71.1	71.1
	DRUGS FAMILY FINANCIAL	8	21.1	21.1	92.1
	ANXIETY	3	7.9	7.9	100.0
	Total	38	100.0	100.0	

As indicated in table 4.1 above, employee counseling programs have helped police officers to overcome both emotional and behavioral issues affecting them. 71.1 percent of the respondents have overcome stress, trauma, and depressive episodes after going through the counseling programs while 21.1 percent have overcome drug/substance abuse, family issues, and financial problems. In addition, 7.9 percent of the respondents were able to overcome anxiety and other issues such as coping skills, phobia, shyness, and self-awareness after going through the counseling programs. In overcoming these emotional and behavioral problems, psychological counseling, rehabilitation services, and training on coping skills were the main approaches used within the counseling programs.

**Table 4.2: Areas where symptoms of emotional and behavioral issues have affected police officers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILY PERSONAL	20	52.6	52.6	52.6
	JOB PERFORMANCE COMMUNICATION	18	47.4	47.4	100.0
	Total	38	100.0	100.0	

Table 4.2 demonstrates areas where symptoms of emotional and behavioral issues have affected police officers. The data shows that 52.6 percent of the respondents agreed that these symptoms have affected their family relationships and personal life while 47.4 percent of the respondents experienced negative effects in their job performance due to emotional and behavioral disturbances.

**Table 4.3: What changes have been observed after going through employee counseling programs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid REDUCED EMOTIONAL DISTURBANCE	10	26.3	26.3	26.3
MORALE RESOLVE ISSUES INTERRACT COMMUNICATE	26	68.4	68.4	94.7
FINANCIAL STABILITY	2	5.3	5.3	100.0
Total	38	100.0	100.0	

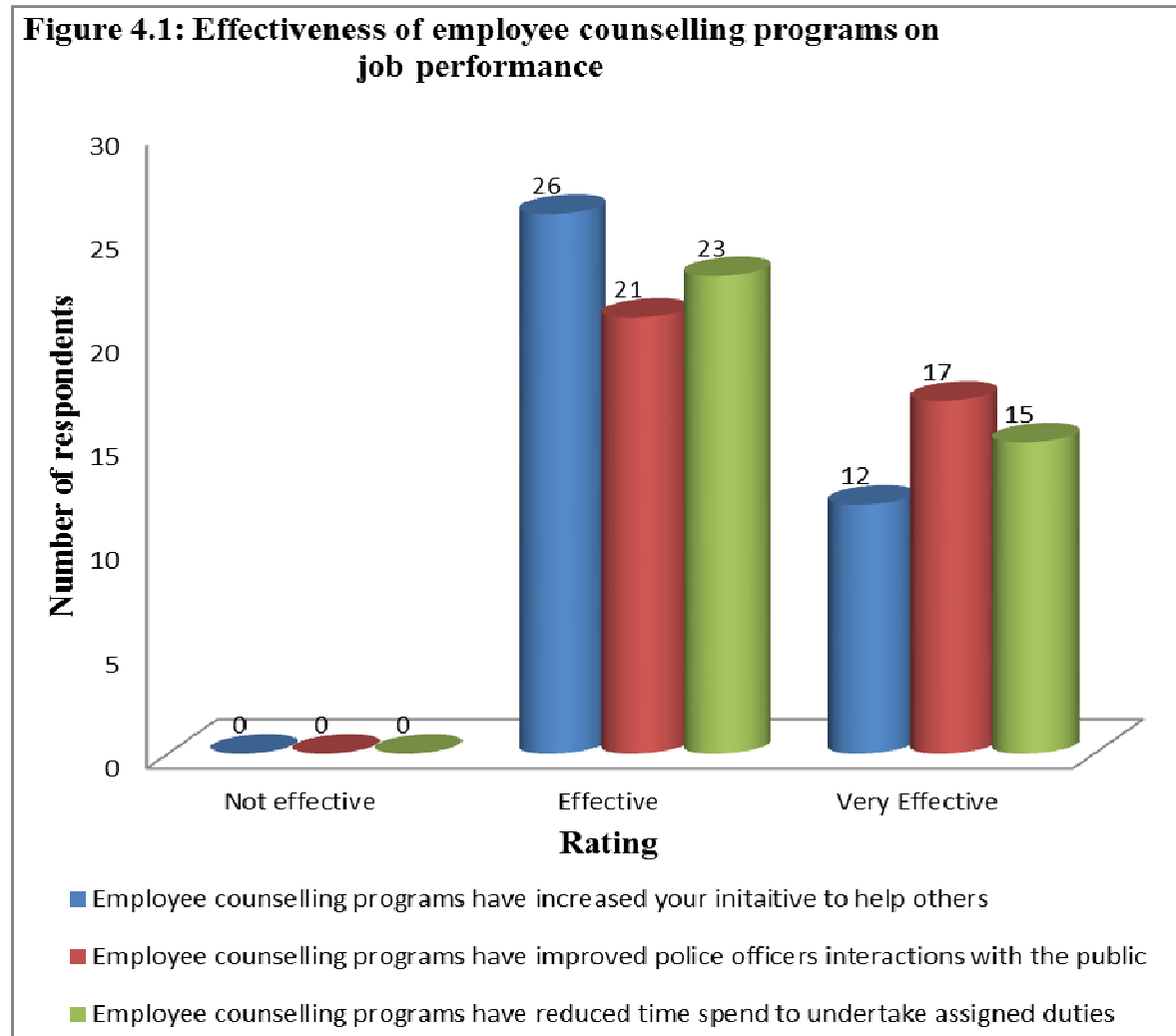
After going through the counseling programs, police officers reported positive changes in their life and work as well. As presented in table 4.3 above, 68.4 percent had increased their work morale, they were able to resolve issues among themselves, they were able to increase their interaction with others, and they improved their communication skills. 26.3 percent recorded reduced emotional disturbances while 5.3 percent of the respondents were able to achieve financial stability. Other areas described by respondents were increased self-confidence and change of attitude towards counseling.

In summary, these characteristics of employee counseling programs shows that police officers encounter emotional problems, behavioral problems, and coping issues in their profession. These outcomes could explain why the police profession is described as traumatizing. However, the counseling programs have demonstrated their ability to help police officers overcome challenges arising from both work and home environments. The counseling programs also extend their services to assist officers overcome behavioral challenges such as drug abuse, financial issues, anxiety, phobia, and self-confidence.

### 4.3 Effectiveness of employee counseling programs

#### 4.3.1 Effectiveness of employee counseling programs on job performance

Three main indicators for job performance were; increased initiative to help others, ability to interact with the public well and reduced time spent in undertaking a given assignment/ duty. The summary of the findings are presented below.



