

**EFFECT OF OCCUPATIONAL STRESS MANAGEMENT PRACTICES ON
EMPLOYEE ENGAGEMENT AMONGST LAW ENFORCEMENT OFFICERS IN
UASIN GISHU COUNTY, KENYA**

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**A Thesis Submitted in Partial Fulfillment of The Requirements for The Award of
Master of Science in Human Resource Management of Masinde Muliro University of
Science and Technology**

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Special dedication to my wife Agness Leleito and dad Joshua Otieno for their financial and social support.

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ABSTRACT

Increasing employee engagement levels requires an understanding of how occupational stress management techniques relate to engagement. This is why working in law enforcement is still a stressful job that is marked by threats, high standards, and murky business dealings. If law enforcement organisations wish to raise staff engagement levels, they must adhere to the most important occupational stress management techniques. The factors that cause long-term employee disengagement are workplace stressors. This study explored the impact of occupational stress management strategies on police officers' engagement in Uasin Gishu County, Kenya, using the social exchange theory, which suggests that employees are more engaged when they feel supported by their organization. Focusing on work-life balance, employee counseling, safety and health programs, and perceived organizational support (POS), the study gathered data from 242 officers across 34 stations. The findings showed that these stress management strategies significantly increased engagement, with officers reporting higher motivation and commitment when they felt supported in balancing work demands, accessing counseling, and maintaining safety and health. Perceived organizational support proved to be a key factor that strengthened the positive impact of these strategies, raising the model's explanatory power from 70.7% to 73.5%, meaning that officers who felt strong organizational support were even more positively affected by these practices. Additionally, each factor—work-life balance, counseling, safety, and health—independently boosted engagement, underscoring their individual contributions. By rejecting the null hypothesis, the study concluded that occupational stress management strategies, especially when reinforced by organizational support, are essential for enhancing engagement among law enforcement personnel, highlighting the importance for law enforcement agencies to invest in these supportive initiatives to help officers feel valued, resilient, and more connected to their work. The combined impact of these factors is of significant importance. The aforementioned implies that the National Police Service ought to give precedence to the enhancement and consolidation of policies pertaining to occupational stress management practises and perceived organisational support policies. This is imperative to efficaciously tackle the issue of occupational stress and foster elevated levels of employee engagement among law enforcement officers.

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OPERATIONAL DEFINITION OF KEY TERMS

- Employee counselling:** giving assistance, direction, and suggestions to help law enforcement professionals overcome their current difficulties and improve their physical and emotional health,
- Employee engagement:** Real-time physical, mental, and emotional investment of law enforcement personnel in order to perform
- Occupational stress management:** handling of a law enforcement officer's continuing or developing stress brought on by the duties, circumstances, environment, or other pressures of the job
- Perceived organizational support:** how much law enforcement professionals think their organisation appreciates their work, cares about their welfare, and satisfies their socio-emotional needs
- Safety and health:** avoiding workplace diseases, injuries, and fatalities as well as the suffering and financial burden that law enforcement personnel, their families, and employers might endure
- Work life balance:** state of equilibrium when a law enforcement officer must balance the demands of their personal, professional, and family lives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Demands placed on law enforcement officials at work have the potential to harm their wellbeing both physically and mentally. The fact that there are many occupational stresses in the work environment for law enforcement professionals supports this (Kumar & Narula, 2020). Interventions are therefore necessary to help workers handle their demanding and difficult job. On the other hand, in a professional environment characterised by occupational demands, law enforcement agents' levels of involvement and performance would decline. Salahudin, et al. (2016), Research suggests that employees facing high levels of occupational stress often experience lower engagement, greater intentions to leave their jobs, and poorer overall performance, provide additional evidence in support of this assertion. To raise levels of employee engagement among law enforcement professionals, law enforcement agencies must therefore implement the most well-liked occupational stress management techniques. Many organisations have not implemented any tangible measures to manage stress-related issues, despite the severely detrimental effects of professional stress (Enyonam, Opoku, Addai & Batola, 2017).

When acting in an authoritative capacity, law enforcement professionals always endure the highest levels of occupational stress (Fawne, 2014). Police work is a psychologically difficult profession because of the high demands, constant threat, and ambiguity in interactions with coworkers. Law enforcement is one of the rare professions where one can expect both intense stress and physical risks (Backman, Arnetz, Levin & Lublin, 1997). Due to the officers' exposure to numerous risks while working continuously for extended periods of time, law enforcement work is therefore considered to be one of the most stressful vocations (Karl, 2019; Jonyo, 2015). Were et al. (2013) argue that reducing workplace stress in law enforcement through proper training and motivation helps officers engage more fully and effectively in maintaining public safety and order.

Occupational stress arises from various workplace factors, including external pressures, internal challenges, job expectations, and the behaviors of colleagues, as defined by Cooper and Marshall (2018). Stress occurs when job demands surpass an employee's skills or resources, or when they feel unsupported, unable to influence their work environment, or unrecognized for their efforts (Bono et al., 2013). Additional sources of workplace stress include poor job design, ineffective management, unfavorable working conditions, and inadequate support from both

colleagues and supervisors (Knezevic et al., 2011). Organizational characteristics such as poor communication, lack of resources, insufficient support, and excessive workloads are also linked to high stress levels (Sharma, 2015). Combined, these factors suggest that organizations committed to their employees' well-being should adopt comprehensive stress management strategies to create a healthier and more supportive work environment.

Occupational stress management can assist workers in maintaining excellent physical and mental health by creating strong interpersonal interactions and lowering stress on an individual and organisational level (Stoica, 2010). The management is empowered to protect the organisation against the damaging effects of workplace stress. Thus, it has become customary to use a variety of management strategies to encourage psychological stability in workers and a stress-free workplace. According to Quick and Henderson (2016), organizations can support employee well-being by aligning wellness functions, using surveillance systems to detect early signs of distress, and providing comprehensive protective and preventive interventions. According to Huang, van der Veen, and Song (2018), there are several effective approaches to manage stress at work, including problem-solving, seeking out social support, and avoiding stressful situations. Improved teamwork and communication are listed as additional occupational stress management techniques by Ajayi, Jones, and Unuigbo (2019). The development of an appropriate workplace environment in terms of job characteristics, labour relations, organisational structure, and accomplishment of a healthy organisational culture are among the straightforward organisational approaches to minimise occupational stress (Stoica, 2010). Occupational stress management techniques are still crucial since they affect how engaged law enforcement officers are.

