

**STRESS MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE OF
THE NATIONAL POLICE SERVICE IN UASIN GISHU COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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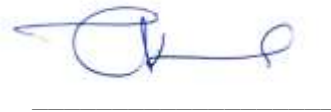
SEPTEMBER, 2025

DECLARATION

Students' Declaration

This is my own work, which has never been forwarded for formal evaluation to any academic award.

Date..... Signatu



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Supervisor's Declaration

I approve this work for submission for evaluation as the supervisor for this work.

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DEDICATION

Credit of this proposal goes to Sarah, my mother, siblings, and friends, along with the entire NPS, for their generous financial and spiritual backing. May they receive abundant blessings.

ACKNOWLEDGEMENT

I am profoundly appreciative to the Sovereign Lord for His enduring grace, mercy, and strength that sustained me throughout the journey of completing this project. Without His divine support, this achievement would not have been thinkable. I wish to extend my sincere appreciation to my supervisor, Dr. Anne Muchemi for her dedicated guidance, encouragement and insightful direction throughout the entire project writing process may she continue to be blessed abundantly. I wish to convey my appreciation to my Sub-County PC, CPC, and the whole leadership of the NPS for affording me the opportunity to accomplish this endeavour with no interference. Your unwavering support and understanding were invaluable, and I am truly thankful. May you all be greatly blessed.

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ABBREVIATIONS AND ACRONYMS

ABC	Antecedent Behaviour Consequence
ATM	Automated Teller Machine
FBI	Federal Bureau of Investigation
KRA	Kenya Revenue Authority
NPSC	National Police Service Commission
SAPs	Staff assistance programs
SD	Standard Deviation
UK	United Kingdom
US	United States

DEFINITION OF OPERATIONAL TERMS

Coping	Coping refers to the thoughts and actions individuals use to manage stress, emotions or difficult situations, helping them adapt, reduce tension and maintain emotional balance.
Counselling	Counselling is a professional, confidential process where a trained therapist helps individuals explore feelings, thoughts, and behaviors to overcome challenges, improve well-being and achieve personal growth.
Critical Incidence Stress Management	Is a structured supportive process designed to help individuals cope with traumatic events, reduce stress and promote emotional recovery.
Employee Assistance Programs	Employee Assistance Programs (EAPs) are workplace initiatives providing confidential support, counseling, and resources to help employees manage personal or work-related problems effectively.
Employee Performance	How effectively an individual fulfills job responsibilities, meets goals, and contributes to organizational success through skills, productivity and work quality.
National Police Service	State security agency in Kenya mandated to maintain law and order, prevent crime, protect life and property, and enforce laws.

Stress management Strategies

Stress management strategies are techniques used to cope with stress, promoting relaxation, emotional control, and overall mental and physical well-being.

ABSTRACT

The primary responsibility of the police service is to safeguard the lives and property of the public. However, despite the importance of this mandate, the service continues to face several performance-related issues, including increased crime rates, low success rates in court prosecutions, and inadequate investigations. The purpose of this study was to evaluate the effects of stress management techniques, including coping mechanisms, employee assistance programs, counseling, and critical incident stress management, on staff performance in the National Police Service in Uasin Gishu County, Kenya. Four theoretical frameworks served as the foundation for the study: the Rational-Emotive Behavior Theory, the Transactional Theory of Stress, the Systemic Stress Theory, and the Psychoanalytic Theory. A descriptive survey design was adopted, targeting a population of 400 police officers. From this, a 30% sample was selected, resulting in 120 participants. Data were collected using both closed and open-ended questionnaires, achieving a high response rate of 94%. To ensure the tools utilized were valid and reliable, a pilot study was done to assess face and content validity. Analysis of variance (ANOVA) showed statistical significance at a 95% confidence level with a p-value of ≤ 0.000 , affirming the appropriateness of the study model. Inferential statistics indicated strong favorable and statistically significant linear relationships between staff performance and all four stress management strategies: coping (strong positive), critical incident stress management ($r = 0.478$), employee assistance programs ($r = 0.450$), and counselling ($r = 0.884$). Each showed a significance level of 0.000, confirming their positive impact. The study rejected the null hypothesis that these strategies do not significantly influence employee performance, concluding instead that stress management techniques play a critical part in enhancing productivity within the police force.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Research

Employee performance in an organization refers to how effectively and efficiently employees carry out their tasks and responsibilities. It is typically measured against established goals, expectations, and key performance indicators which may include productivity, quality of work, problem-solving skills, teamwork and adherence to deadlines (Andreas, 2022). High performance is often characterized by employees consistently meeting or exceeding these standards, demonstrating strong work ethic, creativity and a positive attitude towards their roles and the organization's objectives. Effective performance management includes regular feedback, performance reviews and setting clear expectations. It also involves employee development through training and career growth opportunities (Qalati, 2022). To foster a culture of high performance, organizations need to provide proper tools, resources, and recognition, while also addressing any performance gaps promptly to ensure continuous improvement (Zafar, 2022).

Stress management involves identifying stressors, understanding their impact, and applying appropriate methods to manage them effectively (Karyotaki, 2022). Key strategies include time management which releases endorphins and improves mood; and relaxation techniques like meditation, deep breathing, or mindfulness to calm the mind and reduce tension. Social support from friends, family, or coworkers can provide emotional relief and help manage stress in challenging situations (Kessler, 2022). Additionally, adhering to a healthy lifestyle through balanced nutrition, consistent sleep, and the avoidance of exorbitant caffeine or alcohol enhances the body's resilience to stress. Effective stress management helps improve focus, productivity, and overall well-being (Cuijpers, 2022).

In the USA, stress management in organizations have recognized the importance of addressing stress as part of their broader wellness initiatives. As a result, stress management programs have become more prevalent, with organizations offering various resources to support employees (Mehta, 2021). Among the popular strategies are programs for employees' assistance (PAE), which provide confidential counseling services for stress related to personal or professional life. Programs for well-being frequently include stress management classes, yoga classes and open-minded sessions aimed at enhancing both physical and mental health. To promote workplace flexibility, such as telecommuting options and flexible scheduling. Additionally, many organizations have begun incorporating mental health days into employee

benefits (Nittoli, 2021). Some companies are increasingly adopting a holistic approach, combining stress management with other health initiatives like fitness programs, ergonomic workspaces, and nutrition counseling. Ultimately, fostering a culture of open communication and support helps employees feel more equipped to manage stress, improving overall engagement and productivity in the workplace (Dossett, 2021).

In Ghana, stress management in organizations is becoming increasingly recognized as a critical factor for improving employee performance. However, the awareness and implementation of structured stress management programs remain evolving. Many organizations, particularly in urban areas and larger companies, are beginning to adopt more proactive approaches to addressing workplace stress (Amu, 2021). Common strategies include offering counseling and work-related challenges.. However, in many smaller organizations, stress management practices are still informal or lacking altogether (Osei, 2021). The integration of mental health awareness into corporate policies and employee training is a growing trend, although the country is still developing infrastructure and policies to fully support mental health in the workplace. The state of stress management in Ghana is improving, but there remains work to be done to ensure broader accessibility and understanding across various sectors (Bosaka, 2021).

In Kenya, stress management within organizations is gaining recognition, though it is still developing compared to more established practices in Western countries. Increasing awareness of the importance of mental health and employee well-being has led many companies, especially larger corporations and multinationals, to implement stress management initiatives (Wasike, 2024). Many organizations offer Employee Assistance Programs (EAPs), providing employees with access to counseling services and mental health support. Additionally, some companies promote wellness programs, incorporating stress-relief practices like yoga, meditation and fitness initiatives. In urban centers, especially Nairobi, stress management workshops and seminars on topics such as time management, mindfulness, and conflict resolution are becoming more common. Flexible work policies, such as remote work options or flexible hours, are also being introduced in sectors that can accommodate them, helping employees balance work and personal life (Simiyu, 2024). Despite these positive developments, in many smaller organizations and public-sector institutions, stress management is not yet a priority. Cultural attitudes towards mental health remain a barrier, with many employees still hesitant to openly discuss stress-related issues. However, as awareness grows, the state of stress management in Kenyan organizations is steadily improving (Oseko, 2024).

1.1.1 Employee Performance

Employee's activities and outputs align with the expectations of their role, contribute to organizational goals and maintain a level of quality consistent with company standards. It encompasses both the results an employee achieves and the process by which these results are accomplished (Triansyah, 2023). From a behavioral perspective, employee performance refers to how employees exhibit specific behaviours related to their job tasks, such as punctuality, teamwork, communication skills, problem-solving abilities, and innovation. This definition emphasizes actions and interpersonal competencies as essential elements of performance (Hejin, 2023) . In a results-oriented framework, tangible output an employee produces outcomes be it sales targets, project completions, customer satisfaction, or any other measurable result. This definition prioritizes the end product of an employee's work, focusing on efficiency, achievement of goals, and contribution to organizational success (Stefania, 2023).

Completion includes how well employees meet deadlines, the quality of their work, and whether they consistently achieve the objectives set for them. High-performing employees not only complete their tasks on time but also maintain high standards of accuracy, creativity, and attention to detail. They are often able to solve problems or suggest improvements that increase efficiency or quality (Suprayitno, 2024). Employee performance is often measured by productivity how much work is completed in a given time frame. Efficiency, which refers to doing more with fewer resources (such as time, materials, or money), is also a key aspect of performance. High-performing employees are able to maximize output while minimizing unnecessary effort or costs (Nasrul, 2023).

In most work environments, an employee's ability to collaborate and work as part of a team is a significant measure of performance. This includes interpersonal skills such as communication, cooperation, conflict resolution, and the willingness to support colleagues. Effective collaboration fosters a productive and harmonious work environment. Employees who contribute to team efforts, share knowledge, and help others often demonstrate strong performance, as they support both their personal success and the collective success of the team or organization (Zainal, 2023). Performance is also influenced by an employee's aptitude to adjust to changes in the work environment and solve problems creatively. This includes handling unexpected situations, overcoming challenges, and continuously learning new skills. Adaptability is particularly important in dynamic industries where change is constant. Employees who show resilience, learn quickly, and apply new knowledge are seen as high

performers because they add value by navigating challenges effectively and contributing innovative solutions (Hakim, 2023).

High-performing employees consistently meet or exceed their KPIs, demonstrating their contribution to the company's overall success (Susananto, 2023). Regular positive feedback from managers, peers, or clients is a strong indicator of good performance. This could include formal recognition through awards or informal acknowledgment during team meetings. Recognition, whether intrinsic or extrinsic, is an important motivator and often reflects high performance (Arief, 2023). An employee's consistency in producing high-quality work, with minimal errors or rework, is a clear sign of strong performance. This includes attention to detail, meeting deadlines, and adhering to organizational standards. A high-performing employee maintains consistent performance over time, ensuring that quality does not fluctuate based on workload or external factors (Tiarapuspa, 2023)).

High-performing employees often go beyond the scope of their responsibilities to improve processes, suggest new ideas, or take on additional challenges. Employees who take initiative, propose new strategies, or engage in continuous learning often demonstrate an advanced level of performance. Innovation and proactive behavior contribute to both personal and organizational growth (Triansyah, 2023). One of the most common methods of measuring employee performance is through annual or semi-annual performance appraisals. These examinations assess a worker's overall performance on the job using predetermined standards, such as initiative, teamwork, productivity, and work quality. Assessments often include self-evaluation and feedback from managers or supervisors to find strengths and areas for development (Hejin, 2023). A more comprehensive approach to evaluating employee performance is 360-degree feedback, which takes into account colleagues, superiors, subordinates and even clients or customers. This multi-source feedback highlights not only task accomplishment, but also behavioral traits, interpersonal abilities, and leadership potential. It gives a comprehensive picture of an employee's performance. This method is particularly useful for assessing teamwork and collaboration (Stefania, 2023).

