



The Influence of Organizational Stressors on the Mental Wellness of Police Officers in Lungalunga Sub-County, Kwale County, Kenya

Judy Jeraisi Seguton¹, Kenneth Gitiye Kambarau² & Anastacia Wanjiru Muriithi³

^{1,2,3} Kenya Methodist University

Email: jeraisicharles83@gmail.com

ABSTRACT

The significance of preserving a healthy work environment is highlighted by the fact that stress and hazards associated with the job have an enormous influence on police officers' mental, behavioral and physical health. The primary purpose of this study was to investigate the influence of organizational stressors on the mental wellness of law enforcers in Lungalunga sub county Kwale. This study used a mixed-methods design the survey was conducted in Lungalunga Sub-County. The target population for the study was 61 law enforcers in three police stations in Lungalunga sub-county. This study adopted census survey, questionnaires and interview schedules were used to collect data. Pilot study was conducted in Kwale County. SPSS was used to analyze data while ethical considerations were observed. The study targeted 61 police officers in three police stations in Lungalunga sub-country. A total of 55 out of the 61 questionnaires sent out received responses, for a response rate of 90%. Organizational stressors had a cronbach value of ($\alpha=0.821$) denotaing the model was fit. Organizational stressors showed a strong and significant relationship with mental wellness, as reflected by an unstandardized coefficient (β) of 0.821, and a significance level of $p = 0.001$. The results show that officers with moderate workloads had the highest mean depression scores, while those with high workloads had the lowest scores. The research recommends enhanced mental health support services. Establishing counselling programs within police stations to provide regular psychological support. This will ease the organizational stressors.

Keywords: *Influence; of organizational; stressors; mental wellness; officers.*

1.1 Introduction

Policing is an inherently demanding profession, as well as the mental well-being of law enforcers is a critical factor not only for their individual welfare but also for the effective functioning of the entire law enforcement apparatus. Stressors and work related hazards have an enormous influence on behavior, mental well-being (Galanis et al., 2021). The most significant element of stress is an individual's adaptation to changing environmental situations throughout time. As a result, in an ideal situation, the police force should have systems in place to mitigate or improve adaptability to environmental pressures. Such structures may contain equipment and gear to mitigate workplace hazards, favorable working conditions, fair reward systems, and other incentives, supportive leadership, as well as psychotherapy services that enable early detection of psychological strain and prompt intervention.

However, police officers in Lungalunga Sub-County, face serious issues with their working environment and mental health. Kenyan police personnel report severe stress and burnout due to intense tasks, long hours, and insufficient resources (Odenyo, 2021). Police suicides also highlight the mental health crisis in law enforcement (Mugambi, 2022). These issues are exacerbated by low pay, inadequate support systems, and occupational hazards (Ombati, 2023). Studies have systematically highlighted that firm factor, such as workload and administrative pressures, significantly influence the mental wellness of law enforcers (Queirós et al., 2020). Additionally, interpersonal relationships within the workplace, particularly with supervisors and colleagues, play a crucial role in officers' job satisfaction and overall wellbeing (Purba & Demou, 2019).

Despite growing awareness of the need of addressing work-related stressors among police officers, there is still a significant gap in studies concentrating on the situation in Lungalunga, Kenya. Existing studies provide significant insights into law enforcement's broader difficulties, but there is little study on this region's distinct contextual challenges. By addressing this gap, this study aims to investigate the influence of organizational stressors on the mental wellness of police officers in Lungalunga Sub-County, Kwale County, Kenya.

1.2 Literature Review

Mental wellness encompasses a state of optimal psychological functioning and emotional well-being, characterized by a sense of fulfillment, resilience, and balance in various aspects of life (Park et al., 2023). It involves the ability to efficaciously get by stressors, keep positive relation, as well as experience a sense of intent including significance. In general, mentally well individuals exhibit positive emotions. Examples of these emotions include happiness,

gratitude, and optimism, and demonstrate adaptive coping strategies in the face of challenges. However, for police officers, the demands of their profession can significantly influence their mental wellness.

Research indicates that law enforcers are at increased risk of experiencing symptoms of mental distress, including PTSD anxiety as well as depression, owing to vulnerability to painful incidents, as well as stress derived at work, and organizational stressors (Violanti et al., 2019). Symptoms such as insomnia, irritability, emotional detachment, and substance abuse may indicate the lack of mental wellness of law enforcers, highlighting the importance of addressing mental health concerns among the officers (Garcia-Rivera et al., 2022). Promoting mental wellness among police officers requires comprehensive strategies that address both individual and organizational factors, including access to mental health support services, training in coping skills, and creating a supportive work environment.