The physiological, emotional, and behavioural reactions to work stress are all categorised for law enforcement personnel (Agolla, 2009). The performance of the work group and the organisation are both impacted by workplace stress, which has a major detrimental impact on organisational citizenship practises and employee engagement (Jain & Cooper, 2012). According to Emma & Kim (2015), sentiments of value, stability, support, and respect are favourably connected with engagement at work while a high-stress, competitive culture is negatively correlated. Pressures at work eventually cause workers to become disengaged. An individual's emotional commitment to a company is referred to as employee engagement (Jeve, Oppenheimer & Konje, 2015). Effective law enforcement and a top-down approach necessitate creating a culture of devoted, engaged personnel who appreciate and work together. As a result, it is inevitable that law enforcement personnel will use occupational stress management

strategies to reduce workplace demands and increase employee engagement. However, the organization's policy should be adhered to as failing to do so would erode authority and increase officer discontent. All of these elements should take into account how each person's commitment to and desire to preserve moral standards should help decide how effective and motivated law enforcement employees are at work (Ortmeier & Meese, 2010).

The above-mentioned research supports the idea that law enforcement professionals should use occupational stress management strategies to reduce or eliminate occupational stress in order to raise their levels of involvement. The achievement of the primary police purpose of protection and service will be improved by reducing workplace stress and raising employee engagement, which is further evidence for this (Ortmeier & Meese, 2010). However, the environment at work is what makes occupational stress more likely and necessitates management's attention. Burnout and reductions in employee engagement are strongly anticipated in democratic nations when excessive use of force by police officers is criticised, stressing the need to lower occupational stress that causes burnout (Queiros, Kaiseler & Da Silva, 2013). In response to the rising number of police suicides in France, particularly after long shifts, and the suicides of several police officers in those nations, police officers in Spain, Portugal, and France took to the streets to protest the unfavourable working conditions in their nations (Adams & Mastracci, 2019). Occupational stressors brought on by operational variables (work content) and features associated to organisational elements (job context), according to Cuyler (2016), are the main cause causing the reduction in the psychological health of Malaysian police personnel. Increased organisational and administrative assistance, along with support from the friends, family, and community they serve, may therefore be the answer.

Professional stress in law enforcement is disproportionately experienced by victims from Africa. Police personnel in Botswana are worried about using force when necessary and getting wounded at work, according to Agolla (2009). Agolla continues by listing several coping strategies, such as exercise, social engagement, a healthy diet or diets, career planning, and staff training. The coping techniques do, however, have some disadvantages of their own. A few of the occupational stresses faced by police officers in South Africa, according to Mona, Chimbari, and Hongoro (2019), include other officers who are not carrying out their tasks, inadequate or poor-quality equipment, and inadequate pay. These elements lend credence to the need for approaches for managing occupational stress. The South African Police Service (SAPS) has a suicide rate that is more than 5 times greater than police suicide rates in other nations, claim Mona, Chimbari, and Hongoro (2019). Stress at work is to blame for this.

Rangers in Nigeria, according to Meduna, Ogunjinmi, and Onadeko (2009), commonly experienced occupational stress and were typically dissatisfied with their professions. They were less motivated as a result of the tight budget, a lack of essential tools, a lack of qualified staff, and low compensation. According to Wesangula (2016), a 2014 study on the factors affecting the professional stress of police officers in Kenya identified high stress levels as the primary cause of suicides. Up to 14.3% of respondents, according to the study, indicated modest levels of stress, while 11.4% reported extremely high levels.

Several authors have noted that narrowing down research on occupational stress in companies is challenging due to its association with various issues (Agolla, 2009). The primary focus of these considerations was on the organisational and management practises that received higher stress ratings. In the context of employee engagement, occupational stress management practises have received relatively less attention compared to other factors such as leader-member contact, job contentment, rewards, and leadership style. This is especially true in the sub-Saharan African region, where research on this topic is limited. The extant literature has previously examined the notion that proficient management of occupational stress is expected to result in elevated levels of employee engagement. This study seeks to deepen understanding of how occupational stress management practices affect employee engagement among law enforcement personnel in Uasin Gishu County, Kenya, addressing a key gap in the existing research.

1.2 Problem statement

Working in law enforcement requires close interaction with the general public, which includes both law-abiding citizens and criminals. Due to the undeniable and understandable high expectations this places on law enforcement personnel, police ethics and engagement are held to some of the highest standards of any profession (Roufa, 2019). Because of the significant control of their occupational stress, their degree of participation, which is above reproach, should be flagrantly expressed. Accordingly, police personnel ought to be mentally capable (Agolla, 2009). Due to the frequent mismatch between job demands and police officers' adaptive resources, occupational stress occurs and can result in burnout and disinterment (Schaufeli & Buunk, 2003). As a result, the traditional law enforcement service should adopt the most important occupational stress management practises.

It is common knowledge that professional stress contributes to physical and mental sickness and lowers service quality in today's society (Queiros, Kaiseler & Da Silva, 2013). Police

employment is dangerous, requires a lot of effort, and often involves ambiguous interactions (sciencedaily.com, 2008). In Kenya, fifty police officers commit suicide each year, underscoring the alarming levels of stress and dissatisfaction among those tasked with keeping the populace safe (Wesangula, 2016). Ironically, the job that is supposed to save life compels them to sacrifice their own. According to van der Velden, Kleber, Grievink, and Yzermans (2010), superiors should address organisational stressors and life events of their officers on a regular basis rather than just after serious workplace accidents. Police officers who are under stress put themselves, their coworkers, offenders, and/or the public at risk (Ranta, 2009). As a result, this situation requires immediate attention.

According to Agolla's (2009) research, law enforcement officers experience considerable stress as a result of working in stressful environments. According to Spielberger et al. (2015), police strains can be categorised into three distinct groups: professional and administrative pressures, physical and psychological hazards, and insufficient support from both internal and external sources within the police organisation. The presence of organisational challenges, such as deficient communication, limited resources, overwhelming task demands, inadequate management style, and insufficient support, has been associated with increased levels of occupational stress, as evidenced by previous studies (Agolla, 2009; Sharma, 2015; Wiese, Rothmann, & Storm, 2003). The existing body of literature pertaining to occupational stress management has predominantly focused on the involvement of workers (Law, Dollard, Tuckey, & Dormann, 2011; Crawford, LePine, & Rich, 2010; Dollard & Bakker, 2010). According to Simon and Amarakoon's (2015) findings, extant literature suggests an inverse relationship between occupational stress and worker engagement. It is possible to determine an acceptable level of stress that does not hinder an individual's performance, as the relationship between occupational stress and employee engagement is not marked by a negative and linear pattern. Hence, there is a lack of understanding regarding the influence of stress management techniques in the work environment on employee involvement, particularly among law enforcement officials in Kenya. The objective of the current investigation was to fill the void in literature by scrutinising the influence of human resource management tactics on employee engagement, particularly in the context of mitigating occupational stress among law enforcement personnel. Guest's (2017) research provides evidence to support the claim that effective management of human resources can mitigate and prevent occupational stress.