In many roles, performance can be quantitatively measured through objective metrics, such as production efficiency. Data-driven measures are particularly useful in roles where outcomes can be easily tracked. Analyzing this data provides insights into how well employees are achieving specific business objectives (Riyanto, 2021). Self-assessments allow employees to reflect on their own performance. This can be a valuable tool for encouraging self-awareness and personal growth. Employees assess their own strengths, weaknesses, achievements, and

challenges, which provides an opportunity for dialogue with supervisors and can help identify development opportunities (Endri, 2021). Measuring performance through a combination of task completion, productivity, teamwork, and problem-solving is critical for understanding an employee's overall contribution to an organization (Herlisha, 2021).

1.1.2 Stress Management Strategies

The goal of stress management techniques and practices is to help people identify, deal with, and reduce stress so they can enhance their physical and mental well-being. These strategies include methods like relaxation exercises, time management, and seeking social support to manage the physiological and psychological effects of stress (Kowalska, 2022). Stress management strategies also refer to structured approaches or tools implemented by individuals or organizations to prevent, minimize, or cope with stress. These strategies encompass a range of activities, such as physical exercise, mindfulness practices, professional counseling and workplace wellness programs, aimed at enhancing resilience and improving overall mental health (Szwamel, 2022).

Prioritizing tasks and breaking them into manageable steps reduces overwhelm, helping individuals stay organized and focused, minimizing stress caused by deadlines and workload pressure. Regular physical activity, such as walking, running, or yoga, helps release endorphins, which improve mood, reduce anxiety, and enhance overall well-being (Ofei, 2020). Practices like meditation, deep breathing, and mindfulness help calm the mind, reduce tension, and increase emotional awareness, making it easier to cope with stressful situations. Building strong relationships and seeking support from family, friends, or colleagues provides emotional comfort and perspective, helping to manage stress and avoid isolation. Sharing concerns with others can offer practical solutions and reassurance (Paarima, 2020).

A coping strategy in stress management refers to the methods and actions an individual or group uses to handle, reduce, or mitigate stress. These strategies aim to alter the way stressors are perceived or managed, helping individuals maintain their emotional well-being and functionality under pressure. Effective coping strategies are critical in the workplace to maintain productivity and ensure employee health (Barnes, 2020). Coping strategies can be classified as adaptive (healthy) or maladaptive (unhealthy). Healthy coping strategies enable individuals to manage stress effectively and build resilience, while maladaptive strategies may temporarily relieve stress but can lead to long-term negative effects like burnout or health problems. In organizational settings, coping strategies help employees navigate workplace pressures, personal challenges, and work-life conflicts (Kwashie, 2020).

Relaxation techniques help employees unwind, focus, and recharge, leading to improved concentration, mental clarity, and emotional stability (Reis, 2021). Teamwork Programs fosters a sense of community and mutual support. Collaborative work environments allow employees to share workloads, brainstorm solutions to problems, and provide emotional support to one another, reducing feelings of isolation and stress (Saheb, 2021). Management Support actively supports employees' mental health through open communication, empathy, and resource allocation, it helps reduce workplace stress. Supportive leadership, including regular feedback and acknowledgment of achievements, enhances job satisfaction and reduces anxiety (Parish, P., 2021) . Work-life balance is essential to stress management. By integrating these coping strategies into the workplace, organizations can improve employee well-being, enhance productivity, and create a more supportive and sustainable work environment (Earl, 2021).

Critical Incident Stress Management (CISM) is a comprehensive, structured approach to helping individuals cope with the psychological and emotional consequences of traumatic or high-stress events, especially in workplace settings. It is designed to prevent long-term psychological harm and promote recovery after critical incidents, such as accidents, violence, natural disasters, or other traumatic occurrences that may affect employees. CISM involves a combination of immediate crisis intervention, support, and follow-up care to manage stress, minimize psychological impact, and enhance resilience (Klupp, 2021). Occupational health and safety policies focused on critical incident stress management typically include protocols for identifying, addressing, and mitigating workplace stressors. Policies may mandate stress assessments, provide access to counseling services, and establish guidelines for debriefing sessions after a critical incident. These measures aim to reduce the risk of psychological injuries, such as post-traumatic stress disorder (PTSD), burnout, and anxiety, ensuring a healthier work environment (Sperandei, 2021).

Job rotation is a proactive approach that can reduce the psychological strain associated with repetitive tasks or high-stress roles. By periodically rotating employees through different jobs, employers can help alleviate mental fatigue and stress, prevent burnout, and increase overall job satisfaction. Job rotation also helps employees develop a wider range of skills and encourages social interaction, further reducing stress (Hinwood, 2023). Mediation techniques, including conflict resolution strategies and stress-relief interventions, play a crucial role in CISM. These techniques, often implemented through trained professionals, help employees resolve interpersonal conflicts and cope with stressors before they escalate. Approaches like mindfulness, relaxation exercises and cognitive-behavioral strategies can also reduce emotional distress and promote mental well-being (Ilicic, 2023). Offering time off during

critical incidents or stressful periods can also enhance recovery and prevent long-term stress damage (Gyawali, 2023).

Employee programs are workplace services created especially to assist staff members in resolving personal or professional matters that may affect their general well-being, mental health, or productivity. These programs give staff members the tools, encouragement, and self-assurance they need to handle stress, addiction, mental health conditions, family problems, and other personnel difficulties. EAPs are an essential part of workplace health and wellness initiatives, promoting a balanced, healthy, and productive workforce (Benjet, 2023). Training Programs aimed at enhancing employees' resilience and coping skills. These programs may cover stress management, time management, conflict resolution and mental health awareness. Training supervisors is also common, teaching them how to appropriate support services. This helps foster a supportive workplace culture and encourages early intervention ((Klupp, 2021).

Promotions can be instrumental in helping employees overcome personal challenges that may hinder their career advancement. For example, EAP counselors can work with employees dealing with issues like burnout, mental health struggles, or family problems, helping them regain focus and clarity. By providing employees with the tools and support they need to overcome these challenges, EAPs can contribute to higher performance, greater job satisfaction, and an increased likelihood of promotions (Amanvermez, 2023). Reward Programs also integrate reward programs that recognize employees' efforts in maintaining their mental well-being or achieving personal milestones in their development. Reward programs may include incentives for engaging with EAP resources, attending wellness seminars, or participating in mental health initiatives. These rewards not only boost employee morale but also encourage others to take advantage of available support services (Rahmadiana, 2023).

The goal of counselling is to create a healthy, productive work environment by offering confidential, professional guidance (Scribner, 2020). Professional Counseling provide expert support for issues like anxiety, depression, or personal struggles, helping employees cope and maintain mental health. Mental Assistance services such as stress management programs, mindfulness workshops, or individual counseling sessions that focus on building emotional resilience and managing work-related pressure (Sasso, 2020). Coaching such as Goal-oriented support to improve specific work skills, such as leadership, communication, or time management, helping employees reach their potential. Suggested Strategy is a proactive approach with regular check-ins, stress-reduction initiatives and encouraging employees to seek help when needed. Guidance on Problem-Solving help employees develop decision-

making and conflict resolution skills, enhancing their ability to manage challenges effectively (Puchner, 2020).

1.1.3 National Police Service

The Kenyan National Police Service (NPS) was established through Article 243 of the country's Constitution (2010) and is the country's principal law enforcement agency. Maintaining law and order, protecting life and property, preventing and detecting crime, and upholding the rule of law are its primary responsibilities. Kenya's peace, security, and stability are mainly maintained by the National Polling System (NPS).The NPS comprises three main branches: the Kenya Police Service (KPS), the Administration Police Service (APS) and the Directorate of Criminal Investigations (DCI). Each has distinct but complementary functions. The Kenya Police Service handles general policing duties, crowd control, and crime prevention. The Administration Police Service focuses on border security, anti-terrorism, protection of vital installations and supporting other security agencies. The Directorate of Criminal Investigations specializes in investigating serious crimes and gathering intelligence to aid law enforcement(Republic of Kenya, 2018).

The NPS is held accountable through the National Police Service Commission (NPSC), which manages recruitment, promotions and discipline and the Independent Policing Oversight Authority which investigates misconduct and ensures police accountability and respect for human rights(Republic of Kenya, 2018).Training covers law enforcement skills, human rights, ethics, community policing, crisis management, investigative techniques and physical fitness. Continuous professional development is emphasized through specialized courses in areas like counter-terrorism, cybercrime, forensic investigation and leadership(Phombeah, 2019).

The NPS has embraced reforms to enhance efficiency, including the adoption of modern technology, community policing strategies and improved welfare for officers. Despite challenges such as resource limitations and public mistrust, the service is committed to maintaining peace, improving transparency and protecting all Kenyans. Through training, accountability, and community engagement, the National Police Service strives to be a professional, responsive and trusted institution.

1.2 Statement of the Problem

Mohamed and Sargent (2024) highlight that today's organizations function in highly active and unpredictable environments. Likewise, O'Shields, Mowbray, and Cooper (2024) note that contemporary organizations operate in dynamic conditions where employees face various

physical and psychological risks, often leading to stress. Job stress is especially significant in public institutions, particularly among police officers (Weisz et al., 2023). Negative consequences such as poor health, increased healthcare costs, higher absenteeism and turnover, more accidents and reduced productivity is associated with work stress. In the police force, employee performance is often assessed by changes in crime rates, successful prosecutions, job satisfaction, and thoroughness in investigations.

The NPS Strategic Plan for 2013/14 to 2017/18 also indicated a rising crime trend over five years, including a 6% increase in 2016 (NPS Crime Report, 2016). Nations undergoing major economic and social changes frequently face challenges related to work stress. Public safety remains a vital concern and an important measure of police effectiveness. The 2013/14–2017/18 Strategic Plan highlights threats to national security such as subversive actions and criminal networks. Public trust in police performance remains low, as shown in a 2018 Transparency International survey. In many developing countries like Kenya, police officers have experienced serious issues including suicide and violence against family members or colleagues (NPS Report, 2018). Since national development depends on a secure and stable environment, the government is dedicated to reforming law enforcement into a modern, well-equipped, and skilled force ready to tackle 21st-century policing encounters (NPS Strategic Plan, 2013/14 and 2017/18).

Several researches have investigated stress management methods. Kihara and Mugambi (2020) found that relaxation and counseling strategies enhance public service employees' performance. Sikuku, Wamalwa, and Katiba (2021) studied occupational mental health at the Kenya Forest Research Institute and found that stress significantly reduced employee productivity due to demanding tasks and tight deadlines. Wadede (2021) studied stress among employees at Kenya Revenue Authority in Eldoret and identified poor organizational planning and coordination as key contributors to stress, which negatively affected performance. Since there is limited research on stress management strategies within the NPS, this study seeks to address this gap by examining how such strategies influence employee performance in the service.

1.3 Research Objectives

1.3.1 General Objective

The primary goal of this research was to assess the influence of stress management techniques on employee performance within the NPS in Uasin Gishu County, Kenya.

1.3.2 Specific Objectives

The research was dictated by the subsequent explicit objectives:

- i. To ascertain the impact of coping strategies on staff productivity within the NPS in Uasin Gishu County.
- ii. To evaluate the impact of Critical Incident Stress Management strategies on staff productivity within the NPS in Uasin Gishu County.
- iii. To assess the role of Employee Assistance Programs in enhancing personnel productivity within the NPS in Uasin Gishu County.
- iv. To investigate the influence of counselling strategies on staff productivity within the NPS in Uasin Gishu County.

1.4 Study Hypotheses

- i. **H01:** Coping strategies have minimal impact on staff productivity in the NPS in Uasin Gishu County.
- ii. **H02:** Critical Incident Stress Management strategies have minimal impact on staff productivity in the NPS in Uasin Gishu County.
- iii. **H03:** Employee Assistance Programs have minimal impact on staff productivity in the NPS in Uasin Gishu County.
- iv. **H04:** Counseling strategies have minimal impact on staff productivity in the NPS in Uasin Gishu County.