**Table 4.4: Effectiveness of employee counseling programs on job performance**

	Initiative to help others		Interact with the public well		Reduced time spent in undertaking a given assignment	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Not Effective	0	0	0	0	0	0
Effective	26	68.4	21	55.3	23	60.5
Very Effective	12	31.6	17	44.7	15	39.5
Total	38	100.0	38	100.0	38	100.0

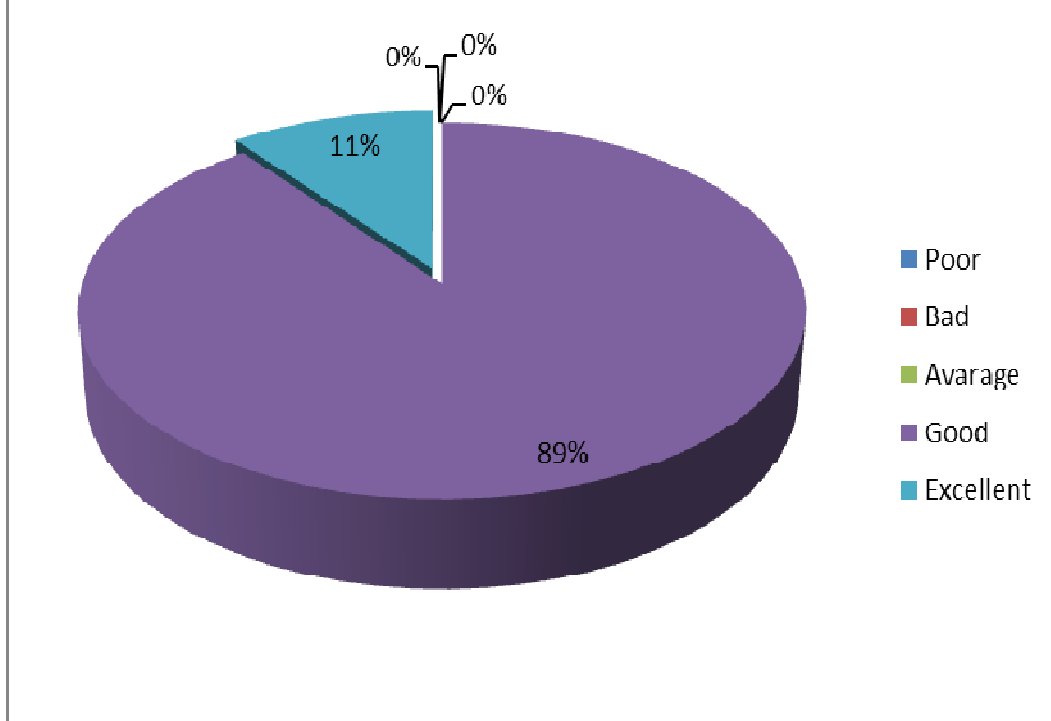
The study reveals that employee counseling programs have the ability to increase initiative to help others. 68.4 percent of the respondents rated the counseling programs as effective while 31.6 percent rated the programs as very effective. Reasons for the rating were: listening more to others than before, providing necessary response to clients upon request and when needed, ability to tackle issues as they present themselves, and becoming more of a team player.

Similarly, employee counseling programs were effective in increasing officers' ability to interact with the public. 55.3 percent of the respondents rated the counseling programs as effective while 44.7 percent rated them as very effective. The reasons for such rating were: able to relate with anyone without discrimination, able to perform their duties without favoring anyone, able to work with a sober mind, able to introduce themselves to the public and increased trust with members of the public.

Finally, the study reveals that employee counseling programs have the ability to reduce time spent to undertake a given assignment/duty. 60.5 percent of the respondents rated employee counseling programs as effective while 39.5 percent rated the programs as very effective. The reasons for such rating were: they feel encouraged because it is their mandate, there are minimum disturbances from inside and surrounding environment, and they can now understand better the importance of their work.



**Figure 4.2: Police officers rating their job performance**



Police officers who underwent counseling programs rated their job performance on five different scales: poor, bad, average, good, and excellent. The findings of their rating in pie chart 4.2 above shows 89.5 percent of the respondents rated their job performance as good while 10.5 percent rated their job performance as excellent. None of the respondents rated their job performance as poor, bad, or average. Drawing from these findings, it can be concluded that employee counseling programs play an important role in improving job performance of police officers.

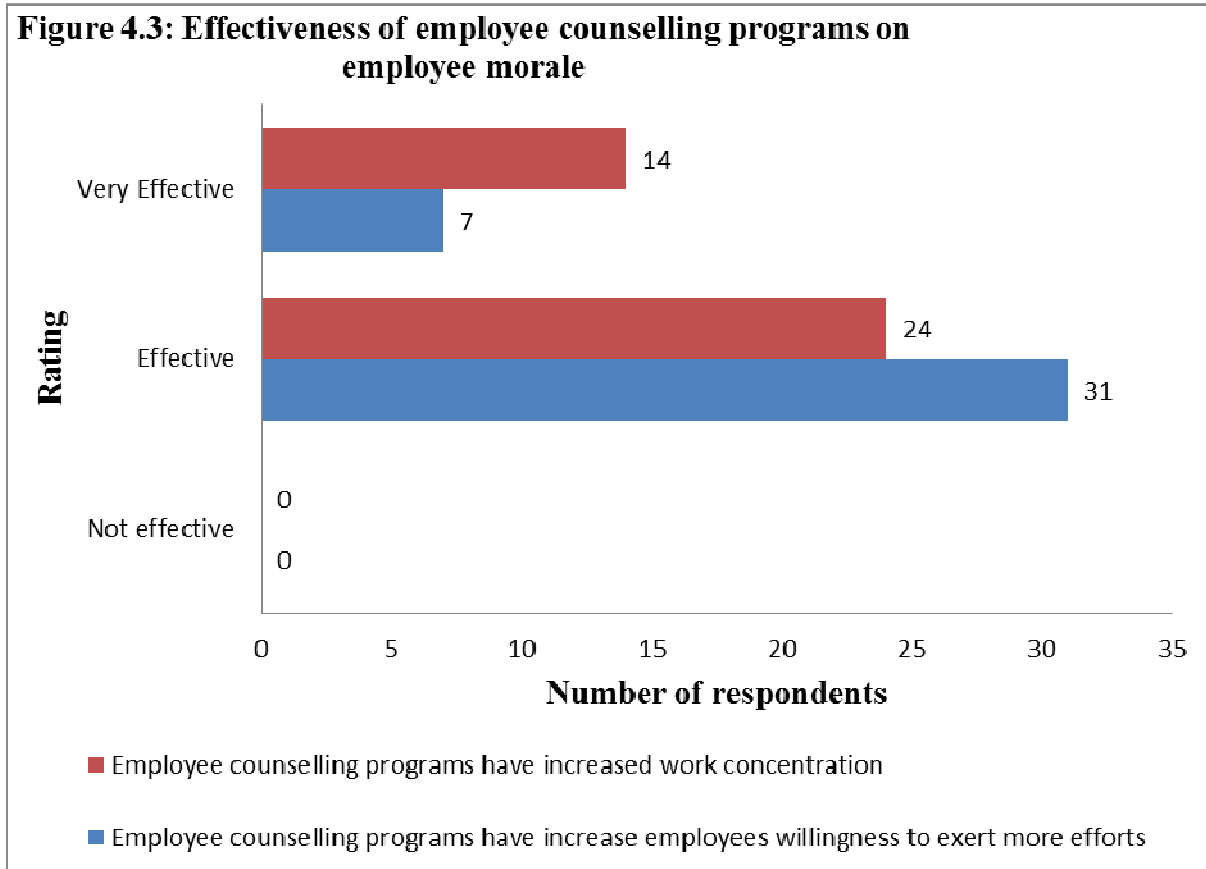
#### **4.3.2 Effectiveness of employee counseling programs on employee morale**

The key indicators for employee morale were willingness to exert more efforts at work, and increased work concentration. The following figures provide a summary of the findings.