1.3 Purpose of the study

The study's objective was to determine the effects of occupational stress management practises on employee engagement among law enforcement employees in Kenya's Uasin Gishu County.

1.4 Specific objectives

The following hypothesis served as a guide for the current study.

- i. To evaluate the impact of work-life balance on law enforcement personnel' levels of employee engagement in Kenya's Uasin Gishu County
- ii. To investigate the impact of employee counselling on law enforcement officers' levels of employee engagement in Kenya's Uasin Gishu County.
- iii. To look into how safety and health initiatives affect the morale of law enforcement personnel in Kenya's Uasin Gishu County.
- iv. To examine the moderating effect of perceived organisational support on the impact of employee engagement and occupational stress management practises among law enforcement officers in Kenya's Uasin Gishu County.

1.5 Hypotheses

The following suppositions used as a guide for the study

H01: In Uasin Gishu County, Kenya, law enforcement personnel's employee engagement is unaffected by work-life balance.

H02: In Uasin Gishu County, Kenya, law enforcement personnel's job satisfaction is unaffected by employee counselling.

H03: In Uasin Gishu County, Kenya, safety and health initiatives had no appreciable impact on law enforcement personnel's level of employee engagement.

H04: Occupational stress management practises and employee engagement among law enforcement officers in Uasin Gishu County, Kenya, are unaffected by perceived organisational support.

1.6 Significance of the study

This study has major implications for the government, human resource directors, business owners, employees, academics, and upcoming researchers. The study's findings may be used by

government officials, policy makers, and planners to design ways for law enforcement personnel to better manage their occupational stress. The findings of this study could add to the body of information on how human resource management benefits law enforcement organisations. The study may be useful to human resource consultants and practitioners for understanding how employee engagement is impacted by occupational stress management practises. This study may serve as a useful reference for academics and researchers who want to know what occupational stress management strategies are available in the distinctive operating systems of law enforcement agencies and their applicability and sustainability in the dynamic job market. The management and employees of security organisations, particularly in Kenya's Uasin Gishu County, may find the study's conclusions to be of critical importance. The findings have also increased our understanding of how employee engagement is impacted by occupational stress management strategies.

1.7 Scope of the study

The research investigated the impact of stress management strategies in the workplace on the level of employee engagement, with a specific emphasis on law enforcement personnel in Uasin Gishu County. The study examined the relationship between employee engagement and occupational stress management practises. The independent variable was operationalized through various factors, including work-life balance, perceived organisational support, employee counselling, safety, and health. The dependent variable was employee engagement. The research's unit of analysis comprised 620 police officers selected from 34 officially designated police stations and posts located in Uasin Gishu County. The research utilised a descriptive survey approach. The collected data was subjected to both descriptive and inferential analyses. The research was carried out from July of 2021 to March of 2022.

1.8 Limitations of the study

There were several restrictions on this study, which had an impact on future field research. The respondents' hectic schedules were the first restriction, which led to tardy responses: the distributed questionnaires were filled out very slowly. Research assistants were used by the thesis in this instance to do a follow-up. The study was further constrained by the difficulty of generalising the findings. Due to the unique characteristics of each sector, it may not be

possible to generalise the study's findings to all sectors. Therefore, it is imperative that future research be done in other areas and that a comparative study between sectors be done in greater detail. The degree and direction of the association between the research variables may alter if the study had included additional public sector personnel, such as private sector workers, in addition to law enforcement officers. In order to better understand the relationship between the variables, the studies advise that future research should involve the private sector or similar studies across heterogeneous industries. The study's scope was restricted to exploring how employee engagement among law enforcement officers in Kenya's Uasin Gishu County was impacted by occupational stress management practises and how perceived organisational support influenced this effect. By taking into account additional moderators of occupational stress management practises on employee engagement among law enforcement professionals, additional research may contribute to the literature.

1.9 Assumptions of the study

Based on the assumption that the targeted respondents were aware of how employee engagement among law enforcement personnel in Kenya's Uasin Gishu County is impacted by occupational stress management practises, as mediated by perceived organisational support, this study examined the relationship between these factors. Additionally, it was anticipated that every respondent would be helpful and provide comments that were truthful and precise. Every police station and post employs the practises being researched for occupational stress management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the research on how employee engagement among law enforcement personnel is impacted by practises for managing occupational stress. Theoretical literature was reviewed in this case with an emphasis on the factors that affect employee engagement as mediated by perceived organisational support and research gaps, including employee counselling, safety and health measures, work-life balance, occupational stress management techniques, and safety and health.

2.2 Review of the Theory

Two of the theories in this study are particularly pertinent to it. They include the Job Demands-Resources (JD-R) hypothesis advanced by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001 as well as the Social exchange theory put forth by George Homans in 1961. Below, each of these theories is covered in more detail. The theoretical framework is based on an existing theory in a field of study that is related to or reflects the study's hypothesis.

2.2.1 Theorem of social trade

The social trade theory was developed by George Homans in 1961 and claims that cooperative relationships between people or businesses in pairs, groups, or organisations can be seen as amicable trades (Cook, Cheshire, Rice, and Nakagawa, 2013). The social trade hypothesis (Kendra, 2020) contends that commercial contacts lead to social behaviour. According to the idea (Bedarkar and Pandita, 2014), experts feel obligated to repay managers in kind for their

challenging work. To increase benefits and lower expenses, this exchange was made. Therefore, representatives weigh the potential benefits and risks of forming social connections with the company. Workers will be fired or end their association with the company once the risks outweigh the rewards.

According to Cook, Cheshire, Rice, and Nakagawa (2013), social cycles within the trade custom typically include relational accountability, trust, rationality, procedural and distributive equality, alliance arrangement, and aggregate action. In general, when viewed from the perspective of social exchange, situations or settings that are likely to elicit an unfavourable response from a representative, such as word-related pressure, are those that elicit unmistakable inclinations of disparity or shamefulness. The level of employee commitment is disturbed by this perception of evident tendencies towards inequality or shame (Simon and Amarakoon, 2015). In this way, the necessity of accepting the word-related pressure that the board practises in order to induce representative commitment is launched on friendly trade support regulations that work out in the manner of acting of entertainers in cooperation with one another. This clarifies the use of the social trade theory as a frame of reference for understanding how word-related pressure experienced by executives affects representative commitment. According to the social ex-change hypothesis, targets will typically respond in kind by engaging in more certain responding reactions or possibly less negative responding reactions in response to good starting activities (Cropanzano, Anthony, Daniels, et Lobby, 2017). Nevertheless, pertinent variables may control how the word-related stressors affect the representative commitment.