1.5 Significance of the Study

The government plays a critical role in ensuring public safety and national security, both of which depend on a motivated and effective police force. By understanding how counseling strategies impact police personnel performance, the government can develop informed policies that prioritize mental health and well-being within the security sector. This will contribute to reducing absenteeism, turnover and workplace stress, ultimately enhancing the efficiency of law enforcement and the overall stability of the region. For the NPS, this research offers practical insights into how counseling interventions can improve job satisfaction, morale, and productivity among officers. With policing being a demanding profession, counseling strategies are essential in mitigating the psychological effects of occupational stress. This study will help the police service implement better support systems that foster resilience, reduce burnout and improve investigation and crime prevention outcomes.

Police counselors stand to benefit from this research as it will provide evidence-based information on effective counseling techniques tailored to police personnel. It will aid them in

designing more responsive and targeted counseling programs that address the unique challenges faced by officers, improving the quality and impact of their services.

Future academicians inquiry into occupational stress and mental health management within law enforcement agencies in Kenya and beyond. It identifies gaps and suggests areas for deeper exploration, encouraging future research to build on its findings and contribute to the development of comprehensive stress management frameworks in similar contexts.

1.6 Limitations of the Study

Studies of this type commonly face several limitations that need to be recognized. Primarily, obtaining access to necessary documents and data could be challenging. This constraint may limit the thoroughness of the analysis. To address this issue, the researcher will rely on alternative sources such as online materials, textbooks, scholarly journals, and existing research by other experts in the field. Nevertheless, these measures may not completely eliminate the impact of restricted data access on the study's overall depth and scope.

1.7 Scope of the Study

The research's main goal was to assess the impacts of stress management techniques on the success of NPS staff in Uasin Gishu County, Kenya. Although there are many variables at play, the study focused on examining the effects of coping strategies, counseling techniques, Employee Assistance Programs, and Critical Incident Stress Management (CISM) on police officers' performance.

The theoretical underpinnings of the study were Rational-Emotive Behavior Therapy, psychoanalytic theory, transactional stress theory, and systemic stress theory. The study design used was a descriptive survey. Police officers and administrative personnel from specific stations who were chosen by stratified random sampling were among the study participants. The primary instrument for gathering data was a questionnaire. The study was carried out between May 2023 and May 2024, a span of one year.

1.8 Organization of the Study

The first chapter offers an overview of the research, including its background, research problem, objectives, significance, scope, limitations and structure. Chapter two reviews both theoretical and empirical literature, highlights research gaps and displays the conceptual framework. Chapter three explains the research approach, intended audience, sample size, data gathering methods, reliability testing, analysis and ethical deliberations. Chapter four delineates the study's results and debates through qualitative and quantitative analysis. Chapter

five ultimately encapsulates the facts, formulates conclusions and offers recommendations derived from the research's outcomes.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deliberates a review of the theoretical literature; empirical literature review; review of research gaps and conceptual framework.

2.2 Theoretical Review

The research draws on four main theories; Transactional Theory of Stress, Systemic Stress, Psychoanalytic and Rational-Emotive Behavior Theories as discussed below.

2.2.1 Transactional Theory of Stress

The transactional theory of stress, postulated by Lazarus and Folkman in 1966, explains how stress occurs and ways it can be controlled. Kraimer et al. (2022) state that stress results from how an individual perceives and interprets their surrounding environment, involving a continuous interaction between the person and their environment. Fouad (2020) adds that stress arises when workplace pressures exceed an individual's available coping resources over a period. Primary Appraisal is the first step in the stress process, If perceived as a threat or challenge, it can lead to stress. Secondary Appraisal: After determining that an event is threatening or challenging, individuals assess their available resources to cope with the situation. This involves evaluating whether they have the tools, support and personal strength to deal with the stressor. If the resources are seen as insufficient, stress increases (Yan & Foo, 2021).

The theory posits that individuals use various strategies to manage or reduce the stress they experience. Coping is a process that helps people deal with perceived threats and challenges. Yan & Foo, (2021) distinguished between: Problem-focused coping involves efforts to address or change the source of the stress, such as problem-solving, planning, or seeking assistance. The theory directly informs coping strategies by emphasizing the role of appraisal and resources in determining stress responses. The theory underscores that how a person appraises a situation and whether they believe they have sufficient resources for coping influences the kind of coping strategy they will adopt (Sharma & Gupta, 2023).

If an individual appraises a situation as manageable (primary appraisal) and feels equipped to handle it (secondary appraisal e.g., seeking solutions or taking direct action. If the individual feels overwhelmed and lacking resources, they may resort to emotion-focused coping (e.g., seeking social support, using relaxation techniques, or changing their perception of the stressor). One critique is that the theory places too much emphasis on cognitive appraisal and

individual perception of stress. This focus may underplay external factors such as socio-economic status, environmental stressors, or cultural influences, which can shape how individuals experience and cope with stress (Obbarius, 2021).

2.2.2 Systemic Stress Theory

The Systemic Stress Theory was primarily postulated by David McLeod in the late 1980s. The theory sees stress as relational and interactive, highlighting how personal stress can have ripple effects within families, workplaces, and communities (Casaburo, 2023). The theory proposes that individuals are interconnected within systems (e.g., families, workplaces). Stress experienced by one person can disrupt the balance within the system, affecting others and amplifying the overall stress. Stress in one part of a system can accumulate over time, potentially leading to system dysfunction. For example, ongoing stress in an organization can reduce its overall efficiency and negatively affect employee morale. A system's ability to withstand and recover from stress depends on its capacity to manage stress collectively, and the availability of resources for coping and adaptation across the system (Casaburo, 2023).

Strategy aimed at providing psychological support to individuals or groups who have experienced a traumatic event, such as accidents, natural disasters, or workplace crises. CISM is closely linked to Systemic Stress Theory, as it focuses on both individual and collective recovery after critical incidents (Yzaguirre, 2023).

Systemic Stress Theory informs CISM by highlighting the importance of addressing stress at multiple levels individual, group, and organizational through interventions like: Peer support have experienced similar stressors offer emotional support, which can alleviate individual and collective stress. Debriefing involves group discussions where individuals can express their emotional responses and receive support, helping to stabilize the system by addressing collective stress. Follow-up care stresses the need for ongoing support and CISM includes follow-up sessions to ensure individuals and groups maintain resilience after the initial intervention. (Wu & Xu, 2020)

Complexity in Application can be difficult to measure and manage the interdependencies between individuals, groups, and systems, making practical implementation in real-world settings challenging. Stress responses and resilience strategies can vary significantly across cultures, which may require different interventions (Lu, Wei & Li, 2021). It is particularly relevant in Critical Incident Stress Management (CISM), which employs strategies that support both individual and collective coping after traumatic events. Although the theory has been

instrumental in understanding systemic stress, its complexity and limited attention to personal factors and cultural nuances pose challenges in its practical application.

2.2.3 Psychoanalytic Theory

Sigmund Freud is the father of psychoanalysis, and his work began to take shape around 1890s with the publication of his major works, including *The Interpretation of Dreams* (1900). Freud's psychoanalytic theory provided new insights into how unconscious drives and repressed memories could influence behavior. By introducing the ideas of the unconscious, defense mechanisms, and psychosexual development phases, it laid the groundwork for psychotherapy. Numerous human behaviors, according to Freud, are conditioned by unconscious thoughts, desires, and memories that people are not aware of. These repressed emotions have frequently resulted in actions, thoughts, and mental health issues (Cavaiola, 2020). EAPs typically provide confidential counseling services for issues like stress, mental health, substance abuse, and family problems (Hurlock, 2021).

Psychoanalytic theory suggests that unresolved unconscious conflicts can lead to emotional distress, interpersonal problems, and behavioral issues. In EAPs, counseling often helps employees uncover and explore these unconscious conflicts to improve emotional well-being and behavior. EAP counselors trained in psychoanalytic principles can help employees become aware of and challenge these defence mechanisms, facilitating healthier coping strategies (Alcorn, 2021). EAP counselors can apply psychoanalytic techniques to help employees gain insight into their emotional experiences and past traumas that may be influencing their current mental health and work performance. This is particularly useful for individuals dealing with stress, anxiety, or interpersonal issues. Some EAPs offer psychodynamic therapy, which is rooted in psychoanalysis. This therapeutic approach aims to help employees explore and understand deep-seated emotional issues that may be affecting their behavior at work and their relationships (Tummala- Narra, 2022).

Psychoanalysis is criticized for its lack of empirical support and scientific validation. Freud's focus on sexual development and his interpretation of many psychological issues as rooted in early sexual experiences has been criticized as overly reductionist and culturally biased (Pandit, 2022). Freud's theories were based on his observations of a limited, Western, upper-middle-class population and are often criticized for being culturally and gender-biased. His theories have been seen as less applicable in non-Western cultures or to people of different gender identities. Psychoanalysis often requires long-term therapy, which can be costly and time-

consuming. This may limit its accessibility, particularly for employees who need immediate support or prefer more solution-focused interventions.

2.2.4 Rational-Emotive Behavior Theory (REBT)

The Rational-Emotive Behavior Theory was hypothesized by psychiatrist Albert Ellis in the 1950s as an evolution of cognitive-behavioral therapy. Ellis proposed that many people are unaware that their self-perceptions are often irrational, which negatively affects their relationships, circumstances and behaviors. According to Ellis (2012), emotional and behavioral difficulties mainly stem from rigid, absolutist beliefs such as inflexible rules and demands (“shoulds,” “musts,” and “oughts”) that individuals impose on themselves, others, and the world. People tend to create much of their own emotional distress rather than attributing it solely to external factors.

Dryden (2020) explains that Rational-Emotive Behavior Theory views humans as imperfect beings who are prone to emotional instability due to holding irrational thoughts. Furthermore, stress management can involve healthy diets, relaxation methods, mindfulness, exercise, positive thinking and breaks. These strategies are commonly recommended in literature to manage stress. REBT teaches the ABC model, which targets disputing irrational demands, offering short-term relief while emphasizing the need for fundamental changes in belief systems for long-lasting effects (Ellis & Becker, 2012).

King (2024) highlights that individuals’ interpretations of stressful events influence the intensity of their mental and physical reactions, supporting Rational-Emotive Behavior Theory’s approach. Plateau (2024) found that changing the hostile, high-strung behavior typical of Type A personalities to more rational outlooks lowers risks like heart attacks and improves performance. Ellis (2012) warns that without addressing core irrational beliefs, workplace problems will likely continue despite small improvements (Kuriakose, 2024).

Becker (2019) identifies common workplace issues such as job dissatisfaction, fear of losing employment, and conflict with supervisors or peers, which provoke strong negative emotions. Jena (2024) observes that spirituality can help people relax and manage stressful situations better. This theory is useful for police administrators and policymakers in designing effective employee support programs that enhance officers’ well-being and job satisfaction.

2.3 Empirical Literature Review

2.3.1 Coping Strategies and Staff Performance

Wang, et al (2020) studied coping strategies during hospitality internships in the U.K., where pupils shared their experiences over three periods. The findings revealed that problem-focused and emotion-focused coping strategies varied in their utilization over time, reflecting the dynamic nature of stress management during internships. The researchers highlighted that improving employee morale requires fostering a constructive communal environment and a motivating atmosphere. To retain high-performing interns, hotel managers were advised to implement activities that enhance self-achievement and accreditation, such as increasing recognition from customers. Although this study offers valuable insights into coping strategies in the U.K. context, different cultural or geographic settings, such as Kenya, where internship experiences may differ due to local work environments and expectations

Wright and Bonett (2022) conducted a study titled *The Responsibility of Staff Coping and Accomplishment in Voluntary Staff Withdrawal in California*. The research employed descriptive statistics to compare two groups of employees: stayers and leavers with a sample size of 93 employees. The research sought to classify employees according to their development, resilience, job performance, and job satisfaction. The results indicated that 86% of the employees were accurately classified into these groups. In addition, the study referenced Huberty (2020), who found that the use of the maximum chance criterion in a linear discriminant classification rule resulted in a 51.7% reduction in classification errors, which was a more accurate method than random classification. While the findings provide valuable insights into voluntary employee withdrawal in California, It is essential to acknowledge that the results may not be directly pertinent to other contexts, such as Kenya, where work cultures and employee dynamics may differ.