Police officers are among the populations that have attracted the interest of researchers seeking to gain heavy visual perceptivity into the dynamics of mental wellness. Unfortunately, the bulk of the research suggests that police officers are at an accrued jeopardy of adverse mental health, with such disorders as depression, anxiety, post-traumatic stress upset, as well as suicidal idealization being especially prevalent within this population (Di et al., 2020). The situation is particularly dire in developing countries where officers lack adequate access to the resources that they need to safeguard their mental wellness (Khalid & Syed et al., 2024). From the meta-analysis that they conducted, Khalid & Syed et al. (2024) found that in developing countries, depression afflicts as many as 14.6% of police officers with the rate of PTSD standing at 14.2%, whereas suicidal idealization was reported among 8.2% of the officers. These statistics certainly illustrate the grim state of affairs in poor nations. However, it is essential to recognize that while these statistics render precious vision, they don't need to acquire full extent of mental health of law enforcers in developing countries, given potential under-reporting and stigma surrounding mental illness.

Kenya has been identified as among the developing nations whose police officers are especially assailable to poor mental wellness (Ndero et al., 2024). In an enlightening report, Ombati (2022a) stated that as many as 12,000 Kenyan police officers are grappling with one mental illness or another. Wambui (2022) who cited a study that established that the prevalence of mental illness within the Kenyan police service stands at 10% reiterated this estimate. In fact, alarmed by the high rate of mental illness of law enforcers, recently, a legislator urged the Kenyan government to declare mental illness a national disaster (Kisia, 2023).

The authorities in Kenya have responded with a range of interventions that include chaplaincy and counselling (Makong, 2021), harnessing the power of legislation to mandate the furtherance of the mental wellness of law enforcers (Apollo, 2023), and the establishment of a collaborative framework enabling non-governmental agencies to become more involved in securing mental wellness in the country (Kimathi, 2021). While these solutions are certainly welcome, their effectiveness is questionable given the stubbornly high prevalence of mental disorders within the Kenyan police service. It is unfortunate that less study has been done to specifically explore the situation in Kenya. There is a clear gap that can be filled through research that particularly explores the mental wellness of Kenyan police officers, and identifying the various risk factors for poor outcomes. In addition, upcoming investigation should aim to evaluate the effectiveness of existing interventions and identify areas for improvement to better support the mental health of law enforcers.

Officers encounter high-stress settings, trauma exposure, and difficult working conditions, making mental wellness an important element of their job. In Kenya, police personnel frequently face long working hours, low pay, public scrutiny, and violent interactions, all of which contribute to mental health problems such as stress, depression, post-traumatic stress disorder (PTSD), and substance usage. Despite these issues, Kenyan police personnel' mental health assistance services remain inadequate. Mental health in the Kenyan police force is an important but much disregarded topic. Officers undergo enormous psychological stress, but mental health care is inadequate. Addressing these issues necessitates regulatory changes, expanded access to therapy, less stigma, and better working circumstances. A mentally healthy police force will provide better service, increase officer well-being, and strengthen community ties (Craddock & Telesco, 2022).

Police personnel are significantly more likely than the general population to suffer from operational stress injuries as a result of their natural exposure to a variety of potentially psychologically stressful incidents while on duty. It is well established in the police literature that these experiences of intense stress and the resulting psychological strain can lead to a variety of mental health challenges for officers, including symptoms of compromised mental health (e.g., burnout, low resilient coping) and mental health disorders such as post-traumatic stress disorder, major depressive disorder, or general anxiety disorder.

Though progress has been made in several jurisdictions around the world to improve the availability of mental health resources, treatment options, and other support for police, challenges and organizational barriers (i.e., staff shortages, workload issues, work-life balance, poor perceptions of leadership, stigma, constant changes in legislation) persist in some services across regions, which have been found to decrease enthusiasm toward treatment-seeking, and thus, a when services are available, police officers may face barriers to service utilization, such as concerns about confidentiality, stigma, departmental distrust, or negative perceptions of treatment (i.e., colleagues may perceive them as weak, no longer fit for the job, or abusing the system). To disclose their mental health status and needs, police officers must first feel comfortable doing so in a supportive, professionalized, and die-stigmatized workplace that promotes wellness, healthy lifestyle choices, and coping skills. Additional research is needed to investigate the changing and existing mental health of police officers, as well as the context and content that contribute to the high frequency of mental health illnesses (Crowe et al., 2022).