**Table 4.5: Effectiveness of employee counseling programs on employee morale**

	Willingness to exert more efforts at work		Increased work concentration	
	Frequency	Percentage	Frequency	Percentage
Not Effective	0	0	0	0
Effective	31	81.6	24	63.2
Very Effective	7	18.4	14	36.8
Total	38	100.0	38	100.0

**Figure 4.3: Effectiveness of employee counselling programs on employee morale**



The study shows that employee counseling programs are effective in increasing police officers willingness to exert more efforts at work. Specifically, majority of the respondents (81.6 percent) rated the programs as effective while 18.4 percent rated the programs as very effective.

The reasons given for effectiveness included punctuality, timely delegation of authority/duties, increased motivation to achieve daily goals, increased desire to perform duties in the right way, and understanding the importance of their efforts to the organization and themselves.

The study findings also show employee counseling programs have the ability to increased police officers concentration at work. Majority of the respondents (63.2 percent) rated the programs as effective while 36.8 percent of the respondents rated the programs as very effective in increasing their concentration. Explanations for the ratings by respondents were greater attention assigned duties and responsibilities, increased focus on information, and set achievable daily goals. In summary, it can be concluded that employee counseling programs have the ability to increase employee morale.

#### **4.3.3 Effectiveness of employee counseling programs on interpersonal relations**

The main indicators for interpersonal relations were ability to resolve conflicts/misunderstandings and ability to communicate effectively. The following figures provide a summary of the findings.

**Table 4.6: Effectiveness of employee counseling programs on interpersonal relations**

	Ability to resolve conflicts/misunderstandings		Ability to communicate effectively	
	Frequency	Percentage	Frequency	Percentage
Not Effective	0	0	0	0
Effective	25	65.8	20	52.6
Very Effective	13	34.2	18	47.4
Total	38	100.0	38	100.0

**Figure 4.4: Effectiveness of employee counselling programs on interpersonal relations**

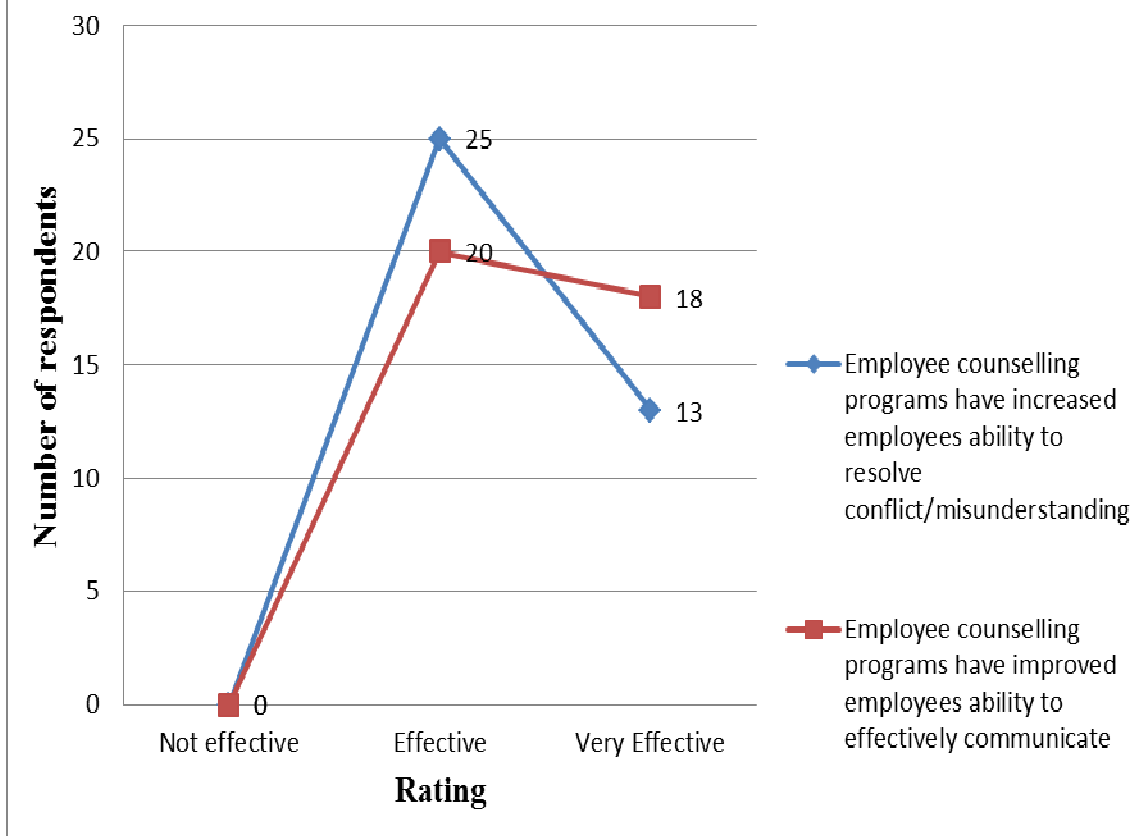


Figure 4.4 demonstrates that employee counseling programs are effective in increasing police officers ability to resolve conflicts and misunderstandings among themselves. From the data above, 65.8 percent of the respondents rated the programs as effective while 34.2 percent rated the programs as very effective. Respondents provided various explanations regarding their ratings: ability to interact and engage with colleagues freely, ability to forgive others and ask for forgiveness, ability to deal with anger issues which result to conflicts, and ability reason and make wise decisions before taking action.

The study findings also show that employee counseling programs have the ability to improve police officers' communication skills. Majority of the respondents (52.6 percent) rated the programs as effective while 47.4 percent rated very effective. Some of the reasons for the rating include increased confidence in expressing themselves to others, ability to listen to others without judging them, increased trust by fellow colleagues, and ability to offer correct feedback

in time. The finding leads to the conclusion that employee counseling programs have positive influence on interpersonal relations among police officers.

#### 4.4 Employee counseling programs and inter-indicator comparisons

The mean of employee counseling programs were compared with indicators for job performance, employee morale, and interpersonal relations. The summary of the findings are presented below.