Achour and Boerhannoeddin (2011) researched *The Role of Religiousness as a Coping Method in Work-Family Conflict in Malaysia*. The research suggested that religious coping strategies had a negative impact on well-being in relation to work-family demands, with significant negative correlations between work-family conflict and well-being. Although religious coping strategies were positively correlated with well-being, the effect was not strong. The study concluded that, while religious coping strategies may not be as significant in Malaysia, they

still serve in alleviating work-family stress. This research was conducted in Malaysia and may not directly apply to other contexts, such as Kenya.

Hennekam, Sarah, and Grima (2020) conducted a study titled *Coping with Psychological Health Situations at Work and Its Impact on Sureness in Job Accomplishment in France*. Investigating how psychological health issues impact job performance and how employees with these diseases handle obstacles at work was the aim of the study. The study, which included qualitative questionnaires that underwent content analysis, involved 257 respondents. The findings demonstrated that issues with psychological well-being had a detrimental effect on workers' confidence in their capacity to perform their tasks. Participants reported that these health conditions led to lower work quality, slower work pace and increased inaccuracy. The study highlighted that an individual's job performance could be either positively or negatively affected by their psychological health status. Furthermore, fluctuations in work standards and service speed were common, with around 30% of participants noting that personality issues, anxiety, and eating disorders negatively influenced both the quality and quantity of their work. This research sheds light on how psychological health can impact workplace performance in France; however, similar studies have not been conducted within NPS in Kenya. This suggests a gap in understanding how coping strategies for psychological health might play out in the context of NPS employees, warranting further investigation in this setting.

2.3.2 Critical Incident Stress Management Strategy and Staff Performance

Muller, et al (2020) studied "CISM Approach in Intricate Structures: Cultural Adjustments and Security Consequences in Healthcare" in the United States. The data was gathered utilizing Vogt's German ATM version, which comprised two surveys (Vogt, 2007). The sample consisted of 12% male and 86.7% female respondents, reflecting the gender distribution within the organization. The study explored CISM in healthcare settings, particularly focusing on cultural adjustments and security implications. Similarly, Hokanson and Bonnita (2000) studied the Critical Incident Stress Debriefing (CISD) procedure with LACoFD emergency workers. They found that the debriefing process helped participants recover faster compared to those who were not debriefed. Although these studies were conducted in the U.S., their findings may not directly apply to Kenyan NPS personnel, where different cultural and organizational contexts exist.

Pack (2012) conducted a study on Critical Incident Stress Debriefing of Social Workers in New Zealand, exploring the experiences of social workers with Critical Incident Stress Debriefing

(CISD). The study involved 13 social workers who were interviewed, 10 of whom had dual roles as both participants in debriefing sessions and community-based workers who had undergone debriefing following a vital incident. The research examined their perspectives on the facilitation and effectiveness of the debriefing process. The findings suggested that rather than enforcing mandatory organizational support, the concept of durability should be incorporated into CISM policy, allowing debriefing to remain a voluntary choice. A key aspect of the study emphasized the importance of integrating CISD with ongoing clinical supervision as part of a unified CISM policy. This approach was seen as essential for supporting social workers facing critical incidents. While the study provides valuable insights into CISM for social workers in New Zealand, its findings may not directly apply to Kenya's NPS employees, who operate within different organizational and cultural contexts.

Turney (2021) conducted a study on the aspects of police surveillance that affect how stress management programs are perceived in relation to instances that have been criticized in the United States. The study examined how the perspectives and opinions of those in charge of overseeing the order's efforts to propose stress management programs linked to critical insights (CISM) are intertwined. Participants included diplomes from the FBI Academy National and supervisors of law enforcement. A customized research tool has been used to assess the CISM program and choose the geographical data that is suitable for the research. The data analysis was accomplished by adopting the method of descriptive statistics, variance analysis, and multiple regression.

The study found that supervisors' attitudes toward the CISM program were significantly influenced by factors such as their role (patrol officer, inspector, or investigator) and their length of service in law enforcement. Specifically, supervisors with more years of service had more favorable attitudes toward CISM programs. The results indicated that the longer a supervisor was involved in law enforcement, the more likely they were to support and value the CISM program. This study provides important insights into supervisory attitudes in U.S. law enforcement, but its findings may not be directly applicable to the National Police Service (NPS) in Kenya, where different organizational structures and cultural contexts may influence attitudes toward CISM programs.

2.3.3 Employee Assistance Programs Strategy and Staff Performance

Ntombizakithi, et al (2020) researched on Staff Assistance Programs (EAPs) as tools for improving employees' quality of life in the public sector in South Africa. A pre-coded questionnaire that was self-developed was utilized to gather data for the study, which involved

85 employees. The data's psychometric qualities were evaluated using factor analysis. The EAPs significantly increased occupational well-being by assisting staff members in managing personal and professional stress. The study highlighted that EAPs are not just a tool for individual support but also contribute to improving overall organizational health. Though the research was conducted in South Africa, conclusions may not be directly relevant to NPS in Kenya, which may face different cultural and structural challenges.

Beulah and Walker (2020) explored the perspectives of organizational leaders on Employee Assistance Programs (EAPs) across various sectors in Australia. The study involved 13 organizational leaders (3 males and 10 females) who participated in semi-structured interviews. The researchers used a thematic survey to identify key themes, which were categorized into two main areas. The findings revealed that EAPs were seen as an essential asset for supporting staff, helping in risk management and staff development. Leaders reported that external service providers played a critical role in delivering EAP services. This research provides valuable insights into how EAPs are perceived by organizational leaders but was conducted in Australia, which may have different cultural and organizational dynamics compared to Kenya, where NPS employees might have unique needs.

Benett, Blum, and Roman (2024) researched on Presence of Drug Screening in the United States and its effects to staff output. The research focused on private sector worksites in Georgia with at least 250 employees. Data were collected through human resource supervisors using a correlation matrix and descriptive statistics. The findings revealed that organizations with strong substance abuse policies had better workforce management practices. These policies were associated with improved employee performance and reduced substance-related issues. The study also found that labor market attributes and the economic sector of an organization influenced the presence of such policies. Although the research offers insights into substance abuse management, it was conducted in the U.S., and the findings may not be directly applicable to Kenya, especially within the National Police Service (NPS), where substance abuse management may involve different challenges and considerations.

Lesieur (2023) conducted a study on EAP encounters with compulsive gamblers in New York, involving 86 EAP providers. The study found that 64% of the providers identified clients with compulsive gambling problems, with 59% of them describing compulsive gambling as a primary issue. Data were gathered using questionnaires and the study revealed that 71% of EAPs referred clients to external treatment facilities for gambling problems. The study also highlighted a need for training and education for EAP providers on obsessive gambling. The

findings emphasized addressing issues like gambling addiction, but also pointed out that more comprehensive training and awareness were required. While this research was conducted in the U.S. and may not be directly applicable to the National Police Service (NPS in Kenya, where gambling-related issues may not be as prevalent or may require different intervention strategies.

2.3.4 Counselling Strategy and Staff Performance

Mapira, Chazuza, Mlingwa and Katsuro (2023) conducted a study on Changing Employee Behavior: Workplace Counseling in Zimbabwe, exploring the effectiveness of workplace counseling in improving employee behavior. The study found that employees generally viewed counseling as beneficial, noting its role in reducing absenteeism, unfairness, and the frequency of hearings or layoffs. However, some employees expressed concerns, considering counseling as a waste of resources and an avenue for management to suppress or punish employees under the guise of corrective action. The research highlighted both positive and negative perceptions of workplace counseling, underscoring its potential impact on employee behavior but also pointing to possible misuse. The study was conducted in Zimbabwe, making its applicability to the Kenya National Police Service (NPS) context uncertain, as organizational cultures and employee needs may differ.

Siagi, Ntenga, Ombui, and Elegwa (2022) researched on The Impact of Guidance and Counseling Programs in Kenya, investigating how guidance and counseling structures affect the performance of financial institutions. The structure of guidance and counseling programs had a significant favourable impact on employee productivity and achievement in the banking sector. The study emphasized the need for well-structured counseling programs, suggesting implementation for optimal results. Although the study focused on Kenya's banking sector, its conclusions about the importance of counseling in organizational performance may be relevant for the Kenya National Police Service (NPS), particularly regarding employee well-being and performance management.

Fatchurahman et al. (2021) explored the development of a Group Healing Storytelling Model in Multicultural Counseling Services in Indonesia, focusing on using collective therapeutic narratives in diverse school counseling environments. The study aimed to demonstrate how storytelling could be used in case management for disciplinary issues. A total of 60 students from Muhammadiyah Palangkaraya Senior School participated in the research, which employed group discussions, questionnaires and Likert scales to gather data on student discipline. The findings suggested that integrating socio-cultural elements into counseling

services through storytelling could enhance the effectiveness of disciplinary case management. The study recommended that this model be adopted to address culturally specific issues in counseling. While the research provides innovative insights into multicultural counseling practices, it was conducted in Indonesia, and its direct relevance to Kenya's context, especially within the National Police Service (NPS), remains to be explored, as cultural differences may influence the effectiveness of similar approaches.

Sitlington and Verena (2021) researched on How Downsizing Decisions Affect Organizational Knowledge and Performance in Australia, focusing on how organizational knowledge and performance are influenced by downsizing and restructuring decisions. The study found that organizations which underwent downsizing often experienced negative consequences. The study suggested that downsizing could lead to a loss of organizational knowledge and hinder future success, especially when poorly managed. The findings are valuable for understanding the consequences of downsizing but were based in Australia. As such, their applicability to Kenya National Police Service (NPS) employees, who may face different operational and structural challenges, warrants further investigation.

2.4 Literature Review and Research Gaps Summary

Wang et al. (2020) studied coping strategies in hospitality internships in the U.K., revealing that both problem-focused and emotion-focused strategies evolved over time as stressors varied. However, the findings may not apply to different cultural settings, such as Kenya, where internship dynamics may differ. Wright and Bonett (2022) examined voluntary employee withdrawal in California, finding that employees' growth, coping abilities, and job satisfaction were key factors in whether they stayed or left their jobs. Despite valuable insights, the findings are region-specific and may not reflect Kenya's work culture, where employee dynamics could differ.

Achour and Boerhannoeddin (2021) focused on the role of religiosity in work-family conflict among Muslim women academics in Malaysia. The study found religious coping strategies alleviated some work-family stress, though their impact on well-being was modest. The relevance of these findings to Kenya's workforce, particularly outside religious contexts, remains uncertain. Hennekam et al. (2020) explored the effects of psychological health issues on job performance in France, revealing that poor mental health led to reduced job confidence and performance. While insightful, this study's focus on the French context suggests a gap in understanding how psychological well-being impacts Kenyan NPS employees, who may face different job pressures.

Muller-Leonhardt et al. (2020) explored CISM in U.S. healthcare, highlighting cultural adjustments but noting the challenges of applying findings to Kenya's NPS, where organizational structures may differ. Similarly, Zettlemoyer (2023) and Pack (2012) highlighted the importance of structured CISM programs in law enforcement but acknowledged that cultural differences might affect their applicability to Kenyan police personnel. Turney (2021) found that U.S. law enforcement supervisors with more years of service had more favorable attitudes toward CISM programs. This suggests a potential gap in understanding how Kenyan supervisors might perceive CISM, given the different cultural and organizational contexts in the National Police Service.