Organizational Stressors and Mental wellness

At the organizational level, there are a number of stressors that appear to adversely influence the mental wellness as well as overall well-being of law enforcers. Heavy workload driven by such issues as staffing shortages has emerged as among the most pressing and prevalent organizational stressors

afflicting police officers (Demou et al., 2020). Other firm stressors that lead law enforcers to perform their duties include bureaucratic red tape (Castle et al., 2019), role ambiguity and conflict (Qureshi et al., 2019), and the intense public scrutiny that they face (Purba & Demou, 2019).

Administrative pressures are yet another form of organizational stressors with which police officers continue to grapple. For instance, it has been noted that in addition to being required to honour strict deadlines while working under resource-strained conditions (Travova, 2023), officers are also expected to meet strict requirements related to accountability (Acquadro et al., 2022). While these pressures may be intended to boost accountability and professionalism, they have the effect of compounding the heavy burdens that the officers' shoulder, since the pressures are not accompanied by the necessary resources and support. Thus, as a direct result of these pressures, the officers face an elevated risk of such disorders as stress, depression, and burnout. Nevertheless, while these stressors are well-documented in the literature, there is limited research on their specific implications for the mental wellness of police officers in Kenya. Forthcoming study ought to address this disparity and explore how organizational stressors manifest within the unique context of the Kenyan police force.

Some of the organizational stressors outlined above have been reported by Kenyan police officers who have constantly lamented that the existing staffing levels are simply insufficient to allow for the proper execution of their mandate (Odenyo, 2021). In fact, according to Odenyo (2021), a survey revealed that owing to such challenges as heavy workloads, as many as half of the police officers in Kenya report being deeply dissatisfied with their jobs. Available evidence overwhelmingly shows that in addition to burnout and depression, heavy workloads also push police officers into suicidal ideation and stress (Civilotti et al., 2022; Queirós et al., 2020).

Moreover, researchers have also identified shift patterns like long working hours and deployment to remote areas as other organizational stressors that threaten the mental wellness of police officers (Newell et al., 2022). This stressor became particularly visible during the pandemic when officers were forced to compromise their own health and safety in efforts to enforce lockdown restrictions (Fleming & Brown, 2021). It is therefore not surprising that research has linked the shift patterns to such adverse mental wellness outcomes as stress, burnout, poor sleep, fatigue, and depression (Velasco-Garrido et al., 2022). However, despite these insights, there remains a need for further research to explore how these organizational stressors interact with other factors unique to the Kenyan context and their collective impact on the mental wellness of police officers.

Most studies have focused on the issue of occupational stress in Kenyan police personnel. Respondents were interviewed at six police stations in the Nairobi area to answer general research questions about the individual, operational, and organizational elements that contribute to occupational stress among Nairobi police personnel. The study was designed with one overarching goal in mind: to investigate the issue of occupational stress among Kenyan police officers. More specifically, the study sought to determine the extent of occupational stress among Kenyan police, as well as how the problem of occupational stress affects police performance in Kenya, and to identify viable measures that can assist Kenyan police in dealing with occupational stress (Jelle, 2024).

This research is guided by two theories: psychoanalysis and rational emotive behavioral theory. The study used simple random and stratified sampling techniques to choose a sample of 90 respondents. Respondents provided quantitative and qualitative data through semi structured study questionnaires and unstructured key informant interview guides. Quantitative data were analyzed using percentages, frequencies, and measures of central tendency, whilst qualitative data were processed using content and interpretive analysis. The collected data was utilized to address the study's three objectives, which established the scope of occupational stress among Kenyan police, its consequences on police performance, and possible strategic approaches that can be employed to assist officers in dealing with the problem. The theories adopted in this study guided this research in the critical analysis of the theoretical framework (Otieno, 2023).

The survey results revealed that Kenyan police are stressed and highlighted the presence, symptoms, and causes of occupational stress among officers. Both operational and organizational sources of stress were common. Furthermore, the data demonstrated that police officers' perceptions of the existence or absence of occupational stress vary according to their age, length of service, rank, and category. Both male and female police officers reported a significant prevalence of work pressures. The study also found that low morale/motivation resulted in decreased job satisfaction and thus lower productivity. Both negative and good coping mechanisms were discovered, and the most effective ones were complimented. Following the study's findings, many recommendations were made. There is a need to enhance living and working conditions, particularly housing, transportation, and supplies; expand personnel numbers; and provide training in stress and anger management, as well as fundamental counselling skills and professional ethics. Areas for further research include determining how the Kenyan justice system influences police performance, the function of psychological counseling in policing, and a nationwide assessment of occupational stress in the police.