2.2.2 Job demands-resources theory

Workers' commitment and burnout can be predicted using the Work Requests Assets (JD-R) theory, which was put forth by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001 (Bakker and Demerouti, 2017). The JD-R hypothesis is a system that associations can use to improve employee wellness and inspiration while focusing on several hierarchical outcomes (Schaufeli and Taris, 2014). According to the work requests assets hypothesis, often known as the JD-R hypothesis, stress is a response to irregularities between requests made of an individual and the assets that individual requires to manage those requests (Demerouti and Bakker, 2011). According to the JD-R theory, worker prosperity and well-being result from a balance between certain positive (assets) and negative (requests) work traits.

Results from work requests are defined as "those physical, social, or authoritative parts of the gig that require supported physical or mental exertion and are accordingly connected with

specific physiological and mental expenses" (Schaufeli and Taris, 2014). job overload, arduous job, interpersonal conflict, and occupation weakness are examples of occupation demands. According to compensatory control, when occupation demands are high, more effort should be made to meet the job objectives and prevent performance from declining. According to Demerouti et al. (2017), work assets were defined as "those physical, social, or hierarchical components of the gig that might do any of the following: (a) be useful in achieving work objectives; (b) decrease work requests and the related physiological and mental expenses; (c) animate self-awareness and improvement." Input, job control, and social assistance are a few examples of employment assets.

The complementary relationships between work characteristics and representative prosperity, as well as the diverse effects of screening out and prohibiting position requests on work commitment, will, however, require further study (Lesener, Gusy, and Wolter, 2019). As a result, the word-related pressure the executives employs would be tools that deflect the abrasiveness of occupation requests related to job overload, hard labour, interpersonal conflict, and occupation instability to event positive results as a sign of commitment. This validates the use of occupation demands assets in understanding the applicable relationship between word-related pressure the board practises on employee commitment among the police. Although work pressure models have typically ignored the potential of occupation assets to persuade, work plan hypotheses frequently miss the role of occupation stresses or requests (Lesener, Gusy, and Wolter, 2019). In this study, the degree of the influence of reducing word-related stressors and acknowledging representational commitment was attempted to be explained in light of the occupation requests assets theory.

2.3 Review of Variables

Employee involvement served as the dependent variable in the study, which focused on occupational stress management practises as the independent variable.

2.3.1 Workplace Stress Management Techniques

Stress is the emotional and physical expression that happens when a person's resources are insufficient to allow them to respond to the demands and pressures of their environment (Kundaragi and Kadakol, 2015). Word related pressure refers to the ongoing or increasing

pressure a representative experiences as a result of the duties, circumstances, atmosphere, or other tensions present at work (BambooHR, 2020). Word-related pressure is brought on by forces that contend with a person's knowledge, skills, or presumptions. People's dangerous physical and personal responses that occur when word-related situations exist are known as word-related pressure, capacities, and assets are incongruent with the necessities of representatives (Jahromi, Minaei, Abdollahifard and Maddahfar, 2016). Three arrangements of requests which have been implicated for occasioning word related pressure incorporates word related and work, locally established or family, and individual created or inside forced.

A wide arrangement of word related and work requests too as natural stressors can set off the pressure reaction (Fast and Henderson, 2016). While tensions might shift, some word related pressure concerns range occupations. Work-family struggle is one of those all-encompassing dangers, as requests from the home and for individual space tumble into the work environment (Sledge and Zimmerman, 2011).

In a representative at work, stress produces from when the working environment expects more outcomes contrasted with what a worker is fit for accomplishing. On account of an organization anticipating that a laborer should convey a lot, regardless of their capacity, stress generally streams in (Wassana, 2020). Ganster and Rosen, (2013); Hopkins and Yonker (2015) sets that high work requests and low control, Occupation frailty and inadequately oversaw struggle at work this requires the administration to set up techniques that can assist representatives with managing work family clashes and family work clashes to constrict the greatness of word related pressure among its representatives. This suggests that representatives ought to endeavor to enhance the capacity to appreciate people on a deeper level capacities of critical thinking, social obligation, and drive control to oversee work environment and work family clashes really (Hopkins and Yonker, 2015).

Word related pressure the executives rehearses stay quintessential in making work satisfying prodding laborers to completely understanding their own true capacity and fostering their human limits turns away word related stressors. As per cwa-union.org (2017) disposal of occupation stressors will assist with working on individuals' wellbeing and prosperity. Furthermore, non-appearance and lost-work time will fundamentally diminish and efficiency will build a significant worry to the board. Hierarchical procedures to forestall word related pressure are very basic; they include the production of a reasonable work space with regards to

business qualities, work relations, hierarchical construction and accomplishment of a sound hierarchical culture (Stoica, 2010). The association ought to give its very best for set sensible responsibilities and plans for getting work done through balance between serious and fun activities as a pressure relief practice (Kossek, Valcour and Lirio, 2014). Wassana (2020) places that word related pressure the board practices incorporates representative help programs, adaptable plans for getting work done, giving wellbeing and security measures, survey of immaterial strategies and business related pressure remuneration. Rebuilding strategies and responsibilities, alongside giving preparation, put resources into stress decrease preparing, Nearby youngster care, Wellbeing drives, offer an assortment of representative help programs, rebuilding work groups and backing administrations, correspondence, professional stability can assist with lessening representative pressure (Kathryn, 2006; Sharmila, Mariyappan and Sundararajan, 2016; Hargrove, Hargrove and Becker, 2016). The review was to figure out the impact of word related administration practices, for example, balance between serious and fun activities, saw hierarchical help, representative advising and wellbeing and wellbeing.

2.3.2 Employee Engagement

In the task to understand and show, both subjectively and quantitatively, the idea of the relationship between an association and its representatives, worker commitment is a key concept (Ariani, 2013). Employee commitment is a convincing concept with several facets that is ingrained in a representative's continual supposition of their profound, physical, and mental stamina to complete execution. A "drew in representative" is defined as someone who is thoroughly engrossed in and enthusiastic about their work and who thereafter takes meaningful action to further the position and interests of the association. A drawn-in representative views the association and its virtues with optimism (Eliza, 2017). They are mindful of the assumptions sensitive to their jobs, which they have the ability to meet and surpass. Drawn in representatives reliably perform profoundly and take advantage of their gifts and assets at work consistently. Managers that connect with laborers effectively and urge them to be imaginative will draw in first class competitors and hold steadfast representatives, which can be an upper hand, late examination shows (Perry and Haluska, 2015). However, a significant percentage of the literature on employee commitment is found in professional diaries, where its assumption is practical experience rather than a theory or an experiment (Saks, 2006; Rasheed, Khan, and Ramzan, 2013).