Compton and McManus (2021) evaluated EAP effectiveness in Australia, noting that EAPs supported employee well-being and organizational productivity. The findings are relevant but may not directly apply to Kenya, where organizational dynamics in the NPS may differ. Ntombizakithi et al. (2020) studied EAPs in South Africa and found a positive impact on occupational well-being, though the application of these findings to the NPS context requires further research. Beulah and Walker (2020) explored how organizational leaders in Australia view EAPs, emphasizing their role in staff support and development. However, Kenya's cultural and organizational differences may affect how EAPs are perceived and implemented within the NPS. Similarly, studies by Benett et al. (2024) and Lesieur (2023) explored EAPs in the U.S., particularly in substance abuse management and gambling addiction, but the relevance of these findings to Kenyan police forces, where such issues may manifest differently, requires further investigation. Mapira et al. (2023) examined workplace counseling in Zimbabwe, finding it helped reduce absenteeism and improve behavior, though some employees viewed it as a management tool for control. The relevance of these findings to Kenya's NPS is unclear due to potential cultural differences in how counseling is perceived.

Siagi et al. (2022) explored the impact of counseling programs on staff productivity in Kenya's banking sector, finding that well-structured counseling programs positively affected employee performance. This research may have some applicability to the NPS, particularly in terms of improving employee well-being and job performance through similar programs. Chinyelu and Anyamene (2023) investigated the link between job satisfaction and engagement among Nigerian school counselors, finding that satisfaction positively influenced job engagement. While this is insightful, it is not directly applicable to the NPS context, where the nature of work and employee experiences differ significantly. Fatchurahman et al. (2021) developed a

group healing storytelling model for multicultural counseling in Indonesia, suggesting that culturally specific strategies could enhance the effectiveness of counseling.

Very little research has been carried out regarding stress management, including research by Wamalwaet al (2017) exploring the effects of organizational stress on staff productivity at the KeFRIHQs, Muguga, Wadede (2017) investigating the impacts of stress on staff productivity at the KRA, Eldoret Town and Kiharaet al (2018) assessing the impacts of stress management strategies on staff productivity in the public service.

Table 2.1: Summary of Research Gaps

Author(s)	Research Topic	Research Findings	Knowledge Gaps
Chinyelu and Anyamene (2023).	Effect of Stress Management on Employee Performance	The research found a significant favourable connection between stress management strategies and staff productivity.	The study was conducted in Nigeria, limiting its applicability to the Kenyan context, especially within the National Police Service (NPS).
Hennekam, Sarah and Grima (2020)	Influence of Coping Mechanisms on Workplace Productivity.	The research identified coping strategies effects on employee productivity in the workplace.	The research was based in France and did not examine the unique challenges faced by Kenyan employees, particularly those in law enforcement.
Turney (2021)	Impact of Program Duration on Employee Attitudes Toward Support Programs	The study concluded that extending the duration of support programs leads to more favorable attitudes from supervisors toward these initiatives.	The study will be done in Kenya.
Ntombizakithi and Govender (2020).	Effects of Employee Assistance Programs (EAPs) on Employee Quality of Life	This research demonstrated that EAPs positively influence the overall superiority of life of staff.	The research was performed in Australia and concentrated on public sector staff, which may not fully represent the context of police officers in Kenya.

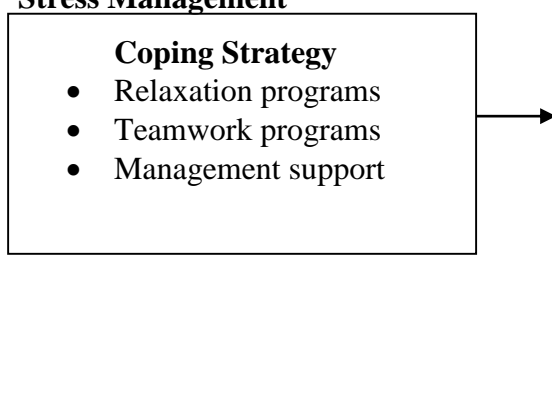
Ntenga, Ombiu, and Mukulu (2021)	Role of Guidance and Counseling Programs in Employee Performance.	The study recommended that counseling programs within banking institutions should be well structured and seriously implemented to be effective.	The research was limited to banking sector employees and did not address the specific needs of employees within Kenya's National Police Service.
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2.5 Conceptual Framework

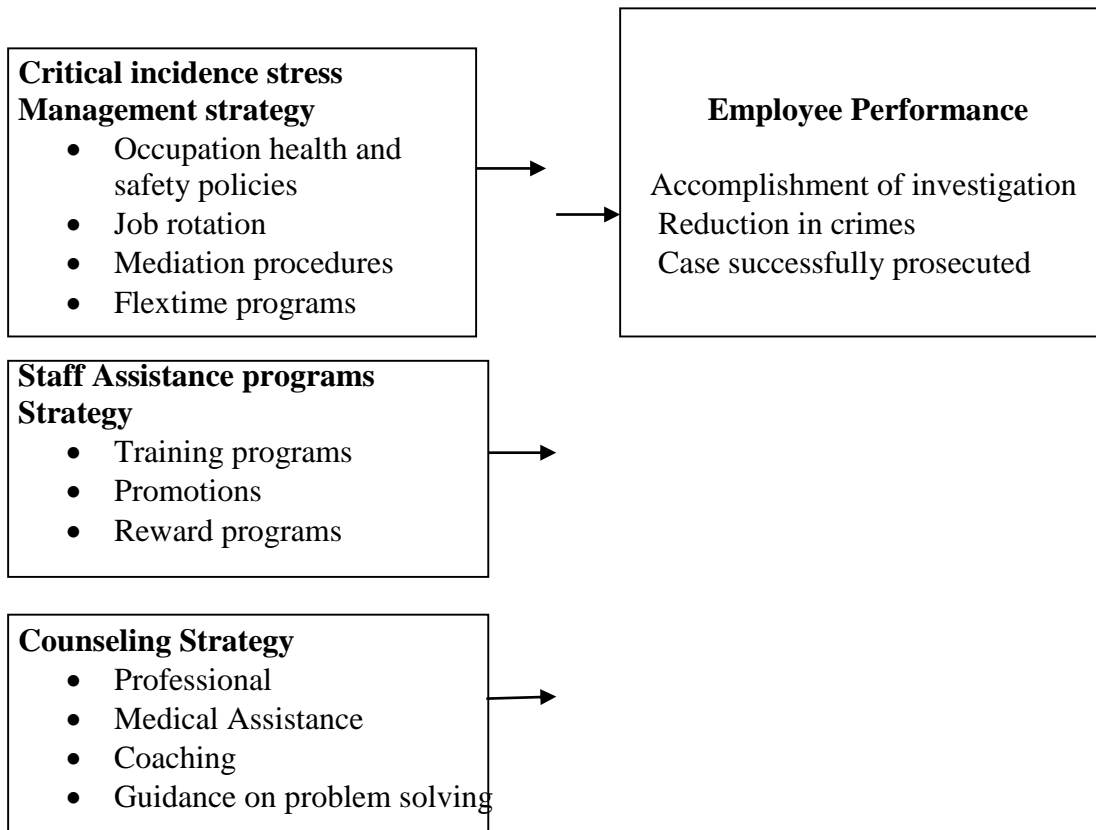
In the conceptual framework, stress management is positioned as the predictor variable, while employee performance is the outcome or response variable. Effective stress management strategies are essential because they assist employees in coping with work-related stress, enabling them to perform their duties more efficiently. By managing stress well, employees can maintain higher levels of focus, motivation and productivity, which ultimately benefits the organization. The main stress management techniques explored in this study include coping strategies, Critical Incident Stress Management (CISM), Employee Assistance Programs (EAP) and counseling strategies. These approaches are vital in supporting employees' mental well-being, reducing workplace stress and enhancing overall job performance. Proper implementation of these strategies can lead to improved employee satisfaction and organizational success.

Figure 2.1 Conceptual Framework

Stress Management



- work life balance



Source: Researcher 2025

CHAPTER THREE: RESEARCH METHODOLOGY

3.1: Introduction

This chapter delineates the approaches and techniques for identifying and selecting data for analysis. It encompasses the diverse study designs, target population, selection methodology from the intended group, sample size, data collection methods, data analysis techniques, data presentation formats and ethical concerns.

3.2 Research Design

The research utilized a descriptive research approach which was applicable because the key variables were well-defined and the study objectives were clearly stated. Research design involves various methods and techniques to achieve the study's objectives (Lewis, 2015). It is considered a strategic framework created by the researcher (Ghauri, Grenhaug & Strange, 2020) to address the research problem. Cooper & Schindler (2014), argue that a descriptive research design is particularly suitable for studies with well-structured research questions. One major advantage of this research design is its effectiveness in analyzing change and development over time.

3.3 Target Population

The target population for this research comprised 400 KPS personnel stationed at various police stations in Uasin Gishu County. These officers were selected from seven key stations, namely Kiamba, Naiberi, Kesses, Baharini, Cheptiret, Langas and Eldoret. The distribution of participants across these stations is detailed in the table below:

Table 3.1: Target Population by Police Station

Police Station	Target Population
Eldoret	64
Cheptiret	63
Kesses	52
Kiambaa	62
Naiberi	52
Baharini	54
Langas	53
Total	400

Uasin Gishu County Police Commander Monthly Returns (2024)

3.4 Sample and Sampling Technique

A **sample** is a subset of the target population selected for research. Saunders, Lewis, and Thornhill (2013) define sampling as the process of selecting a representative group from the broader population to ensure the findings accurately reflect the characteristics of that population. Gay (2008) emphasizes that sampling allows researchers to gather relevant data efficiently, providing insights into the larger population without needing to survey every individual.

3.4.1 Sample Size

A stratified random sampling technique was utilized to select 120 participants, ensuring greater precision and reducing bias by representing all relevant subgroups of the population. This method guarantees that no specific segment is over- or under-represented. Mugenda and Mugenda (2003) argued that a sample size representing at least 30% of the target population is adequate for reliable data collection. This approach allows for a comprehensive and balanced representation of the study's focus group.

Table 3.1: Sample Size

Police Station	Target Population	Procedure	Study Size
Eldoret	64	$64*0.3$	19
Cheptiret	63	$63*0.3$	19
Kesses	52	$52*0.3$	17
Kiambaa	62	$62*0.3$	18
Naiberi	52	$52*0.3$	16
Baharini	54	$54*0.3$	16
Langas	53	$53*0.3$	16
Total	400		120

3.5 Data Collection Methods

The research utilized primary data sources, which Mugenda & Mugenda (2009) described as first-hand information obtained directly from the field, specifically from selected respondents in the sample. The primary data was gathered utilizing a Likert scale. As Kothari (2008) notes, a questionnaire consists of a structured set of questions designed to gather relevant information from responders. The questionnaires were distributed using a drop-off and collection method,

ensuring convenience for participants and maximizing response rates. This approach was chosen to effectively capture data from a large sample within a manageable timeframe.

3.6 Data Collection Procedure

Prior to beginning field data collecting, the researcher will obtain formal approval from Kenyatta University. After receiving approval, the researcher will contact the selected participants to set up meetings, obtain their informed consent, and discuss the significance and objectives of the study. During these meetings, the researcher will set up convenient times for participants to complete the questionnaire. Additionally, the researcher will highlight the potential benefits for the organization, emphasizing how their participation could enhance the study's outcomes. This approach aims to encourage teamwork and significant, engaged engagement throughout the research process.

3.7 Pilot Study

Twelve participants, representing 10% of the intended sample size (Kothari, 2014), were selected from KPS at Kitale Police Station, Trans Nzoia County. The pilot aimed to evaluate the language, clarity, and relevance of the questions, ensuring that the instrument was well-aligned with the study's objectives. It also helped identify any challenges respondents might face, such as time management during data collection. Additionally, the interview schedule was tested to ensure that the questions elicited varied and meaningful responses. The feedback from the pilot test allowed the researcher to refine the instrument before proceeding with the actual data collection. The pilot data was excluded from the final analysis.