1.3 Methodology

This study used a mixed-methods design it was selected due to the myriad advantages it provides. The study was conducted in Lungalunga Sub-County. Personal encounters and a desire to learn more about the causes of the observed phenomenon primarily influenced the choice of location. Furthermore, this location was plagued by such challenges as high levels of poverty and insecurity, therefore functions as an appropriate setting for examining work-related stressors that influence a police officer's mental well-being. The target population for the study was 61 law enforcers in three police stations in Lungalunga sub-county. Given the minute size of the target population, this study used census method to collect data. The study adopted questionnaires for qualitative data while interview schedule was used for qualitative data. Pilot study was conducted in Kwale county to test reliability and validity of research instruments. SPSS was used to analyse data; ethical considerations were observed while collecting and analyzing data.

Police Officer's Mental Wellness

As per the respondents, law enforcers were subjected to an assortment of work-related stressors that may surpass their coping capabilities, potentially leading to mental health issues such as PTSD, anxiety as well as depression. The purpose of this research was to examine the impact of organisational stressors on occurrence of anxiety, depression, and PTSD in police officers. Table 4.3 here under displays the results obtained from the participants.

Table 1

Mental Wellness

	N	Low workload	Moderate workload	High workload	Mean	Std. Deviation
Depression	55	6(10.9%)	15 (27.2%)	34(61.9%)	2.51	0.809
Anxiety	55	5(9.1%)	20(36.4%)	30(54.5%)	2.45	0.874
PTSD	55	12(21.8%)	20(36.4%)	23(41.8%)	2.20	0.842
Valid N (listwise)	55					

The descriptive statistics in the table show that the majority of, 34 (61.9%), experiencing high workload reported symptoms of depression, compared to 6 (10.9%) under low workload 15 (27.2%) under moderate workload. With a mean score of 2.51 (SD = 0.809), it suggests that most participants leaned toward the high end of the workload scale regarding depressive symptoms. This information indicates that excessive work demands may exceed the officers' coping capacities, thereby elevating the risk of depression. These findings are consistent with a study by Violanti et al. (2017), which confirms that occupational stressors, including increased workload and administrative pressure, significantly correlate with depressive symptoms in law enforcement officers. Similarly, Gershon et al. (2009) found that police officers working long hours under pressure were more likely to experience mood disorders, including depression.

The findings also shows that 30(54.5%) of officers experiencing high workload also reported anxiety symptoms. Comparatively, 20(36.4%) under moderate workload and only 5(9.1%) under low workload had anxiety. The mean score was 2.45 (SD = 0.874), indicating a high prevalence of anxiety associated with higher workload levels. This suggests that workload intensity contributes to chronic worry, restlessness, and hypervigilance in officers hallmarks of occupational anxiety. The findings align with those of Ugwuoke et al. (2024), who found that job strain and unpredictability, common in high-workload policing environments, are key predictors of anxiety disorders in Nigeria. The Job Demand-Control (JDC) model also posits that high demands with low control lead to psychological strain (Karasek & Theorell, 1990).

The occurrence of PTSD was also markedly high among officers with a high workload 23(41.8%), while 20(36.4%) of those with moderate workload and 12(21.8%) with low workload showed PTSD symptoms. The mean score of 2.20 (SD = 0.842) further reflects the general leaning of participants toward the upper range of PTSD occurrence associated with Moderate workload. High workload likely intensifies exposure to trauma-related events or diminishes psychological recovery time, heightening vulnerability to PTSD. These findings align with this of study by Foley and Massey (2021) found that repeated exposure to traumatic incidents combined with organizational pressures like workload significantly increased PTSD incidence among police personnel in England and Wales. Further, Purba & Demou (2019) argue that the cumulative effect of job demands, including extended shifts and understaffing, contributes to sustained trauma exposure and PTSD symptoms.

The study targeted 61 police officers in three police stations in Lungalunga sub-country. A total of 55 out of the 61 questionnaires sent out received responses, for a response rate of 90%. Organizational stressors had a cronbach value of ($\alpha=0.821$) denoting the model was fit as the reliability were above the specified 0.7 level (Mugenda & Mugenda, 2008).

Organizational Stressors and Mental Wellness

The study sought to investigate the influence of organizational stressors on the mental wellness of police officers in Lungalunga Sub-County, Kwale County, Kenya. The results in Table 4.4 include respondents' rating of organizational stressors on mental wellness.