**Table 4.7: Summary of mean of employee counseling programs and indicators for job performance, employee morale, and interpersonal relations**

Indicators	Mean	Std. Deviation	N
Areas where ECPs have help police officers to overcome	1.3684	.63335	38
Willingness to exert more efforts at work	2.1842	.39286	38
Initiative to help others has increased	2.3158	.47107	38
Work concentration has increased	2.3684	.48885	38
Increased ability to resolve conflict/ misunderstanding	2.3421	.48078	38
Effective communication	2.4737	.50601	38
Improved interactions with members of the public	2.4474	.50390	38
Reduced time spent to undertake assigned duties	2.3947	.49536	38

The finding shows employee counseling programs are effective in influencing job performance, employee morale, and interpersonal relations. Respondents' average mean score for employee counseling programs effectiveness was found to be 2. Therefore, drawing for the findings, the null hypothesis, that is, 'there is no relationship between employee counseling programs and job performance', was then rejected. On the other hand, majority of the respondents agreed that employee counseling programs helped them overcome stress, trauma, and depressive episodes. The findings shows a means score of 1, an indication that employee counseling programs play a role in the Kenya Police Service.

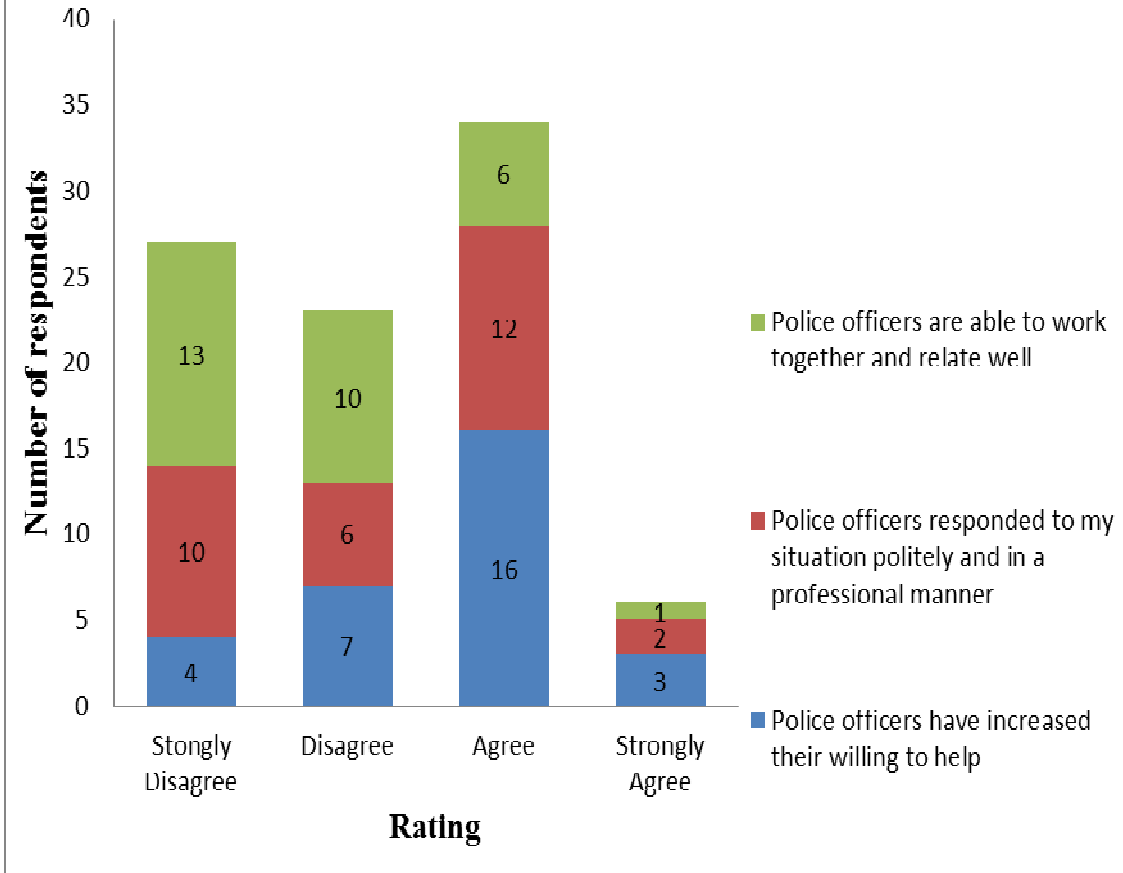
#### 4.5 Analysis of the public response on whether job performance of the Kenya Police Service is improving or not

Members of the public were asked to rate police willingness to help, whether police officers' respond in a professional manner, and whether police officers have the ability to work together. In addition, the public rated the effectiveness of employee counseling programs in relation to psychological health and job performance. The following figures provide a summary of the findings.

**Table 4.8: Public rating on job performance of the Kenya Police Service**

	Willingness to help		Respond in a professional manner		Ability to work together	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
STRONGLY DISAGREE	4	13.3	10	33.3	13	43.3
DISAGREE	7	23.3	6	20.0	10	33.3
AGREE	16	53.3	12	40.0	6	20.0
STRONGLY AGREE	3	10.0	2	6.7	1	3.3
Total	30	100.0	30	100.0	30	100.0

**Figure 4.5: Public rating on job performance of the Kenya Police Service**



The study reveals that 10 percent, 53.3 percent, 23.3 percent, and 13.3 percent of the respondents strongly agree, agree, disagree, and strongly disagree respectively, that police officers have increased their willingness to help others. This finding complements rating by police officers on the effectiveness of employee counseling programs and increased initiative to help others.

Findings on whether police officers respond to clients in a professional manner shows that 6.7 percent, 40 percent, 20 percent, and 33.3 percent of the respondent strongly agree, agree, disagree and strongly disagree respectively. Although most police officers do not respond in a professional manner in serving the public, a good number of them perform their duties in a professional manner. These finding are not consistence with police officers views that

demonstrated positive effects of employee counseling programs on their ability to interact well with the public.

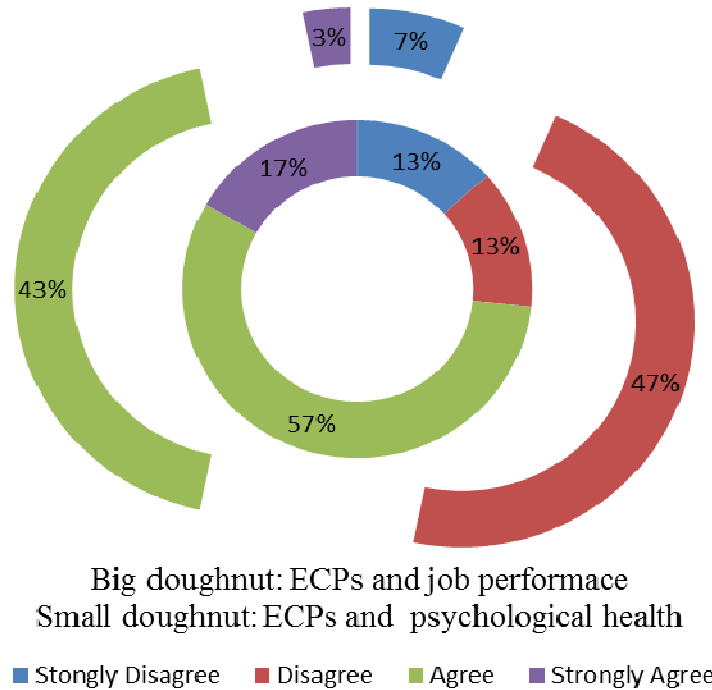
The study indicates that police officers are not able to work together and relate well at work. 3.3 percent and 20 percent of the respondents strongly disagree and agree respectively while majority of the respondents, 33.3 percent and 43.3 percent disagree and strongly disagree respectively that police officers are able to work together. Thus the public perception contradicts that of police officers. Whereas police officers agree that employee counseling programs have increased their interpersonal relations, members of the public think otherwise. Observing the three dimension graph leads to the conclusion that to some extent job performance in the Kenya Police Service is improving however, issues such as responding in a professional manner and ability to relate and work together according to members of the public are affecting their general performance.