3.7.1 Validity of the Research Instruments

The validity is capacity to precisely gauge the desired construct, so assuring that the results genuinely reflect the notion being examined (Golafshani&Behnood, 2018). Face validity evaluates the questions align with the research objectives and are relevant to the sample population. Construct validity assesses how well the tool measures the theoretical constructs it is designed to evaluate, confirming its capacity to accurately capture the underlying concepts (Joppe, 2000). In this study, face validity will help enhance participants' confidence in the research tool, content validity will ensure all relevant research variables are included and construct validity will ensure the instrument aligns with and measures the research objectives effectively.

3.7.2 Reliability of the Research Instruments

Reliability is the steadiness and dependability of a measurement tool, ensuring that the tool consistently produces similar results under consistent conditions (Taylor, Bogdan, & DeVault, 2015). A Cronbach's alpha score of 0.7 or above will be considered acceptable, following the guidelines of Milton, Bull, and Bauman (2011). A score within this range will indicate that the instrument is reliable and produces consistent, repeatable results, ensuring that the findings are stable and trustworthy across different samples or testing periods.

Through comparing the items of the tools, the research sought to look into dependability of the study tool by generating a correlation co-efficient known as Cronbach's Alpha (α). If the Cronbach's Alpha value is 0.7 or greater, the tool is deemed dependable; if lower, it is regarded as unpredictable (Kothari, 2012).

Table 3.3: Reliability Analysis Results

Factor	Number of Items	Cronbach's Alpha	Comment
Coping Strategy	5	0.768	Consistent
CISM Strategy	5	0.795	Consistent
EAP Strategy	5	0.763	Consistent
Counselling Strategy	5	0.730	Consistent
Employee Performance	24	0.733	Reliable
		0.758	Reliable

The results demonstrate that the general Cronbach's Alpha rating for the feedback form was 0.758. Christodoulou, Kalokairinou, Koukia, Intas, Apostolara, Daglas et al. (2016) suggested that this surpassed the criterion of 0.7. These components of the tool were reserved due to its shown excellent reliability.

3.8 Data Analysis and Presentation

Lindlof & Taylor (2017) describe data analysis as the systematic organization of collected information. The data was first processed through cleaning, coding and entry into analysis software. Descriptive statistics, comprising mean and standard deviation, were utilized to analyze the quantitative data collected in the study. This approach provided insights into data

distribution and variability. The results were methodically displayed through tables and pie charts to improve clarity and promote comprehension of the findings. For qualitative data, conceptual content analysis was conducted and findings were displayed in narrative form. Additionally, inferential analysis used multiple regression to examine relationships among variables, providing deeper insights into patterns and trends. This comprehensive approach enhanced the understanding of the information, hence improving the overall analysis and interpretation of the results.

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

Whereby:

P= Employee performance in the NPS

β_0 = Constant term

$\beta_1 - \beta_4$ =Coefficients for the predictor variables

X1 = Coping strategy

X2 = Critical incident stress management strategy

X3 = Staff assistance programs strategy

X4 = Counseling strategy

ε = Error term

The researcher assessed the model's predictive ability by calculating the coefficient of determination (R^2) to analyze changes in strategic practices at the National Social Security Fund in Kenya. An F-test, conducted through Analysis of Variance (ANOVA) at a 95% confidence level, was used to evaluate the model's effectiveness. Finally, the data was processed using SPSS and the results were displayed in tables for improved clarity and interpretation.

3.9 Ethical Considerations

Ethical considerations were prioritized throughout the study. To ensure confidence in the study's objectives, the researcher secured permits from the NACOSTI and presented participants with an introductory letter from Kenyatta University. This approach promoted credibility and transparency throughout the research process. Additionally, authorization was obtained from NPS management to facilitate data collection. Participants were informed that

their involvement was entirely voluntary, with the option to withdraw at any time. Confidentiality was strictly maintained, with no disclosure of participants' names or identities to any third parties. By ensuring anonymity, the researcher aimed to build trust and encourage participants to provide accurate information for the study. The researcher cited all sources of information to avoid plagiarism and ensured accurate reporting of the study findings without manipulation.

CHAPTER FOUR

DATA ANALYSIS, RESULTS, DISCUSSION AND INTERPRETATION

4.1 Introduction

The research aimed to assess the effect of strategic practices on the staff productivity of the NPS were coping mechanisms, counseling techniques, employee assistance programs, and critical incident stress management measures. To analyze the data, descriptive statistics such as frequency, percentages, mean and standard deviations were utilized, with results presented in tables and pie charts. Additionally, correlation analysis, multiple regression and qualitative analysis were conducted based on the research's research questions.

4.2 Response Rate

A total of 120 questionnaires were personally distributed to participants in different police stations in Uasin Gishu County branches in Kenya. The overall response rate, highlighting the level of participation from these departments, is summarized in Table 4.1 below.

Table 4.1 Response rate:

Factor	Target Sample Size	Response Rate	% Response Rate
Responders	120	113	94%
Total	120	113	94%

Source: (Researcher, 2025)

Note: n=113

As noted by Mugenda and Mugenda (2008), a response weight of 10% or higher is typically deemed acceptable to ensure the validity of a research study. In this particular study, a response rate of 94%, with 113 participants providing feedback, indicates a high level of reliability in the findings. This impressive response rate can be largely attributed to the proactive approach of distributing and collecting questionnaires on scheduled dates. This method allowed for more efficient data collection, ensuring that the responses were both timely and comprehensive.

4.3 Demographic Characteristics of the Respondents

The research gathered the responders' bio data, emphasizing key aspects such as gender, education level, department and years of work experience. The findings derived from this data

are detailed in the subsequent sections to provide a comprehensive understanding of respondent characteristics.

4.3.1 Gender Composition

The research intended to establish the gender representation of responders to understand the distribution between male and female participants. The findings, provided insights into gender diversity, as exhibited in table 4.1.

Table 4.1: Gender Composition

	Frequency	Percentage	Cumulative Percentage
Male	71	62.8	62.8
Female	42	37.2	100
Total	113	100	

Source: (Researcher, 2025)

According to the research’s findings, women made up 30% of the target demographic for Uasin Gishu County's NPS. Since all genres were well-represented and the differences between them weren't significant enough to affect the participants' responses, these results can be regarded as instructive. It is probable that the higher percentage of men in the sample is due to the gender gap in terms of access to higher education, which favors men (David, 2011). However, studies have shown that the 2010 Kenyan Constitution's limitation on hiring two-tiered candidates based on their gender affects the number of staff in the NPS.

4.3.2 Respondents Age Bracket

As portrayed in Table 4.3 the results, the research sought to establish the age range.

Table 4.2: Respondents’ Age Bracket

Age Range	Frequency	Percentage	Cumulative
20-30 yrs.	26	23.0%	23.0%
30-40 yrs.	55	49.0%	72.0%
40-50 yrs.	23	20.0%	92.0%
Over 50 yrs.	9	8.0%	100%
Total	113	100%	

Source: (Researcher, 2025)

Based on the research findings, 23.0% of the respondents, equivalent to 26 individuals, were aged between 20 and 30, while the largest proportion 49.0% or 55 individuals fell within the 30 to 40 age group. Furthermore, 20.0% (23 individuals) were between the ages of 40 and 50, and 8.0% (9 individuals) were over the age of 50. These results highlight that the most of participants were in the 30 to 40 yrs.. This implies that most respondents were relatively young and likely to grasp NPS processes with ease, enabling them to contribute fresh, innovative, and creative ideas.

4.3.4 Education Level

As exhibited in Table 4.5 below, the research sought to establish the educational achievement of responders.

Table 4.5: Education Level

Educational Level	Frequency	Percentage	Cumulative Percentage
Primary	-	-	-
Secondary	51	38.0%	38.0%
College	50	38.0%	76.0%
University	32	24.0%	100%
Total	113	100	

Source: (Researcher, 2025)

The results demonstrate that no responders possessed primary education, however 38.0% or 51 responders had achieved O. Level. Furthermore, 38.0% (50 responders) had achieved college-level education, whilst 24.0% (31 respondents) possessed tertiary education qualifications. The research reveals that the most of police officers are adequately qualified for their duties. According to Kasika (2020), higher education levels enhance staff's skills and knowledge, significantly influencing organizational performance. Well-educated employees are better equipped to implement strategic practices, improve efficiency and drive overall organizational success. Therefore, the responders' educational background performed an essential role in guaranteeing the dependability of the research's findings.

4.4 Descriptive Statistics

Data was systematically arranged according to the study variables to enhance clarity and relevance. The results were then presented in an organized format, emphasizing significant patterns and trends identified during the analysis. This approach ensured a structured

interpretation of the findings, allowing for a clearer understanding of the impact of various factors on the study’s objectives while maintaining accuracy and coherence in data presentation. A five-point Likert scale ranging from 1 to 5, whereby 1 =Strongly Disagrees, 2 = Disagree, 3 =Neutral, 4 = Agrees, and 5 =Strongly Agrees was utilized. In the current study, the means were interpreted according to Mugenda&Mugenda’s, (2003) suggestion that mean values fluctuating from 2.4 downwards indicate low approval, mean values between 2.5 and 3.4 reflect moderate approval, while mean values from 3.5 to 5.0 signify high approval. Quantitative data were analyzed using descriptive statistics, with the mean (M) and standard deviation (SD) computed through the SPSS.

4.4.1 Coping Strategy Vs Employee Performance

As the findings are illustrated in Table 4.7 below, the research intended to look into the significance of coping strategy on staff productivity at the NPS in Uasin Gishu County.

Table 4.7 Coping Strategy and Staff Performance

	N	Mean	Std. Dev.
Management involvement	113	4.2832	.79585
workplace flexibility	113	4.1327	.94022
Teamwork programs	113	4.0885	.79684
Work life balance	113	3.9204	.99231
Relaxation from routine work	113	3.7788	.82087
Stress reduction	113	3.5310	.96428
Aggregate Score		3.9558	0.8851

Source: (Researcher, 2025)

Many participants strongly agreed with the questions about employee performance and coping technique, as evidenced by the overall average of 3.9558 (SD=0.8851) in Table 4.7. More precisely, a sizable portion of participants supported the following: stress reduction (3.5310), teamwork programs (4.0885), workplace flexibility (4.1327), management participation (4.2832), work-life balance (3.9204), and relaxation from daily tasks (3.7788).The findings concur with research deduction by Wang, Cai, Yang and Qu (2020) who found out that improving employee morale requires fostering a constructive communal environment and a

motivating atmosphere. To retain high-performing interns, hotel managers were advised to implement activities that enhance self-achievement and accreditation, such as increasing recognition from customers. Wright and Bonett (2022) found out that of the employees were accurately classified into these groups. Achour and Boerhannoeddin (2011) found that religious coping strategies had a negative impact on well-being in relation to work-family demands, with significant negative correlations between work-family conflict and well-being and Hennekam, Sarah and Grima (2020) found out that health conditions led to lower work quality, slower work pace, and increased inaccuracy.

4.4.2 Critical Incidence Stress Management Strategy and employee Performance

As indicated in Table 4.8 below, the research’s aim was to establish the connection between the Critical Incidence Stress Management Strategy and staff productivity at the NPS in Uasin Gishu County.