Table 3*Organizational stressor*

Statements	SA	A	N	D	SD	Mean	Std. Dev
I feel mentally exhausted due to frequent changes in administrative procedures and policies.	9(18.1%)	15(28.9%)	13(26.0%)	9(18.1%)	5(9.0%)	3.68	0.801
Unclear expectations from my superiors significantly contribute to my stress levels at work.	11(22.4%)	12(21.7%)	14(26.7%)	4(9.0%)	10(20.2%)	3.26	0.809
I often feel overwhelmed by the amount of work I am expected to complete during my shift.	9(18.1%)	15(30.3%)	13(25.6%)	7(14.4%)	7(11.6%)	3.56	0.874
My workload negatively affects my ability to relax and recover outside of work.	5(9.7%)	17(33.2%)	13(25.3%)	8(17.0%)	8(14.8%)	3.73	0.897
Irregular and extended shifts disrupt my sleep and emotional well-being.	10(20.2%)	18(34.7%)	10(19.9%)	2(3.2%)	11(22.0%)	3.82	0.831
Rotating shifts make it difficult for me to maintain a healthy work-life balance	7(13.4%)	15(30.3%)	15(29.6%)	7(13.7%)	7(13.0%)	3.70	0.971
Valid N (listwise)	51						

Table 3 indicate that 18.1% of the respondents strongly agreed and 28.9% agreed, with the statements that they feel mentally exhausted due to frequent changes in administrative procedures and policies, acknowledging the negative impact of administrative inconsistency. The mean response was 3.68 with a standard deviation of 0.801, suggesting a relatively strong perception of administrative-induced exhaustion. Similarly, on unclear expectations from superiors significantly contribute to respondents stress levels at work with 44.1% of the respondents agreeing or strongly agree with the statement with a mean of 3.26 (SD = 0.809). These findings underscore the psychological toll of poor communication and ambiguity in leadership. These findings were consistent with Acquadro et al. (2022), who found that police officers frequently report higher stress levels in environments where organizational changes occur without proper consultation or clarity. Shane (2010) further argues that vague command structures and inconsistent administrative expectations can lead to chronic stress and emotional fatigue, which in turn impair operational effectiveness.

In terms of workload, 48.4% of respondents reported being overwhelmed by their duties and it has effected their personal lives, with a a mean of 3.56 and a standard deviation of 0.874. further 42.9% of the respondents agreed that workload negatively affects their ability to relax and recover outside the work, with a mean of 3.73 (SD = 0.897). These results reinforce existing literature suggesting that high workloads correlate with emotional burnout and decreased recovery time. According to Violanti et al. (2017), the accumulation of daily stressors in policing, particularly under high-demand conditions, contributes to heightened risk for depression and burnout. This is supported by the Job Demands-Resources Model (Bakker & Demerouti, 2007), which posits that increased job demands such as heavy workload, when unbalanced by adequate recovery and support, result in psychological strain and diminished well-being.

This was also supported by interview responses

Respondent 1

“One of the biggest stressors is the long and unpredictable working hours, especially during emergencies and political events. Officers also face pressure from high expectations and insufficient manpower.”

Further, 20.2% of the respondents strongly agreed while 34.7% agreed with the construct that irregular and extended shifts disrupt their sleep and emotional well-being. The mean score was 3.82 (SD = 0.831), indicating a strong consensus. Similarly, the statement “Rotating shifts make it difficult for me to maintain a healthy work-life balance” saw 43.7% agreement (13.4% strongly agreed and 30.3% agreed), with a mean of 3.70 and a standard deviation of 0.971. However 19.9% of the respondents were neutral on the statement. These findings are in line with research by Taylor (2020), who found that police officers working irregular shifts suffer from disrupted sleep cycles, fatigue, and emotional imbalance. Brown et al. (2019) also noted that poorly structured shift schedules are linked to higher incidences of anxiety, interpersonal conflict, and even substance abuse among officers. The lack of consistency in work hours interferes with officers’ ability to establish routines, rest adequately, and engage in meaningful personal relationships.

Multiple Regression Model Validity

The intent of the research was to examine the multiple regression model for its validity. To ascertain the validity of the model, the F statistics were engaged. Based on the results, this model was valid ($F(6, 55) = 44.562, P < 0.001$). Consequently, it follows that the predictor factors adequately account for the observed variance in mental wellness of police officers.