**Table 4.9: Public rating on whether employee counseling programs enhance psychological health and job performance of the Kenya Police Service**

	ECPs has helped in improving psychological health		ECPs has helped in improving job performance	
	Frequency	Percentage	Frequency	Percentage
STRONGLY DISAGREE	4	13.3	2	6.7
DISAGREE	4	13.3	14	46.7
AGREE	17	56.7	13	43.3
STRONGLY AGREE	5	16.7	1	3.3
Total	30	100.0	30	100.0



**Figure 4.6: Public rating on whether employee counselling programs enhance psychological health and job performance of the Kenya Police Service**

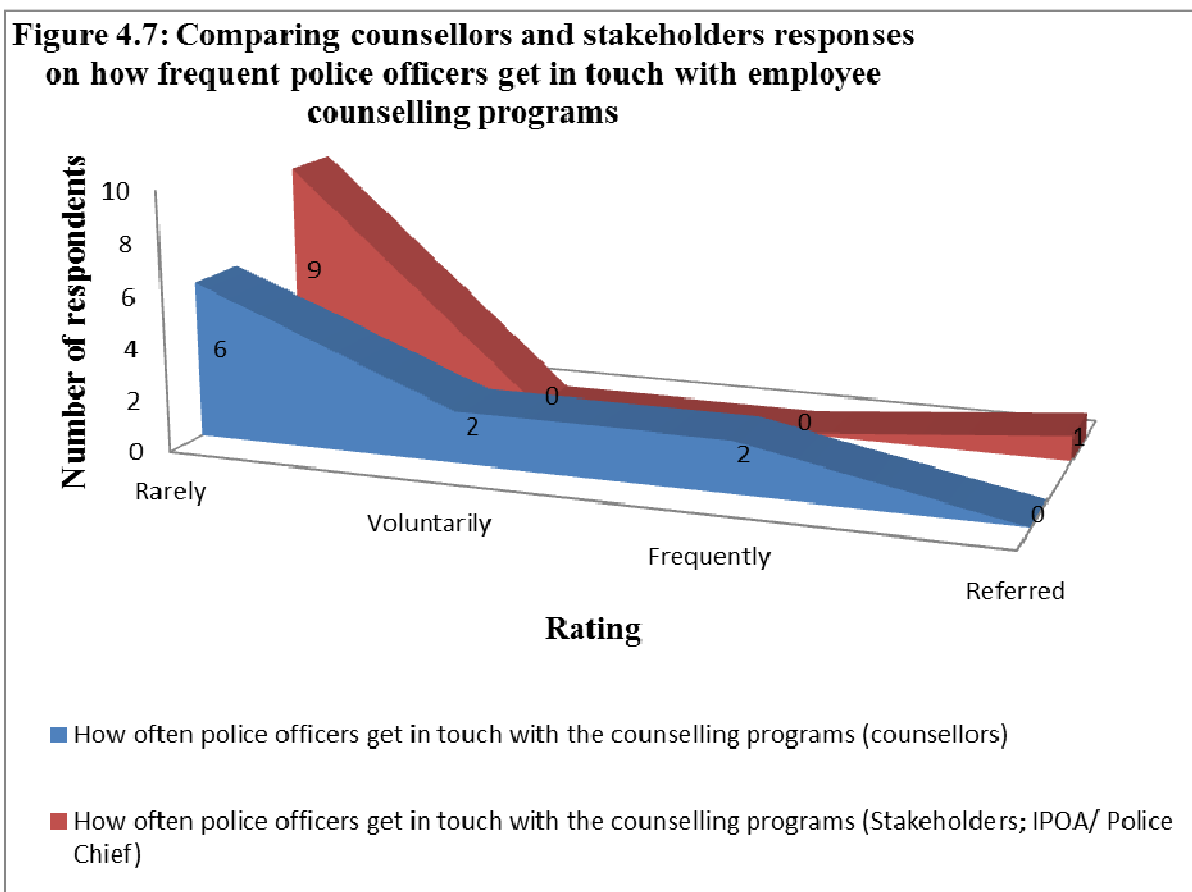


Findings from figure 4.6 show employee counseling programs are more effective in improving psychological health among police officers than job performance. 57 percent and 17 percent agree and strongly agree respectively that counseling programs are effective in improving psychological health while 43 percent and 3 percent agree and strongly agree respectively that counseling programs are effective in improving job performance. On the other hand, 13 percent and 13 percent disagree and strongly disagree that counseling programs improves the psychological health of police officers while 47 percent and 7 percent disagree and strongly disagree that counseling programs improves their job performance.

Findings on employee counseling programs and psychological health complement ratings by police officers on areas where employee counseling programs have assisted them to overcome. However, findings on employee counseling programs and job performance contradict police officers rating of effectiveness of the counseling programs and job performance.