The forerunners of representative commitment distinguished to date incorporate work qualities, prizes and acknowledgment, saw hierarchical and boss help, and authoritative equity (; Saks, 2006; Xanthopoulou, Bakker, Demerouti and Schaufeli 2009). Genuine correspondence, a comprehension of the effect of authority on representative commitment, engaged direction and drives to urge workers to purchase in to their bosses' main goal and vital targets (Terry, 2020). Nonetheless, in both hypothesis and practice, little is had some significant awareness of whatever other variables that foresee representative commitment (Saks, 2006). Associations with truly drew in experts articulate their qualities and attributes via "signature capabilities" noticeable, unmistakable qualities of work air that convey productive messages concerning the undertaking's yearnings as well as characteristics, perseverance, and inspiration that chairmen will expect to arrive at these enterprises (Eisenberger, Malone and Presson, 2016).

To expand the degree of representative commitment, the human asset division needs to do whatever it takes and plan the progressions and strategies of the organization in regards to workers (Albrecht, 2015). Kahn distinguished three standard elements of representative commitment, physical, mental and profound (Terry, 2020). Basically, Khan accepted that drawing in individuals across each of the three aspects would assist them with having a good sense of reassurance in their jobs, feel that what the endeavors they were making were worth the effort and accept that they would be upheld in their physical and mental endeavors. The ongoing review embraced elements of worker commitment, physical, mental and close to home.

2.3.3 Perceived Organizational Support

Seen hierarchical help (POS) is an idea which has been utilized to connote and survey an association's treatment of representatives that how much the association worth and backing its workers to play out their work jobs successfully (Malik and Noreen, 2015). POS is the affirmation and esteeming by the association of workers socio-profound necessities, endeavors, responsibility and dependability. Seen hierarchical help is how much workers accept that their association esteems their commitments, thinks often about their prosperity, and satisfies socio close to home requirements (Dai and Qin, 2016). As indicated by hierarchical help hypothesis, elevated degree of seen authoritative help gives certainty to representatives to work on their result (Eisenberger et al., 2001). The pecking order of requirements hypothesis set forward by Masilou's, everybody should be dealt with. Close to home need is more nitty gritty than the actual need. Birtch, Chiang and Van Esch (2016) shows that assuming the daily encouragement, monetary help or the profession advancement support were seen by the worker, their feeling of having a place would be fulfilled and in this manner their profound

connection to the association be fortified. Seen authoritative help (POS) has been demonstrated to be a significant measure that influences representative commitment. In police circles, POS has gotten negligible academic consideration (Boateng, 2014). Also, likewise as amoderator. Work commitment is essentially connected with individual and authoritative elements (Sohrabizadeh and Sayfour, 2014).

Under typical conditions, there are two primary ways of upgrading representative commitment: according to the point of view of the workers, to further develop their work input and inherent inspiration; according to the viewpoint of the endeavor, to improve the logical preparation of representatives. In light of this foundation, the idea of seen hierarchical help (POS) is excessively long (Stirs up, et al., 2013). The obligation of the association among representatives and undertakings acquires consideration, so that ventures to improve the worker commitment through this way bit by bit. Hence, when representatives can feel the association's help for themselves, workers will deliberately contribute more work to criticism the association, and accordingly work execution has additionally been moved along. POS is investigated as a mediator since variables, for example, job lucidity, cooperation in navigation and partner backing might go about as cradles against hierarchical requests, and consequently influence on OCBs (Stirs up et al., 2013). Seen hierarchical help has been utilized as a mediator in the connection between authoritative stressors and hierarchical citizenship ways of behaving (Wang and Shu, 2008; Stirs up, et al., 2013; Duke, Goodman, Treadway and Breland, 2009). The ongoing review will investigate the directing job of POS on the impact of word related weight on representative commitment.

2.4. Empirical Review

The precise survey addressed the applicable relationship between the variables under investigation, with representative commitment serving as the dependent variable and word-related pressure the board practices as the autonomous variable. Unquestionably, the executives are under strain to maintain a balance between important and enjoyable activities, representative directing, security and wellbeing methodology, and their effects on worker commitment, which might be impacted by apparent hierarchical help.

2.4.1 Work-life balance's impact on staff engagement

The influence of worldwide and regional events on individuals' professional and personal lives, as well as their interplay, persists (Heraty et al., 2008). The phenomenon has resulted in a convergence of work and family domains, a history of unequal treatment in the workplace, and

a source of stress related to job demands. The presence of equilibrium between pleasurable and consequential pursuits is suggested by the lack of dichotomy between work and other aspects of life. According to Chang, McDonald, and Burton (2010), equilibrium is achieved when the demands of one's daily life, professional life, and personal life are balanced. Individuals who have not yet developed the cognitive framework to evaluate their absenteeism levels resulting from occupational commitments may experience a sense of isolation and an unwarranted burden to undertake additional or impractical duties, resulting in an erroneous equilibrium between leisure and significant pursuits (Boiarintseva and Richardson, 2019). To acknowledge the dedication of employees, it is imperative to establish a culture that maintains equilibrium between significant and pleasurable undertakings.

The study conducted by Boiarintseva and Richardson (2019) focused on the social construction and dynamic process of achieving balance between leisurely and professional activities among male legal practitioners in Canada. The current review utilized a subjective system, using emotional procedures like meetings and casual conversations with male legitimate experts. This study planned to investigate the socially built nature of male attorneys' encounters according to adjusting work and recreation exercises. Moreover, it meant to explore the corresponding impact of industry, aptitude, and social standards and assumptions on these encounters. The current review perceives the basic need to improve discernment relating to the impact of institutional, word related, and cultural assumptions and guidelines on men's standpoints with respect to balance among amusement and work in ventures that are overwhelmingly male-arranged and described by elevated degrees of execution. It is critical to recognize that the review's example size was limited and exclusively involved male legal advisors inside the Canadian setting, possibly hindering its appropriateness to more extensive populaces. The examination introduced in the survey was viewed as fragmented as it didn't represent the effect of adjusting charming and serious exercises on delegate responsibility, in this manner making a hole in the ongoing comprehension of the topic.

The review directed by Larasati and Hasanati (2019) zeroed in on looking at the impacts of accomplishing a harmony among relaxed and business related pursuits fair and square of delegate responsibility among twenty to thirty year olds in Sewell Indonesia, explicitly in Banjarmasin. The individuals engaged with the investigation were workers of PT. Sewell Indonesia hailing from Banjarmasin. Information was gathered through the organization of overviews that integrated a scale adjusting pleasant and serious exercises, as well as the Utrecht work responsibility scale. The survey utilized a clear way to deal with straightforwardly examine the information relating to backslide. The outcomes demonstrate that there is a 14.3%

connection between's the level of harmony among sporting and proficient pursuits and delegate devotion. Associations that consider the arrangement of government help for their workers' private and expert lives have been shown to can impact the degree of representative commitment inside the association. The review was led in a non-Kenyan setting, with the rejection of policing to limit expected predispositions in the review's discoveries. The ongoing review was restricted to information assortment through overviews, which might have confined the capacity to locate discoveries. Nonetheless, the approaching examination will utilize both study and interview strategies.