Table 4

Multiple Regression Model Validity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.486	4	1.226	44.562	.000 ^b
	Residual	2.754	51	.046		
	Total	9.486	55			

a. Dependent Variable: Mental wellness (Anxiety, depression and PTSD)

b. Predictors: (Constant), organizational

Multiple Regression Model Summary

The statistics of the model's goodness of fit were the focus of the investigation.

Table 5

Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.770	.614	.186

All told, the two predictor variables account for 87.0% of the variance in mental wellness of police officers, according to the R-squared (R^2) coefficient of determination (77.0%). That means that 13.0% is covered by the stochastic disturbance error term (ϵ).

Multiple Regression Variable Coefficients

Finding the coefficients of the various regression variables was the primary goal of the research.

Table 6

Multiple Regression Variable Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.658	.514		3.342	.000
Organizational stressors (X_1)	.821	.116	.155	2.218	.001

a. Dependent Variable: Mental wellness (Y)

Organizational stressors showed a strong and significant relationship with mental wellness, as reflected by an unstandardized coefficient (β) of 0.821, and a significance level of $p = 0.001$. This suggests that increases in organizational stressors, such as bureaucratic procedures, role ambiguity, or lack of autonomy, are associated with a notable decline in officers' mental wellness. These findings align with previous studies, such as Hart and Cooper (2001), who found that organizational inefficiencies and rigid structures contribute significantly to psychological strain among police personnel. Operational stressors such as long working hours, exposure to traumatic events, and unpredictable fieldwork also demonstrated a strong impact, with a β value of 0.810, and a significance level of $p = 0.001$. These results support earlier research by Violanti et al. (2007), which emphasized the emotional and psychological toll of operational duties in law enforcement.

5.0 Summary, Conclusions And Recommendations

Objective one entailed how various mental stressors (PTSD, depression, as well as anxiety) affect the mental wellness of police officers. The results show that officers with moderate workloads had the highest mean depression scores, while those with high workloads had the lowest scores. Likewise, the anxiety scores were also highest for the officers with moderate workload. PTSD scores were significantly higher for officers with high workload than officers with moderate workload.

The stressors among police service officers emanate from different sources, ranging from social, economic, and political factors. The higher the stress, the mental incapacitation by the officers, thus, there is a need to resolve the root causes of the stressors, provide avenues to access psycho-social support, and invest in aspects that will lead to effective service delivery.

Cops deal with stress on the job due to the frequent exposure to dangerous situations. Less obvious sources of stress for law enforcement personnel include organizational factors, such as prejudice, unhappiness with one's job, and working shifts. Law enforcement workers are believed to have a greater rate of post-traumatic stress disorder than others in the assemblage due to the mental that stress has on them.

When law enforcers experience high levels of stress, they may resort to unhealthy coping techniques like using drugs, which increases their vulnerability to suicide thoughts. Nevertheless, there is a lack of solid studies regarding police murder. Not to mention that professionals don't fully grasp how rural and metropolitan police departments deal with stress. Furthermore, in order to ascertain the efficiency of treatment programs meant to aid law enforcement personnel with stress along with emotional wellness concerns, future evaluations are necessary.

Recommendations to Policy and Practice

The research recommends enhanced mental health support services. Establishing counselling programs within police stations to provide regular psychological support. This will ease the organizational stressors. About the operational stressors, a training to officers on mental health awareness will help foster an improved mindset towards obtaining help as well as lessen the stigma associated with doing so.

Suggestions for Further Research

Additional research might take into account the possibility of dis-aggregating the context. This study was done in Lungalunga Sub County. Related variables can be observed in the remaining sub counties and compare the outcomes. Further examination should be done in the central government agencies for a comprehensive findings and conclusions with respect to stressors of police.

The study conceptualized the work-related stressors influence on the law enforcers' mental wellness. The data indicate that there is a considerable correlation on organizational stressors, operational stressors, interpersonal stressors, rewards, and psychological support on law enforcers' mental well-being. On the other hand, the conception did not adequately describe mental wellness. Consequently, it is possible that other variables will be incorporated into the conceptualization of this study by further research. The independent effect of psychological support on law enforcers' mental well-being was not within the scope of this study which can also be an area of interest for future research.