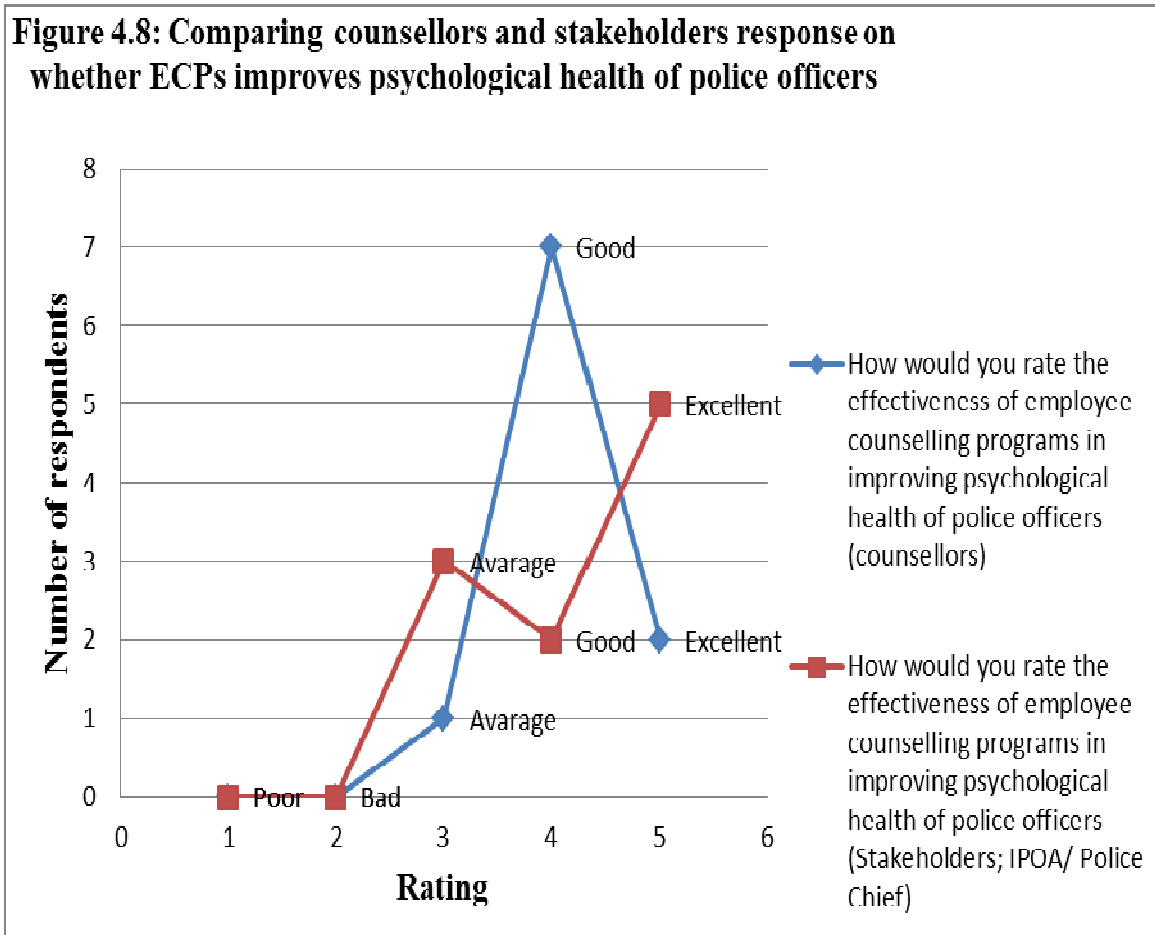
#### 4.6 Counselors and stakeholders responses on employee counseling programs and job performance

Counselors and relevant stakeholders were asked on how often police officers seek counseling services, how they would rate the counseling programs on psychological health and job performance in the Kenya Police Service. Similarly, they were asked to describe how the counseling programs contribute to the improvement of job performance, and their recommendations on ways of enhancing employee counseling programs. The findings are illustrated below.



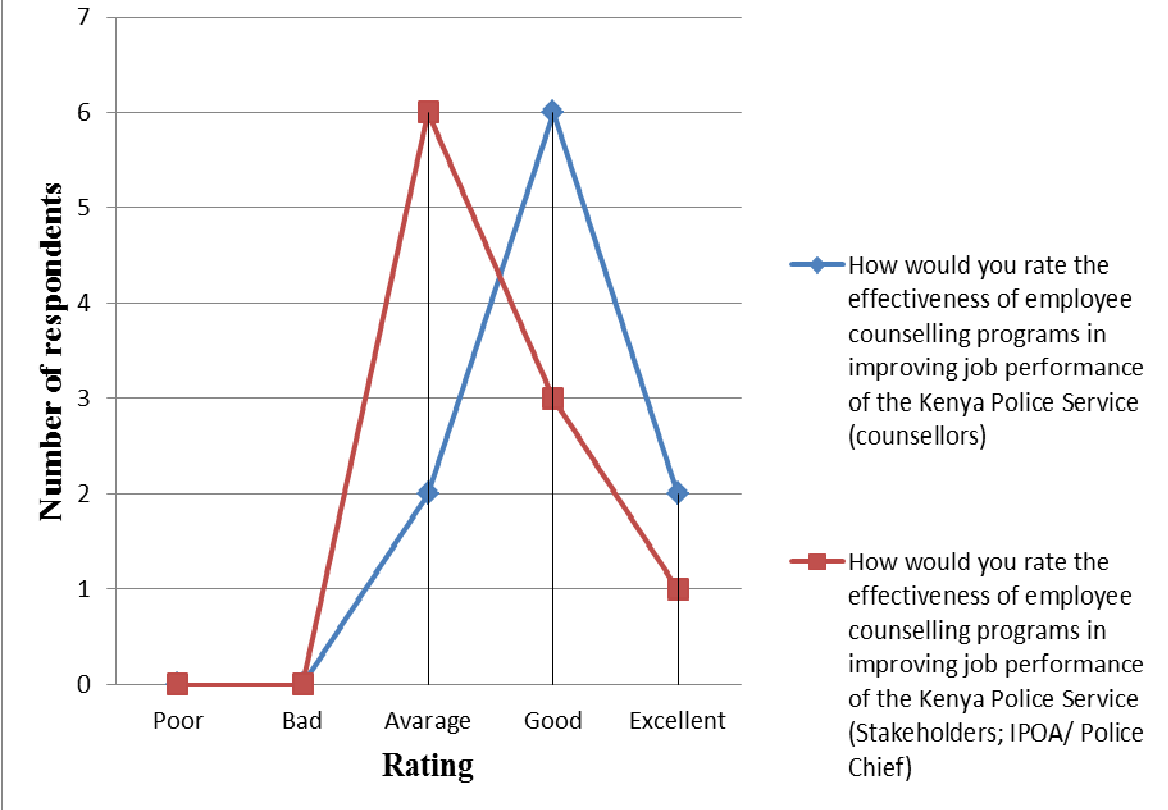
As revealed in figure 4.7, counselors and stakeholders think that police officers rarely seek counseling services. In particular, 6 out of 10 counsellors and 9 out of 10 stakeholders indicated that police officers rarely seek counselling services. However, 2 out of 10 counselors have observed frequent visit while other 2 have experienced voluntarily visit by police officers.

Only 1 out of 10 stakeholders have observed referral cases. Drawing from this finding it can be concluded that most police officers do not seek counseling services.



Findings from figure 4.8 reveal that employee counseling programs have positive effects on psychological health of police officers. 10 percent, 70 percent, and 20 percent of the counselors rated the counseling programs as average, good, and excellent respectively while 30 percent, 20 percent, and 50 percent of the stakeholders rated the programs as average, good, and excellent in improving their psychological health. These finding complements changes observed by police officers that the counseling programs were able to reduce their emotional disturbances.

**Figure 4.9: Comparing counsellors and stakeholders response on whether ECPs improves job performance of the Kenya Police Service**



Findings from figure 4.9 shows employee counseling programs have positive effects on job performance in the Kenya Police Service. 60 percent, 30 percent and 10 percent of the stakeholders rated the counseling programs average, good, and excellent respectively while 20 percent, 60 percent, and 20 percent of the stakeholders rated the counseling programs average, good, and excellent respectively. These findings are in line with the rating by police officers on effectiveness of employee counseling programs on their job performance.