The review led by Iqbal et al. (2017) zeroed in on looking at the connection between the harmony of relaxation and business related exercises and the degree of responsibility exhibited by workers in the financial area of Faisalabad. Thus, information was gathered from an example of 125 people out of a sum of 300 members. The delegate's discoveries demonstrate a huge connection between's the harmony between recreation and business related exercises and the degree of distrust displayed by representatives. The outcomes give a complete understanding of the phrasings utilized, reveal the difficulties, and look at the manners by which the idea impacts our encounters. The main ramifications of this study are to upgrade the procedures for representatives in the monetary area. Nonetheless, the survey was centered around the monetary area past the setting of Kenya, in this manner restricting its relevance to the guess among cops in the Kenyan setting.

The review led by De Kort and Poell (2016) zeroed in on looking at the connection between the equilibrium of tomfoolery and serious exercises, work responsibility, and backing in agent improvement works out. The review used a coordinated mediation model in the Netherlands. The review utilized a cross-sectional examination configuration, containing a sum of 116 members from eight associations. Information was gathered through the execution of reviews. The discoveries didn't offer help for either the interceding impact of work responsibility or the directing impact of pioneer job trade. Nonetheless, there was a huge relationship between's accomplishing a harmony among charming and serious pursuits and showing devotion towards work. Further assessments have uncovered that people encountering a serious level of work-life struggle show lower levels of work commitment and are bound to take part in representative improvement exercises. The audit was restricted by the assorted idea of relationship in the Netherlands, which zeroed in on factors other than those enveloped by the survey. Furthermore,

the survey utilized a more modest example size and depended exclusively on overview based information assortment strategies.

Potgieter and Barnard's (2010) concentrate on zeroed in on the development of balance between business related undertakings and comfortable pursuits, as well as the encounters of workers in a Call-Center climate in South Africa. The appraisal integrated subjectivity and was planned in view of an interpretive viewpoint. A gathering of ten delegates, chose through a thorough determination process, took part in the assessment. Information was gathered through progressive gatherings and a rational methodology was used in information examination. The examination of the grounded speculation uncovered six key subjects that are vital for people to accomplish a harmony between participating in pleasant exercises and satisfying serious obligations. The discoveries recommend that the thought of harmony among relaxation and work is described by a predictable, emotional, and all encompassing evaluation of fulfillment got from different exercises comparative with their significance to the person at a specific moment. The examination was centered around the call place climate as opposed to policing Kenya, accordingly restricting its extent of request. The review didn't address representative commitment because of the balance among relaxed and business related errands.

The review led by Sheppard (2016) analyzed the harmony among sporting and scholastic projects carried out by non-benefit instructive pioneers to upgrade understudy execution at an endorsed instructive foundation in New York. Information was gathered through semi-organized interviews from a purposive example of 10 chiefs and 10 non-regulatory staff individuals utilized at a contract school association situated in Harlem, New York. The review included information assortment on different angles like worker truancy, turnover, inspiration, efficiency, work fulfillment, and maintenance. Also, it included the documentation of hierarchical records relating to balance between serious and fun activities drives, progressing ventures, and strategy rules. The concentrate likewise incorporated the utilization of execution following markers to survey the various leveled presentation of the association. A few subjects arose through the execution of vital triangulation. The previously mentioned subjects included the harmony between exercises that are both significant and pleasant, the possibility of undertakings, the significance of a vigorous workplace, delegate responsibility and inspiration, representative prosperity and efficiency, worker work fulfillment and nature of work life, hierarchical culture change, and restricted reception of the gig economy. As per the discoveries of the survey, accomplishing a harmony among pleasant and serious exercises and tasks might

support developing a definitive culture and improving by and large execution. Notwithstanding, it is vital to take note of that the survey was directed inside the bounds of an instructive foundation, explicitly in an emerging nation. Thusly, the discoveries ought to be deciphered inside the setting of a non-industrialized country.

The review led by Rothmann and Baumann (2014) explored the interrelationships among work-home/home-work joint effort, mental prosperity, and representative commitment to their association. A cross-sectional methodology was utilized. The review test contained 292 people who were representatives of a uranium mine situated in Namibia and lived in topographically far off metropolitan habitats from their work related site. The review utilized a few estimating instruments, in particular the Review Work-Home Cooperation - Nijmegen, Mental Conditions Scale, and Work Responsibility Scale. The investigation discovered that there was a critical effect on mental seriousness and mental openness because of positive work-home relationship and negative homework correspondence, individually. Mental importance, mental availability, positive work-home affiliation and positive homework cooperation directly impacted agent responsibility. An assessment of the indirect effects showed that positive work-home correspondence affected delegate responsibility through experiences of mental reality and mental availability. Negative schoolwork communication impacted worker commitment adversely through low mental importance and low mental accessibility. Be that as it may, the review was led in the mining business and not security area in the Kenyan setting giving a hole to the ongoing review.

Mwesiga (2013) explored balance between serious and fun activities drives and occupation fulfillment among managerial staff. Cleric Stuart College was utilized as a contextual investigation. The targets of the review were to lay out the impact of wellbeing advancement, took care of time, adaptable work plans on work fulfillment among regulatory Staff of Cleric Stuart College. Information was gathered utilizing self-controlled survey and interview guide. The review uncovered a moderate positive relationship between's wellbeing advancement and occupation fulfillment as well as a moderate connection between's taken care of time and occupation fulfillment among regulatory staff. The concentrate likewise uncovered a powerless relationship between's adaptable work game plans and occupation fulfillment among regulatory staff. The review inferred that Wellbeing advancement and took care of time will generally be connected more with work fulfillment than the adaptable work courses of action. In any case,

the review zeroed in on work fulfillment as a result of balance between serious and fun activities and not representative commitment.