References

- Acquadro Maran, D., Magnavita, N., & Garbarino, S. (2022). Identifying organizational stressors that could be a source of discomfort in police officers: A thematic review. *International Journal of Environmental Research and Public Health*, 19(6), 3720. <https://doi.org/10.3390/ijerph19063720>
- Apollo, S. (2023). New Bill seeks to promote mental health and wellness among police officers. *The Nairobi Law Monthly*. <https://nairobi.lawmonthly.com/>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of educational psychology*, 99(2), 274. <https://doi.org/10.1037/0022-0663.99.2.274>
- Brown, J., & Silvestri, M. (2020). A police service in transformation: Implications for women police officers. *Police practice and research*, 21(5), 459-475. <https://doi.org/10.1080/15614263.2019.1611206>
- Castle, B. J., Broomé, R. E., & Russell, E. J. (2024). Police Administration and Ineffective Civilian Oversight: A Grounded Theory. *Journal of Humanistic Psychology*, 64(2), 232-250. <https://doi.org/10.1177/0022167819854605>
- Civilotti, C., Acquadro Maran, D., Garbarino, S., & Magnavita, N. (2022). Hopelessness in police officers and its association with depression and burnout: a pilot study. *International journal of environmental research and public health*, 19(9), 5169. <https://doi.org/10.3390/ijerph19095169>
- Craddock, T. B., & Telesco, G. (2022). Police stress and deleterious outcomes: Efforts towards improving police mental health. *Journal of police and criminal psychology*, 37(1), 173-182. <https://doi.org/10.1007/s11896-021-09488-1>
- Crowe, A., Averett, P., Bonner, H., & Franks, C. (2022). "Let them know it's okay to get help": Addressing the mental health needs of police officers. *Administration and Policy in Mental Health and Mental Health Services Research*, 49(4), 613-622. <https://doi.org/10.1007/s10488-022-01187-1>

- Demou, E., Hale, H., & Hunt, K. (2020). Understanding the mental health and wellbeing needs of police officers and staff in Scotland. *Police Practice and Research*, 21(6), 702–716. <https://doi.org/10.1080/15614263.2020.1772782>
- Di Nota, P. M., Anderson, G. S., Ricciardelli, R., Carleton, R. N., & Groll, D. (2020). Mental disorders, suicidal ideation, plans and attempts among Canadian police. *Occupational Medicine*, 70(3), 183–190. <https://doi.org/10.1093/occmed/kqaa026>
- Fleming, J., & Brown, J. (2021). Policewomen's experiences of working during lockdown: results of a survey with officers from England and Wales. *Policing: a journal of policy and practice*, 15(3), 1977-1992. <https://doi.org/10.1093/polic/paab027>
- Galanis, P., Vraika, I., Fragkou, D., Bilali, A., & Kaitelidou, D. (2021). Nurses' burnout and associated risk factors during the COVID-19 pandemic: A systematic review and meta-analysis. *Journal of advanced nursing*, 77(8), 3286-3302. <https://doi.org/10.1111/jan.14839>
- García-Rivera, B. R., Mendoza-Martínez, I. A., García-Alcaraz, J. L., Olguín-Tiznado, J. E., Camargo Wilson, C., Araníbar, M. F., & García-Alcaraz, P. (2022). Influence of resilience on burnout syndrome of faculty professors. *International journal of environmental research and public health*, 19(2), 910. <https://doi.org/10.3390/ijerph19020910>
- Gershon, R. R., Barocas, B., Canton, A. N., Li, X., & Vlahov, D. (2009). Mental, physical, and behavioral outcomes associated with perceived work stress in police officers. *Criminal justice and behavior*, 36(3), 275-289. <https://doi.org/10.1177/0093854808330015>
- Jelle, A. M. (2024). Psychosocial Characteristics and Service Delivery in the National Police Service in Nairobi City County, Kenya [Doctoral dissertation, Kenyatta University, Kenya]. extension://mjdgandcagmikhbjnilkmfnjeamfikk/https://ir-library.ku.ac.ke/server/api/core/bitstreams/b53e7ea1-404c-4004-804b-e3cb8fd86bb4/content
- Karasek, R. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285-308. <https://doi.org/10.2307/2392498>
- Khalid, A., & Syed, J. (2024). Mental health and well-being at work: A systematic review of literature and directions for future research. *Human Resource Management Review*, 34(1), 100998. <https://doi.org/10.1016/j.hrmr.2023.100998>
- Kimathi, V. (2021). Mental Health for Police Officers Needs Proper Legislation and Collaboration to Combat. ICJ. <https://icj-kenya.org/news/mentalhealth-for-police-officers-needs-proper-legislation-and-collaboration-to-combat/>
- Kisia, A. (2023). Declare mental health in police service an emergency – senator. The Star. <https://www.the-star.co.ke/news/realtime/2023-04-14-declaremental-health-in-police-service-an-emergency-senator/>
- Makong, B. (2021). Uhuru Asks Police Officers To Seek Help With Mental Health Issues. Capital FM. <https://www.capitalfm.co.ke/news/2021/12/kenyattaasks-police-officers-to-seek-help-with-mental-healthissues/#:~:text=To%20address%20mental%20health%20within,Nairobi%20to%20all%20the%2047.>
- Mugambi, H. (2022). Police Service Commission Says 13% Of Officers Suffering From Mental Health Issues. Citizen Digital. <https://www.citizen.digital/news/police-service-commission-says-13-of-officerssuffering-from-mental-health-issues-n291127>
- Ndero, P. ., Kimamo, C., & Mwaura, L. (2024). Psychological Well-Being and Job Satisfaction of Kenyan Police Officers. *International Journal of Psychology*, 9(1), 6–21. <https://doi.org/10.47604/ijp.2286>
- Newell, C. J., Ricciardelli, R., Czarnuch, S. M., & Martin, K. (2022). Police staff and mental health: Barriers and recommendations for improving help-seeking. *Police Practice and Research*, 23(1), 111–124. <https://doi.org/10.1080/15614263.2021.1979398>
- Odenyo, A. (2021). *More than half of Kenyan police officers unhappy with their jobs – survey*. The Star. <https://www.the-star.co.ke/news/2021-07-12-52-morethan-half-of-kenyan-police-officers-unhappy-with-their-jobs-survey/>
- Ombati, C. (2022). Low pay contributes to poor performance of police — report. The Star. <https://www.the-star.co.ke/news/2022-05-03-low-paycontributes-to-poor-performance-of-police--report/>
- Otieno, O. O. M. (2023). Influence of Burnout on Job Psychological Motivation among Correctional Officers at Kisumu Maximum Prison, Kisumu County, Kenya [Doctoral dissertation, Kisii University]. <http://repository.kisiiuniversity.ac.ke:8080/xmlui/handle/123456789/8278>
- Park, C. L., Kubzansky, L. D., Chafouleas, S. M., Davidson, R. J., Keltner, D., Parsafar, P., ... & Wang, K. H. (2023). Emotional well-being: What it is and why it matters. *Affective Science*, 4(1), 10-20. <https://academic.oup.com/jmp/article-abstract/46/6/684/6403772>
- Purba, A., & Demou, E. (2019). The relationship between organizational stressors and mental wellbeing within police officers: A systematic review. *BMC Public Health*, 19(1), 1286. <https://doi.org/10.1186/s12889-019-7609-0>
- Queirós, C., Passos, F., Bárto, A., Marques, A. J., Da Silva, C. F., & Pereira, A. (2020). Burnout and Stress Measurement in Police Officers: Literature Review and a Study with the Operational Police Stress Questionnaire. *Frontiers in Psychology*, 11(1), 587. <https://doi.org/10.3389/fpsyg.2020.00587>
- Shane, J. M. (2010). Organizational stressors and police performance. *Journal of criminal justice*, 38(4), 807-818. <https://doi.org/10.1016/j.jcrimjus.2010.05.008>