**4.6.1 How employee counseling programs influence job performance in the Kenya Police Service**

In order to get more insight into the quantitative analysis, various informed descriptions on how employee counseling programs influence job performance in the Kenya Police Service was provided by the counsellors, members of the Independent Policing Oversight Authority (IPOA), and police chief. Their descriptions were: police officers are able to overcome emotional

distress and workplace stress, police officers are able to cope with situations, officers increase their concentration at work, police officers demonstrate improved work motivation, officers acquire more skills to handle life situations, and they become more focused in their work.

#### **4.6.2 What can be done to make employee counseling programs more effective**

Counselors and relevant stakeholders provided some recommendations that would help in improving the counseling programs effectiveness. Some of the recommendations include: enhance the counseling programs by increasing the number of counselors, increasing the number of police training on counseling issues, the management of Kenya Police should increase sensitization and awareness activities of the counseling programs, more counseling centers should be established so as to ensure counseling services are accessible by police officers, counseling programs should establish more involving programs that will bring officers together, counseling output should be rated frequently so as to increase awareness of their effectiveness, and more centers should be developed near police stations and develop more policy measures and programs.

In conclusion, data from the counselors and stakeholders indicate that there is more needed to be done for the institution to yield more positive outcomes. Despite the counseling programs experiencing challenges such low number of counselors and counseling centers, there are positive outcomes recorded within employee counseling programs.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This study aimed to find whether employee counseling programs influence job performance in the Kenya Police Service. Other objectives of the study were to find out whether the counseling programs have any impact on employees' morale and whether they influence interpersonal relations. This chapter therefore presents the summary of the study, conclusions, and recommendations and areas for further research.

#### 5.2 Summary of the study

Although few studies have been published on the effects of employee counseling programs on job performance in Kenya, some have demonstrated positive outcomes of the counseling programs. It was revealed in the literature that employee counseling programs have extended their services from psychological and behavioral counseling, to cover family/ marriage issues, legal issues, and financial issues that contribute to poor performance. On the other hand, issues such as reduced attendance at work, poor concentration, not relating well with other co-workers, divorce, death of a family member or a friend, problems with a child at home, drugs/ alcohol dependence, domestic quarrelling, and emotional problems such as stress, depression and trauma were identified as indicators of a problem that require assistance.

Members of the Kenya Police Service were selected for this study because of the increasing reports of police officers involvement in criminal activities, emotional disturbances, and behavioral challenges. Sixty police officers were selected from different police stations where they administer their duties from; however, thirty eight respondents participated in the study. As a means of triangulating the findings of this study, the researcher also sought response from members of the public, counselors, and relevant stakeholders (officers from the Independent Policing Oversight Authority and police chief).

Based on the results of this study, it was established that employee counseling programs have assisted police officers to overcome different emotional and behavioral disturbances in their lives. The study found that a majority of police officers have been able to overcome stress, trauma, and depressive situations after going through counseling programs while a good number

of them have overcome substance abuse/drugs, family related problems, financial difficulties, and anxiety. The study also revealed that emotional and behavioral symptoms experienced by police officers were affecting their personal lives and job performance. It was however established that a majority of police officers have increased their work morale, ability to resolve conflicts and misunderstanding, ability interact well with others, and communicate effectively after visiting the counseling programs. Other observable changes were reduced emotional disturbances, and increased financial stability.

On the other hand, employee counseling programs demonstrated their ability to improve job performance. Majority of the respondents rated the counseling programs as effective in increasing their initiative to help others, improving their interaction with the public, and reducing time spend to finish assigned duties. Moreover, police officers rated their job performance as good and excellent after attending counseling services. These programs were also found to have positive influence on employees' morale and interpersonal relations. Police officers agreed to have increased their willingness to exert efforts after going through the counseling programs. Similarly, they rated the counseling programs as effective in improving their communication skills and ability to resolve conflict/misunderstanding.

Focusing on the public response, majority of them showed their support on the general performance of the Kenya Police Service. To a larger extend, they agreed that police officers have increased their willingness to help. On contrary, they showed their dissatisfaction with the way police officers respond and relate with one another. Majority of them disagreed that police officers are able to respond in a professional manner and they are able to work together. While rating employee counseling programs, members of the public thought they have more effective in increasing officers' psychological health than job performance.

Finally, counselors and relevant stakeholders were in agreement that police officers rarely seek counseling services. However, some have observed voluntary cases, frequent visit, and referrals. In addition, both the counselors and stakeholders rated the counseling programs as average, good, and excellent in improving psychological health and job performance of police officers. They also recommended more training to police officers on counseling, more counselors to be employed, and more programs and policy to be enhanced.

### 5.3 Conclusions

It was established that employee counseling programs have the ability to improve job performance in the Kenya Police Service. Study findings shows the mean score of employee counseling programs as effective in improving job performance among police officers. Similarly, the counseling programs demonstrated positive influence on employees' morale and interpersonal relations. All police officers who had gone through the counseling programs recorded great improvement in their job performance. The null hypothesis (there is no relationship between employee counseling programs and job performance) was rejected and the alternative hypothesis adopted. However, the study illustrated that there is more to be done within the counseling programs as a means of improving the performance of the Kenya Police Service. Response by members of the public informs the counseling programs to ensure their services address performance related issues in the police service. Similarly, members of the Kenya Police Service would record improved performance if they frequently visit employee counseling programs. Although counselors and relevant stakeholders noticed improved job performance among police officers, they called upon for establishment of more counseling centers, recruiting more counselors, and enhancing the counseling programs as means of yielding improved performance in the Kenya Police Service.

The findings reinforced behavioral approach and Maslow's needs theory of motivation used in this study. Members of the Kenya Police Service demonstrated their ability to change behavior patterns after going through the counseling programs. It was established that through employee counseling programs, police officers have learned how to cope with different emotional and behavioral challenges that affected their job performance. After learning new behavior pattern, several changes have been observed by police officers, counselors, stakeholders, and to some extent, members of the public. As a result, police officers have recorded improvement in their job performance. Therefore, the findings from this study upholds behavioral approach in the sense that new behavior pattern is learned through pairing employees emotional and psychological challenges with employee counseling programs.

Likewise, the counseling programs were found to have the ability to increase employees' motivation by reducing their physical and emotional pain. In line with the Maslow hierarchy of needs, the counseling programs are well placed to ensure safety needs of police officers are



satisfied. Police officers were able to overcome challenges such as alcoholism/ drug abuse, financial difficulties, and self-confidence that prevented them from activating other needs for achievement. Thus, through the counseling programs police officers were able to activate their new self and sought to achieve their objectives in line with the institutional set goals.