Table 4.8 Critical Incidence Stress Management Strategy

	N	Mean	Std. Dev.
Employees time management	113	4.0000	.86603
Reflection and mental silence	113	3.9912	.87112
Job rotation	113	3.8584	.81138
Flex time programs	113	3.8496	.96567
Occupational health and safety policies	113	3.7876	.92051
Mentorship programs	113	3.6460	.86520
Aggregate Score		3.8555	0.8833

Source: (Researcher, 2025)

Many participants highly agreed with the questions on employee performance and critical incidence stress management method, according to the data in Table 4.8, which show an aggregate average of 3.8555 (SD=0.8833). In a more specific terms, a lot of the participants approved to a notable degree, Employees time management (4.0000), Reflection and mental silence (3.9912), Job rotation (3.8584), Flex time programs (3.8496), Occupational health and safety policies (3.7876), Mentorship programs (3.6460),

The findings concur with research deduction by Pack (2012) found out that rather than enforcing mandatory organizational support, the concept of durability should be incorporated into CISM policy, allowing debriefing to remain a voluntary choice. A key aspect of the study emphasized the importance of integrating CISD with ongoing clinical supervision as part of a unified CISM policy.

Turney (2021) found that supervisors' attitudes toward the CISM program were significantly influenced by factors such as their role (patrol officer, inspector, or investigator) and their length of service in law enforcement. Specifically, supervisors with more years of service had more favorable attitudes toward CISM programs. The results indicated that the longer a supervisor was involved in law enforcement, the more likely they were to support and value the CISM program.

4. 4.3 Staff Assistance Programs Strategy and Employee Performance

Table 4.9 below displays the findings of the research, which aimed to determine the significance of Staff Assistance Programs Strategy and Staff productivity at the NPS in Uasin Gishu County. The research's objective was to establish how the Critical Incidence Stress Management Strategy affected NPS staff's performance in UasinGishu County.

Table 4.9: Employee Assistance Programs on employee Performance

	N	Mean	Std. Dev.
Boosting stress management abilities	113	4.3451	.78797
Stress Management training programs	113	4.1327	.91128
Promotions	113	4.1062	.84898
Staff involvement	113	4.0708	.83149
Reward programs	113	3.9558	.77217
Expertise training programs	113	3.6372	.88703
N		Mean	Std. Dev.
			N

Source: (Researcher, 2025)

Many participants strongly approved of the questions about the plan for employee support programs and staff productivity at the NPS in Uasin Gishu County, according to the data in Table 4.9, which show an overall average of 4.0413 (SD=0.8398). To be more precise, a large number of participants strongly agreed with the following: improving stress management skills

(4.3451), stress management training programs (4.1327), promotions (4.1062), employee involvement (4.0708), reward programs (3.9558), and expertise training programs (3.6372).

The findings concur with research deduction by Compton and McManus (2021) found that organizations greatly benefit from offering EAPs, as these programs help employees manage psychological challenges, ultimately improving overall well-being and productivity and a positive relationship between EAPs and Human Resource Management (HRM), with HR serves a vital part in facilitating the success of these programs. Ntombizakithi, Bophela, and Govender (2020) found out that that EAPs had a significant positive impact on occupational well-being, helping employees cope with work-related stress and personal issues. Beulah and Walker (2020) revealed that EAPs were seen as an essential asset for supporting staff, helping in risk management and staff development. Leaders reported that external service providers played a critical role in delivering EAP services. Lesieur (2023) emphasized the importance of EAPs in addressing mental health issues like gambling addiction, but also pointed out that more comprehensive training and awareness were required.

4.4.4 Counselling Strategy and Performance

As the findings are illustrated in Table 4.10 below, the research intended to look into the significance of Counselling Strategy and Success at the NPS in UasinGishu County. The study sought to ascertain the effects of Counselling Strategy and Performance at NPS in Uasin Gishu County.

Table 4.10: Counselling Strategy

	N	Mean	Std. Dev.
Coping mechanism services	113	4.0796	.94625
Counselling advices	113	4.0265	1.00410
Counselling in managing stress	113	3.9823	1.02628
Mentorship and guidance programs	113	3.7699	1.11009
Psychological help services	113	3.5398	.72006
Professional counselling services	113	3.3628	.96420
Mean Score		3.7935	0.9618

Source: (Researcher, 2025)

The results shown in Table 4.10 demonstrate an average global score of 3.7935 (SD= 0.9618), indicating that a significant number of participants found the questions about the strategy of

counsel and the performance of employees at the NPS of ofUsinGishu to be very interesting. More specifically, a significant number of participants approved of professional counseling services (3.3628), coping mechanism services (4.0796), counseling advice (4.0265), counseling in stress management (3.9823), mentorship and guidance programs (3.7699), and psychological help services (3.5398).

The findings concur with research deduction by Mapira, Chazuza, Mlingwa, and Katsuro (2023) found that employees generally viewed counseling as beneficial, noting its role in reducing absenteeism, unfairness, and the frequency of hearings or layoffs. Siagi, Ntenga, Ombui, and Elegwa (2022) found that the structure of guidance and counseling programs had a substantial favourable impact on staff performance and achievement in the banking sector. Chinyelu and Anyamene (2023) who found out that there is a moderate positive link between job satisfaction and job engagement, although the link was weaker among older counsellors. The research also revealed that job satisfaction had a reduced impact on job engagement in older counsellors, suggesting that experience may influence their job commitment. Fatchurahman *et al.* (2021) suggested that integrating socio-cultural elements into counselling services through storytelling could enhance the effectiveness of disciplinary case management.

4.5 Inferential Statistics

The research employed Pearson correlation analysis and regression modeling to investigate the linear relationship between the research variables. These statistical methods were based on the assumption that a linear relationship exists between the variables, ensuring a systematic analysis of their interactions. Additionally, the data in the research was presumed to have a normal distribution, which is essential for generating reliable and accurate estimates. By applying these techniques, the research aimed to offer important perspectives into how the independent variables affect the dependent variable. This approach offered an extensive comprehension of the factors influencing outcomes and their overall contribution to performance. The combination of correlation and regression analysis helped in identifying patterns, measuring the strength of relationships and validating the research questions, ensuring a reliable and data-driven approach to the study's objectives.

4.5.1 Pearson Correlation

This research adopted Pearson correlation to establish the connection between the research variables. The correlation coefficient (r) represents the magnitude of the link, whilst the statistical significance value (Sig.) indicates the importance of the association. Table 4.11 displays a representation of the results.

Table 4.11: Pearson Correlation Matrix

		Performance	Coping	Critical Incident Stress Management	Staff Assistance Programs	Counselling
Performance	R	1				
	Sig					
Coping	R	.565**	1			
	Sig	.000				
Critical Incident Stress Management	R	.468**	.578**	1		
	Sig	.000	.000			
Employee Assistance Programs	R	.460**	.292**	.201**	1	
	Sig	.000	.000	.000		
Counselling	R	.874	.920	.934	.994	1
	Sig	.000	.802	.066	.006	

** . 2-tailed correlation with significance at 0.01 level. (2 tailed)

Source: (Researcher, 2025)

Table 4.11 demonstrates a significant, positive, and moderate linear relationship between Coping and employee performance of 0.565 at a two-tailed test significance level of 0.000. This infers that there is a statistically significant positive linear relationship between staff performance and coping. Furthermore, the correlation coefficient, which was 0.468 at a significance level of 0.000, showed a statistically significant strong favourable linear association with Critical Incident Stress Management.

In a bilateral test, the Pearson coefficient of correlation for employee support programs was 0.460 with a significance level of 0.0000. There is a statistically significant strong linear positive correlation between the employer aid programs and this value and the calculated likelihood. In the consultation context, the Pearson's test of correlation yielded a two-way test p-value of 0.00000 and a coefficient of 0.874. When combined with its calculated likelihood, this score shows a strong favourable linear relationship between guidance and staff performance. There is statistical significance in this association.

The results of the study concur with those of Wang, Cai, Yang, and Qu (2020) who found out that improving employee morale requires fostering a constructive communal environment and a motivating atmosphere. Turney (2021) found that supervisors' attitudes toward the CISM program were significantly influenced by factors such as their role (patrol officer, inspector or investigator) and their length of service in law enforcement. Specifically, supervisors with more years of service had more favorable attitudes toward CISM programs. Ntombizakithi, Bophela and Govender (2020) found out that that EAPs had a significant positive impact on occupational well-being, helping employees cope with work-related stress and personal issues. Chinyelu and Anyamene (2023) who found out that there is a moderate favourable link between job contentment and job engagement, although the link was weaker among older counsellors.

4. 6 Regression Analysis

To demonstrate the significance of each criterion and concept determined on the dependent variable and so validate the hypotheses, a regression analysis has now been performed on all other constant factors. The regression calculation produced three results: an analysis of variance (ANOVA), coefficients and a model description. Table 4:11, 4.12 and 4 present the regression coefficient results interpreted according to their statistical significance. Here is the outcome: 13. Present the findings.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.407	.377	.35041

a. Predictors: (Constant), Coping, Critical Incident Stress Management, Employee Assistance Programs, Counselling

Source: (Researcher, 2025)

In Table 4-11. The results showed a strong linear correlation between employee performance and the ideas of cooperation, stress management critical incident management, employee support and advice programs and $R = 0.623$. The adjusted coefficient of determination of 0.377 has also been noted, indicating that stress management in situation critique, employee assistance programs and counseling collectively account for 37.7% of performance variations, with the remaining 62.3% being attributed to other factors not included in the regression model

used in this study. Additionally, an ANOVA analysis was conducted based on the regression analysis, as displayed in Table 4.10.

Table 4.13: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.499	4	1.625	13.232	.000^b
Residual	9.455	77	.123		
Total	15.954	81			

Dependent Variable: employee performance at NPS at Uasin Gishu County.

Predictors: (Constant), Coping, Critical Incident Stress Management, Employee Assistance Programs and Counselling.

Source: (Researcher, 2025)

The results of the ANOVA test show a model of the relationship between the adopted performance and the statistical significance ($F=13.232$, $Sig=0.05$), as shown in table 4.10. The results also show that, based on the sum of all the squares (15.954), the sum of the regression squares was 6.499, with a 95% level of confidence. This shows that approximately 37.7% of the data's variability can be explained by the regression model, whereas the sum of the residual squares is 9,455, meaning that roughly 62.3% of the variability cannot be explained.

Table 4.14: Regression Coefficients

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.

1(Constant)	1.717	.529		3.244	.002
Coping Strategy	.494	.110	.0414	4.480	.000
Critical Incident Stress Management Strategy	.356	.103	.0308	3.445	.001
Employee Assistance Programs Strategy	.584	.158	.0337	3.686	.000
Counselling Strategy	.684	0.173	0.373	3.195	.002

Dependent Variable: employee Performance

Source: (Researcher, 2025)

Table 4.12 reveals that Coping Strategy ($\beta = 0.414$, $\text{Sig} = .000 < .05$), Critical Incident Stress Management Strategy ($\beta = 0.308$, $\text{Sig} = .001 < .05$) Employee Assistance Programs Strategy ($\beta = 0.337$, $\text{Sig} = .000 < .05$) and Counselling Strategy ($\beta = 0.373$, $\text{Sig} = .000 < .05$) significantly affects performance at 95% confidence level.

4.6 Research Hypothesis

H₀₁: Coping strategy doesn't have relevant effect on staff accomplishment at the NPS in Uasin Gishu County

There appears to be a positive correlation between employee performance and management style, as indicated by the value P of 0.414. An increase of one point in the use of adaptation mechanisms should result in a 0.414-point improvement in employee performance, assuming that all other factors remain constant. There is a statistically significant correlation between staff effectiveness and adaption strategies, with a 0.000 value below the significance level of 0.05 indicating a 95% level of confidence. Given that p is less than 0.05, the null hypothesis is rejected. This suggests that management style has a significant effect on employee performance.

The study concurs with that of Fritz, (2021) who found out that effective coping strategies significantly improved employee well-being, which in turn positively affected work performance. Coping mechanisms such as cognitive reframing and relaxation techniques helped employees manage stress and perform better in their roles.