Mulanya and Kagiri (2018) decided the impact of balance between serious and fun activities on representative execution in protected commissions in Kenya. An instance of commission on income portion. In particular, the review decided the degree to which adaptable plans for getting work done, work dividing between representatives, worker breaks and worker help programs influence worker execution in the association. The review embraced spellbinding overview and contextual investigation plan and targets 68 workers of the Commission on Income Designation. Every one of the 68 workers of the objective populace were thought of. The investigation discovered that the association needed compelling adaptable working courses of action that aided the presentation improvement. Absence of adaptable plan for getting work done had diminished consolation to keep performing great for the association too the representatives' degreed of autonomy with their functioning courses of action. Fruitful work sharing courses of action served the requirements of both individual representatives and their work unit/divisions. The commission didn't support work sharing. There was an importance impact of representative breaks on worker execution. Representatives felt recharged and worked better after their yearly leave. The workers were more dedicated in light of the fact that they were not denied any advantage on account of accepting leaves as illustrated. There needed successful representative help programs in the association. The review suggested that the commission ought to lay out powerful adaptable plans for getting work done to empower representatives go to work and individual matters. There needed satisfactory work partaking in the commission. The concentrate thusly suggested that the commission ought to embrace work sharing and give group building programs. The review suggested that the leave bundle ought to be improved to suit the ongoing ways of life. The commission ought to give representative help projects, for example, youngster care solidarity, which guaranteed that workers are not fretted over their kids since they were guaranteed of their consideration. In any case, the review viewed at execution as result of balance between serious and fun activities and not worker commitment among chiefs and not policemen giving a hole in the ongoing review.

Abdulkadir (2018) decided impact of balance between serious and fun activities on the exhibition of workers in Bureau Undertakings Office, Kenya. The exploration was directed by spill over hypothesis and remuneration hypothesis. The exploration concentrate on then utilized enlightening examination plan, which empowered the scientist to portray the attributes of the variable under concentrate completely. Straightforward irregular testing strategy was utilized

to concoct 70 respondents. The review covered just center and lower-framework level of representatives. The essential information was gathered by utilization of semi-organized poll while the Inferential and clear insights was applied to break down and cycle the acquired information. Engaging insights contained frequencies, implies, standard deviations, and rate. The review uncovered that work-family needs impacted representative execution at Bureau Undertakings Office. Be that as it may, the review was led in the bureau office and not among cops. Next to the example side was little in this manner compromising the speculation of the discoveries giving a hole to the ongoing review.

2.4.2 Effect of employee counselling on employee engagement

According to Hughes (2015), workplace counselling is a form of employee assistance intervention that is typically of a temporary nature and offers an independent, professional resource for individuals working in all sectors and industries. Guiding involves engaging in a dialogue pertaining to a representative issue, particularly one that is of a personal nature. The purpose of guiding is to assist an individual in overcoming their personal stressors, thereby enabling them to regain their focus and enhance their performance. Representational directing is a cognitive process that is employed in various forms. The primary aim of this initiative is to provide guidance, direction, and ideas to representatives in order to address common issues and improve physical and psychological well-being, as well as performance, which can manifest in various forms (Cooper, 2009). Employee representation has emerged as a contemporary human resources tool utilised to enhance the calibre and productivity of the workforce, as well as to attract and retain top-tier employees (Omol, 2018).

Chen et al., (2016) concentrated on the impact of working environment directing mediations sent off by work environment wellbeing advancement and tobacco control focuses in Taiwan: an assessment in light of the Ottawa Sanction. The mediation bunch comprised of 838 business substances, which had at any point gone through directing of the three habitats in northern, focal, and southern Taiwan from 2003 to 2007. The benchmark group was made out of 1000 business substances arbitrarily chose from the professional listings of the Service of Financial Undertakings, Taiwan. The poll overview included general organization profiles and the appraisal of working environment wellbeing as per the five activity region of the Ottawa Contract for Wellbeing Advancement. A sum of 447 (53.3%) surveys were gotten from the mediation bunch and 97 polls from the benchmark group. The mediation bunch was more powerful in utilizing the outside assets and clinical discussion, and they would be advised to follow-up paces of the unusual aftereffects of yearly wellbeing assessments. Contrasted with the benchmark group, the mediation bunch had a fundamentally diminished smoking rate in

246 organizations (61.2%) and a decreased recycled smoke openness in 323 organizations (78.6%) ($p < 0.001$). The review presumed that through the mediation of WHP programs, we could upgrade the familiarity with the endeavors and the representatives to improve worksite wellbeing and to establish a solid workplace. In any case, the review didn't zero in on representative commitment. Other than the review was not led in the Kenyan setting zeroing in on cops.

Nyasha et al., (2013) the job of guiding in changing representative conduct Bulawayo Chief Assistance Clinical Guide Society (PSMAS) in Zimbabwe. The exploration was conveyed as a contextual analysis, in which an example of 55 workers from a populace of 120 representatives was utilized. Separated irregular testing methodology was utilized in choosing components from 20 supervisors and 100 general specialists individually. Surveys and meetings were utilized in triangulation to gather information on the example. Subsequent to dissecting the gathered information, it was found that representatives have high regard for the job of working environment guiding contending that it decreases pace of truancy, complaints, hearings and excusals. It was likewise found that a few representatives feels that guiding is a misuse of assets since it is involved by supervisors as a method of concealment and torment of energetic workers for the sake of disciplinary directing. The review was led in emergency clinic setting and not among policemen. Other than the example, size was excessively little for motivations behind speculation of the discoveries.

Dowling (2015) analyzed wellbeing and prosperity drives in the working environment producing into explicit thought the results of these drives on representative commitment to the Irish Confidential Area. The review enrolled an example of 91 participants utilizing comfort testing. The review analyzed the distinctions between Age Y representatives and Age X workers; segregating their drivers for commitment and deciding the varying significant drives for their individual age classes. The investigation discovered that on normal workplaces are not steady of work environment drives, however that there is areas of strength for an of commitment across the example. The review showed that there was no relationship between's representative commitment and work environment wellbeing benevolence for the example populace. Be that as it may, the review zeroed in on the confidential area in the Irish republic in this way restricting its speculation to the Kenyan policemen.

Tuvulla and Byaruhanga (2017) lay out the adequacy of working environment guiding in further developing representative execution in Mumias Sugar Organization. The review tried

to: decide the degree to which work environment guiding further develops representative execution; and decide the propriety of work environment directing projects. The exploration embraced the expressive examination plan. The information was gathered through surveys and interview plans. It was laid out that working environment advising essentially helped to work on the presentation of representatives impacted by issues at work and at home. Working environment guiding projects were fitting, as multiple thirds of the representatives knew about the presence of the projects at the organization. Notwithstanding, the review zeroed in on the assembling area with an alternate social direction with the security area restricting the speculation of the discoveries. Other than the review zeroed in on worker execution and not representative commitment as a reliant variable.