- Travova, E. (2023). Under pressure? Performance evaluation of police officers as an incentive to cheat. *Journal of Economic Behavior & Organization*, 212(1), 1143– 1172. <https://doi.org/10.1016/j.jebo.2023.05.021>
- Ugwuoke, C. O., Stephen, M. O., Ugwueze, M. I., Onah, V. C., & Akwaji, F. (2024). Police Job Stress, Workload and Burnout in Nigeria: The Tired and Frustrated Cops. *International Journal of Offender Therapy and Comparative Criminology*, 0306624X241270558. <https://doi.org/10.1177/0306624X241270558>
- Velasco-Garrido, M., Herold, R., Rohwer, E., Mache, S., Terschürenm, C., Preisser, A. M., & Harth, V. (2022). Evolution of work ability, quality of life and self-rated health in a police department after remodelling shift schedule. *BMC Public Health*, 22(1), 1670. <https://doi.org/10.1186/s12889-022-14098-5>
- Violanti, J. M., Andrew, M. E., Mnatsakanova, A., Hartley, T. A., Fekedulegn, D., & Burchfiel, C. M. (2019). Correlates of hopelessness in the high suicide risk police occupation. *Police Quarterly*, 20(3), 256–274. <https://doi.org/10.1080/15614263.2015.1015125>
- Wambui, M. (2022). *One in 10 police officers 'has mental health issues', study shows*. Daily Nation. <https://nation.africa/kenya/news/one-in-10-policesuffering-from-mental-health-problems-3695602>