#### **5.4 Recommendations**

It is evident from the study that employee counseling programs have positive effects on job performance in the Kenya Police Service. Based on the findings, the following recommendations are made:

- i. There is need to develop counseling centers that specifically address challenges among police officers. These centers will ensure police officers can access different counseling programs when they experience difficulties. Moreover, the Kenya Police Service should ensure counseling services are readily available and accessible. This could be achieved by establishing counseling facilities within every police station.
- ii. It was found out that there are a few counselors within the employee counseling programs. Therefore, it is recommended that the management of Kenya Police Service to employ more counselors to address the rising number of emotional and behavioral challenges among police officers. Similarly, the Kenya Police Service could outsource counseling services to more counseling centers.
- iii. There is need for training more police officers on counseling issues. Through training, police officers will be able to counsel and encourage each other during difficult times. In addition, the counseling programs will have increased their capacity to cover a wider population in terms of offering counseling services.
- iv. As recommended by counselors and relevant stakeholders, the management of Kenya Police Service should develop more policy measures and programs, assess the outputs of the counseling programs, and increase sensitization. Enhancing these counseling programs would bring together police officers in a safe ground where they can share their experiences and learn more from each other.

### **5.5 Suggestions for further studies**

From the findings of the study, further research can be investigated. The following are suggested for future studies:

- i. A study to determine the extent employee counseling programs prevent police officers from relapsing.
- ii. A longitudinal study to investigate the effectiveness of employee counseling programs on absenteeism, presenteeism, and turnover rate.

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## APPENDIX I

### Time frame of the study

2014	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
1					Developing the research proposal and the questionnaire			
2	Collecting data from the field							
3							Analyzing the data	
4	Developing the final research project							
5	Presenting the final project to the department							

1 – Developing the research proposal and the questionnaire from April – July 2014

2 – Collecting data from the field by August 2014

3 – Analyzing the data in September 2014

4 – Developing the final research project by October 2014

5 – Presenting the final project to the department in November 2014

## APPENDIX II

**Table for the anticipated budget**

<b>ACTIVITY BUDGET</b>		
<b>ACTIVITIES</b>	<b>ITEMS</b>	<b>COST (KSH)</b>
Consolidation of literature from library and internet	Travelling expenses (200 ksh per day × 30 days)	6,000
	Browsing expenses (30 ksh × 30 days)	900
Developing research instrument	Printing and photocopying (project proposal, final project, questionnaires, and binding)	10,000
Data collection	Travelling expenses	5,000
Stationery	Writing materials (books and pens), and envelopes	500
Miscellaneous expenses		3,000
<b>TOTAL RESEARCH COST</b>		<b>25,400</b>



### **APPENDIX III: Letter of Introduction**

Dear Respondent,

My name is Frankline Muthomi a student at Nairobi University, currently pursuing a master's degree in Public Administration. I am conducting a research on **“Employee counseling programs and job performance in the Kenya Police Service.”** You have been identified as a respondent in this study. Kindly provide the information that has been requested. Any information given will be used for this study only and will be treated with utmost confidentiality.

Thank you.

**APPENDIX IV: Police officers Questionnaire**

**Section A: General information on employee counseling programs (tick where appropriate)**

1. What areas have employee counseling programs help you overcome?

	Stress Trauma Depression
	Drugs/ Addiction Family issues Financial issues
	Anxiety Others (specify; )

2. Before going for counseling, what areas did these symptoms affects you?

	Family relationship Personal life Others (specify; )
	Job performance Communication

3. After going through the counseling programs, what changes have you observed about yourself?

	Reduced emotional disturbances
	Increased work morale Ability to resolve issues Good interaction with others Ability to communicate effectively
	Financial stability

	Others (specify; )
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**Section B: In the sections below, indicate how employee counseling programs have been effective in assisting you in areas listed (tick where appropriate)**

4. How effective has the employee counseling programs increased your willingness to exert more efforts in your work?

Not effective ( )    Effective ( )    Very effective ( )

Describe \_\_\_\_\_

\_\_\_\_\_

5. After going through the counseling programs, your initiative to help others has increased

Not effective ( )    Effective ( )    Very effective ( )

Describe \_\_\_\_\_

\_\_\_\_\_

6. After going through the counseling programs, your concentration at work has increased

Not effective ( )    Effective ( )    Very effective ( )

Explain \_\_\_\_\_

\_\_\_\_\_

7. After going through the counseling programs, your ability to resolve conflict/ misunderstanding among yourselves has increased

Not effective ( )    Effective ( )    Very effective ( )

Explain how \_\_\_\_\_

\_\_\_\_\_

8. After going through the counseling programs, your ability to communicate effectively has improved

Not effective ( )    Effective ( )    Very effective ( )

Explain how \_\_\_\_\_

\_\_\_\_\_

9. After going through the counseling programs, your interactions with members of the public has improved?

Not effective ( )    Effective ( )    Very effective ( )

Explain how \_\_\_\_\_

\_\_\_\_\_

10. After going through the counseling programs, how would you rate your job performance?

1=Poor    \_\_\_\_\_

2=Bad    \_\_\_\_\_

3=Average    \_\_\_\_\_

4=Good    \_\_\_\_\_

5=Excellent    \_\_\_\_\_

11. After going through the counseling programs, you have reduced time spent to undertake assigned duties

Not effective ( )    Effective ( )    Very effective ( )

Explain how \_\_\_\_\_

\_\_\_\_\_

## **APPENDIX V: Public Questionnaire**

**Section I: Indicate whether you agree with the following statements after receiving police service**

**(tick where appropriate)**

1. Police officers have increased their willing to help others

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

2. Counseling programs in the police service has helped in improving their psychological health

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

3. Counseling programs in the police service has helped in improving their job performance

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

4. Police officers responded to my situation politely and in a professional manner

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

5. Police officers are able to work together and relate well

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

**APPENDIX VI: Interview schedule for stakeholders**

1. How often do police officers get in touch with the counseling programs?

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2. On a scale of 1 to 5, how would you rate the effectiveness of employee counseling programs in improving psychological health of police officers? (1=Poor, 2=Bad, 3=Average, 4=Good, 5=Excellent)

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3. On a scale of 1 to 5, how would you rate the effectiveness of employee counseling programs in improving job performance of the Kenya Police Service? (1=Poor, 2=Bad, 3=Average, 4=Good, 5=Excellent)

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4. In what ways do you think employee counseling programs in the police service influence their job performance?

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5. What can be done to make it more effective?

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**APPENDIX VII: Interview schedule for counselors**

1. How often do police officers get in touch with the counseling programs?

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2. On a scale of 1 to 5, how would you rate the influence of employee counseling programs on psychological health of police officers? (1=Poor, 2=Bad, 3=Average, 4=Good, 5=Excellent)?

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3. On a scale of 1 to 5, how would you rate the influence of employee counseling programs on job performance of the Kenya Police Service? (1=Poor, 2=Bad, 3=Average, 4=Good, 5=Excellent)

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4. In what ways do you think employee counseling programs in the police service influence their job performance?

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5. What can be done to make it more effective?

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