H02: Critical incidence stress management strategy doesn't have relevant effect on staff accomplishment at the NPS in Uasin Gishu County

The CISM technique has a comparatively positive impact on performance, as suggested by the P value of 0.308. This infers that, under the assumption that all other factors remained constant, employee performance increased by 0.308 units for every unit of improvement in the CISM strategy. The significance level of 0.001, which is less than 0.05, indicates a statistically significant effect of the CISM approach on performance. The null hypothesis is refuted since the p-value is less than 0.05. This indicates that the CISM strategy has a significant effect on staff performance. The research backs up Everly 2020's findings, which highlighted the value of CISM in reducing employee stress and trauma, especially in high-risk professions like medicine and law enforcement.

H03: Staff assistance programs strategy doesn't have relevant effect on staff productivity at the NPS in Uasin Gishu County

The P value of 0.337 suggests that the EAP approach has a relatively positive impact on performance. For every unit increase in EAP services, employee performance should increase by 0.337 units after controlling for other variables. The Sig. value of 0.000 infers that there is a highly statistically significant connection between EAP services and staff performance at the 95% confidence level. Because the p-value is less than 0.05, the null hypothesis is disproved. This suggests that the EAP approach has a significant effect on staff performance. The research concurs with that of Attridge, (2021) who demonstrated that Employee Assistance Programs particularly those offering counseling and mental health support, have a direct positive impact on employee productivity. Employees who accessed Employee Assistance Programs services helped them resolve personal and work-related challenges more effectively.

H04: Counseling Strategies doesn't have significant effect on Staff productivity at the NPS in Uasin Gishu County

There is a favourable correlation between counseling services and staff performance, as evinced by the P value of 0.373. If all other factors are unchanged, an increase of one unit in advisory services translates into an increase of 0.373 units in performance. There is a statistically significant correlation between counseling tactics and success, as suggested by the Sig. value of 0.000, <0.05 . Since the value of $p < 0.05$, we reject the null hypothesis. This suggests that the counseling approach has a significant effect on employees' performance. The research is congruent with that of Allen (2021) who found out that employees who received counseling services showed increased commitment to their organizations, lower turnover rates and improved performance. The support provided by counseling programs helped employees cope with personal and work-related issues, leading to better focus, higher productivity and stronger organizational loyalty.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A summary of the research's key findings, conclusions and recommendations is provided in this chapter. The resume focuses on the main goal of the research, which was to express how stress management strategies affected the performance of SNP officers in the Kenyan Uasin Gishu police department.

5.2 Summary of Findings

The research aimed to analyze how stress management techniques affected the productivity of NPS agents at the Uasin Gishu police department in Kenya. Ninety-four percent (113 completed and returned questionnaires) of the 120 surveys that were sent received a response. The data was examined, and the research's hypotheses were verified, thanks to descriptive and inferential statistical methods. The study showed that stress management techniques, such as adaption strategies, situational stress management, employee assistance programs (EAP) and psychological support, had a significant impact on workers' performance. Collectively, these techniques accounted for 63.9% of the variation in employee work output, highlighting their critical role in enhancing productivity and effectiveness within the NPS.

5.2.1 Coping Strategy and Employee Performance

This study looked into the link between coping strategies and staff performance. The coping strategy and employee performance have a positive correlation, according to the analysis's P value of 0.414. This infers that for every unit rise in the use of coping methods, employee performance should rise by 0.414 units when all other factors are maintained constant. As demonstrated by the Sig. value of 0.000, which is below the 0.05 criterion, the relationship between coping strategies and employee performance is statistically significant at the 95% confidence level. Because the p-value is less than 0.05, the null hypothesis is disproved. This suggests that the coping strategy has a significant influence on employee performance.

5.2.2 Employee Assistance Programs Strategy and Employee Performance

The study's P of 0.337, which was used to guide the labor assistance strategy, indicates that, with 95% confidence, this variable does not exhibit statistical significance. Therefore, we will accept the null hypothesis, which states that work market support programs have no discernible effect on NPS agents' performance in the UasinGishu County. The strategy of staff assistance programs has a relatively positive impact on employee performance, as indicated by the value P of 0.337. Taking other factors into account, it is estimated that for every increase in services provided by the Program employee performance might improve by 0.337 units. With a Sig. value of 0.000, the association between employee performance and services provided by employee support programs is highly statistically significant at the 95% confidence level.

Given that p is less than 0.05, the null hypothesis is rejected. This suggests that employee performance is significantly impacted by the way assistance programs are implemented.

5.2.3 Counselling Strategy and Employee Performance

There is a positive correlation between staff performance and advisory services, as indicated by the suggested value P of 0.373. If everything else stays the same, an increase of one unit in advisory services translates into a performance gain of 0.373 units. According to the value $Sig.$ of 0.00000, which is less than 0.05, there is a statistically significant link between the advised methods and the performance. Since the value of p is less than 0.05, the null hypothesis is rejected. This suggests that the advice approach has a significant impact on employees' performance.

5.3 Conclusions

The findings strongly suggest that coping strategies are essential in enhancing employee performance. Given the statistical significance (p -value < 0.05), organizations should prioritize implementing coping mechanisms to help employees manage stress and work-related challenges.

Study highlights the importance of Critical Incident Stress Management (CISM) in improving employee performance. Since the relationship is statistically significant, it suggests that organizations, especially those in high-stress industries, should incorporate CISM strategies to mitigate the negative effects of stress and trauma, thereby enhancing overall performance and well-being.

The EAP strategy has a marginally favourable effect on employees' performance, but the research's findings show that, at a 95% confidence level, its effect on employees' performance is not statistically significant. We cannot rule out the null hypothesis regarding the Employee Assistance Program (EAP), which suggests that although the services provided by EAP may benefit employees, their direct effect on performance may not be as significant as initially thought in the case of NPS employees in the city of UasinGishu.

Findings suggest that counseling strategies significantly impact performance with (p -value < 0.05), it is clear that providing counseling services to employees can help improve their job performance by addressing personal or work-related issues that might hinder their productivity.

Organizations should consider integrating counseling services into their employee wellness programs.

5.4 Recommendations

Given the significant positive effect on coping strategies, it is recommended that organizations incorporate coping mechanisms into their employee development programs. Training on stress management, time management and resilience on tools they need to handle work-related pressures. Additionally, promoting a work-life balance and offering relaxation initiatives, such as mindfulness workshops, can further enhance employee well-being and productivity. Organizations in sectors like healthcare, emergency services, and law enforcement should establish or strengthen CISM programs to support employees dealing with critical incidents. Providing peer support networks and professional counseling during traumatic events can help employees recover quickly, thus improving performance and preventing burn out.

Although EAPs showed a moderate positive effect, the findings indicate that their direct influence on employee performance was not statistically significant. Organizations increase awareness and accessibility of EAP services to ensure they reach employees who need them. Customizing EAP offerings to meet specific needs, such as career counseling or financial support, can enhance their overall impact on employee well-being and productivity.

Research supports the idea that consultation services significantly improve employee performance. Organizations should incorporate psychotherapy into their well-being programs, providing confidential consultations to help staff members deal with personal and professional challenges. Facilitating access to consulting services may help people focus and feel less stressed, which will lead to greater professional satisfaction and improved performance overall.

5.5 Suggestions for Further Research

The NPS in Uasin Gishu County, which only makes up a small percentage of Kenya's National Police Service, was the exclusive subject of this study. Due to resource limitations, it is recommended that more researches expand their scope to include a larger geographic area, such as NPS in three nearby counties: Baringo, Elgeyo-Marakwet, and Trans-Nzoia. This would provide a more thorough understanding of how stress management techniques affect worker performance in a wider range of demographics. Furthermore, the current study concentrated on four distinct variables: counseling approach, employee assistance programs, key incidence

stress management strategy, and coping strategy. Future research could broaden the focus by examining how other stress management strategies affect NPS employee performance, offering a more thorough understanding of the many stress reduction strategies. Additionally, the results of this study are unique to the NPS in UasinGishu County and might not be generalizable to other Kenyan organizations. Similar studies might be carried out in other fields, like education, healthcare, or the hospitality sector, to confirm the generalizability of these findings. This would assist in figuring out whether the same stress-reduction techniques have comparable outcomes in other organizational contexts.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

I'm studying in an MBA program at Kenyatta University that focuses on stress management techniques and staff achievement at the NPS in Uasin Gishu County. I am making a plea for you to complete the provided questionnaires in order to contribute to the data collection process. No personal information is required because your opinion is just meant for academic purposes. Your volunteer involvement will be essential to this activity's success, which will be highly advantageous.

Yours Truly,

CALEB KIPRONO CHEPKWONY.

APPENDIX II: QUESTIONNAIRE

I'm researching on stress management and staff achievement at the NPS in UasinGishu County. Your contribution will be kept completely confidential. The questionnaire is divided into six sections.

SECTION. A: BIO DATA

(Please tick your response)

1. Gender:

Male []

Female []

2. Age:

20-30 yrs. []

30-40 yrs. []

40-50 yrs. []

Over 50 yrs. []

3. Duration of Service in NPS:

Below 5 yrs. []

Between 5-10 yrs.

3. Education Level:

Primary []

Secondary []

College []

University []

4. Years []

Between 10-20 yrs. []

Over 20 yrs. []

SEC. B: COPING

Coping strategy impacts staff productivity at the NPS in Uasin Gishu County.

Choose an alternative for every question.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Assertions	1	2	3	4	5
Relaxation programs facilitate the rejuvenation of the body.					
Collaborative programs in the workstation improve staff job satisfaction.					
Management engages in the operations of the service.					
WLB aids in alleviating workplace stress.					
Respite from typical tasks rejuvenates personnel and enhances performance.					

In your opinion, has the coping strategy within the service sector impacted organizational success? Kindly intricate

SEC. C: CRITICAL INCIDENT STRESS MANAGEMENT

CISM strategy impacts staff productivity at the NPS in Uasin Gishu County.

Assertions	1	2	3	4	5
Effective OHS standards in the workstation improve morale among workers.					
Work rotation in the service sector enhances job contentment and mitigates stress.					
Meditation practices assist in mitigating burnout.					
Flexible work arrangements enhance staff efficiency.					
Flexible work arrangements empower staff to regulate their time in the workplace.					

In your opinion, has CISM strategy influenced performance in the service? Please intricate.

SEC. D: STAFF ASSISTANCE PROGRAMS

EAPs strategy has effects on staff productivity at the NPS in UasinGishu County.

Choose an alternative for every question.

Assertions	1	2	3	4	5
Training programs equip officers and staff with the necessary competence to function effectively under significant job strain.					
Training as a method for learning enables people to manage stress effectively, hence enhancing their productivity.					
Promotions aid individuals in establishing work-related goals, recognizing, and applying appropriate behavioral strategies to attain those goals.					
Reward programs equip staff with the skills necessary to effectively navigate difficult work conditions.					
Rewards programs enhance staff' stress management strategies, improve WLB, and mitigate mental health issues.					

In your thinking, has the EAP strategy impacted service performance? Please intricate.

SEC. E: COUNSELLING






Impact of counselling strategy on staff productivity at the NPS in UasinGishu County.

Assertions	1	2	3	4	5
Professional counseling services impact staff productivity in an organization.					
Psychological assistance services are beneficial as a stress management aid.					
Mentorship and guidance programs alleviate stress for workers in an organization.					
Recommended assistance for coping mechanisms facilitate mentorship and provide guidance on stress management techniques					

Counseling guidance for staff is a potential option to mitigate pressures.					
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In your encounters, has the counseling strategy impacted performance in the service? Please elaborate.

APPENDIX II: PERMISSION FROM NACOSTI

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 818729	Date of Issue: 23/May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. CALEB KIPRONO CHEPKWONY of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Uasin-Gishu on the topic: STRESS MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE OF THE NATIONAL POLICE SERVICE IN UASIN GISHU COUNTY, KENYA for the period ending : 23/May/2025.</p>	
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