McLeod (2010) introduced a complete, precise survey of the viability of working environment directing. The discoveries were examinations regarding client fulfillment, mental working, and the importance of work, work conduct, and adverse results. The consequences of the exploration recommended that directing is for the most part powerful in reducing mental issues and fundamentally affects disorder nonattendance, and respectably affects perspectives to work. In any case, the review didn't zero in on representative commitment as a result of worker advising yet demeanor. Matolo and Mukulu (2016) explored the job advising plays in representative execution in state funded colleges and it zeroing in on Kenyatta College in Kenya. The review populace contained administration staff, advisors, instructing and non-showing individuals from staff. For the goals of the review to be accomplished, a poll was utilized and information was gathered and broke down utilizing SPSS. The examination utilized spellbinding measurements, which gave an outcome that there was a positive connection among guiding and representative execution in state funded colleges in Kenya. Nonetheless, the concentrate just utilized clear measurements, which couldn't give the causal connection between the factors other than the reliant variable was worker execution and not representative commitment.

Migwe, Gachunga and Iravo (2017) researched the apparent impact of representative advising on the exhibition of youth advancement officials in Kenya. The review utilized an expressive overview research plan. The objective populace was 195 youth improvement officials in 12 chose districts including Nairobi, Kiambu, Nyeri, Uasin Gishu Region, Nakuru, Narok, Kakamega, Bungoma, Kisumu, Meru, Mombasa, and Garissa. An example size of 105 youth improvement officials was tested from the chose regions. Essential information was gathered utilizing surveys while auxiliary information was gotten from writing in books, academic

articles, magazines and diaries. Information gathered, was altered, coded and afterward dissected utilizing elucidating and inferential measurements involving Factual Bundle for Sociologies (SPSS) rendition 21. The review laid out that worker guiding parts have positive relationship with the parts of execution. Thusly, it was reasoned that worker guiding assumes a huge part in deciding the presentation of youth improvement officials. Nonetheless, the review didn't zero in on representative commitment as a result of worker guiding hence giving a hole to the review.

Kay and Tumwet (2015) investigated the job of directing in advancing work commitment and expanding efficiency at Kabarak College. The article conjectured that commitment, conceptualized as the speculation of a person's finished self into a job, is a huge calculate work wellbeing and relates decidedly with directing. The review utilized blended strategies research plan. Optional information was expanded with the member perception information assortment technique. Subjective and quantitative information examination was finished utilizing SPSS 22. The review laid out that at Kabarak College, work commitment is a human asset worry that can be reinforced by staff directing projects. Nonetheless, the review didn't zero in on policemen hence restricting the speculation of its discoveries to the area.

2.4.3 Effect of safety and health on employee engagement

The primary objective of security and wellbeing programmes is to prevent workplace injuries, illnesses, and fatalities, which can result in physical and emotional distress, as well as financial burden for employees, their families, and employers (Amponsah-Tawiah and Dartey-Baah, 2011). The field of occupational safety and health (OSH), also known as health and safety, occupational health and safety (OHS), occupational health or occupational welfare, is a multidisciplinary area of study that focuses on ensuring the safety, health, and well-being of individuals in the workplace. The primary aim of security and wellbeing initiatives is to prevent workplace injuries, illnesses, and fatalities, along with the associated physical and financial hardships that can impact employees, their families, and employers (Noble, et al., 2014). According to the World Health Organization's perspective, it is imperative that all professionals are entitled to a secure and healthy work environment that enables them to lead a socially and economically productive life (Loudoun and Johnstone, 2010). Furthermore, security and well-being initiatives extend their protective measures to encompass not only employees but also their family members, coworkers, superiors, suppliers, clients, neighbouring communities, and other individuals who may be impacted by the workplace environment. It is a valid proposition to acknowledge that a representative who is persistently concerned about their well-being may experience cognitive disparities and may not be able to perform to their fullest potential amidst

the demands of the task and high employee turnover (Idubor and Oisamoje, 2013). Organisations can significantly enhance their effectiveness by reducing the incidence and severity of occupational accidents, illnesses, workplace violence, stress-related disorders, and by enhancing the quality of work for their employees.

Kaynak et al. (2016) conducted a study that aimed to investigate the impact of workplace health and safety practises on organisational commitment, job satisfaction, and job performance. The study employed the Partial Least Squares-Structural Equation Modelling (PLS-SEM) approach. This study conducted an examination of occupational health and safety (OHS) practises through the evaluation of five distinct dimensions, which include safety policies and risk management, health and wellness regulations, provision of first aid and training, prevention of occupational accidents, and organisational support for health. The research utilised a systematic approach to examine the impact of Occupational Health and Safety (OHS) practises on work proximity, organisational responsibility, and job effectiveness consequent to the implementation of said practises. The primary condition modelling technique was employed to analyse the data obtained from private sector investments, using the least squares method. The study's results indicate that the adoption of occupational health and safety measures, such as security protocols and risk management, health and safety regulations, first aid assistance and training, and organisational health support, can contribute positively to organisational accountability. Furthermore, it was observed that adherence to security and welfare protocols and the provision of hierarchical welfare assistance resulted in a reduction of alienation, while the provision of emergency treatment aid and training played a role in increasing work detachment. Finally, it can be observed that the performance of employees is indirectly influenced by the presence of health systems and risk management, safety and security regulations, and organisational security support. The review was conducted in a confidential setting, thereby limiting speculation of the findings among the police personnel. The concentration of the study did not include an emphasis on employee engagement as a consequence.

Kumar, Goud and Joseph (2014) concentrated on word related wellbeing and security estimates in the Clothing Division of a confidential tertiary consideration showing medical clinic, Bengaluru. A cross-sectional review was completed in a confidential tertiary consideration educating clinic. A perception agenda was created, which was to some extent in light of word related peril agenda of OSHA for Clothing Division. This was field tried and approved for relevance for this review. The potential natural risks are diseases through openness to vapor

sprayers, spills and sprinkles during different exercises, parasitic contamination because of wet garments and climate and contaminations through fomites. The potential actual perils are wounds because of slips and falls, openness to warm, dampness, residue, commotion, and vibration. The potential compound dangers are contact dermatitis and hypersensitive asthma because of openness to cleansers, phenyl arrangement, dying powder, and cleanser oil arrangement. The potential ergonomic dangers are outer muscle infections and tedious pressure wounds at the shoulder, elbow, and little joints of the hands. PPEs were not utilized in every case in that frame of mind of the division. In any case, the review didn't zero in on representative commitment as result of word related wellbeing and security estimates in the Clothing Division. Other than the review was directed in the confidential area restricting its speculation to public area.

Gyensare et al., (2018) concentrated on Word related Wellbeing and Security and Worker Commitment: Proof from the SMEs Area in Ghana. The review looked to address the hole by exactly testing the effect of word related wellbeing and security the executives on representative commitment to the little and medium-scaled ventures in Ghana. A cross-sectional information from 136 workers were dissected to (dis)confirm the review speculations. Consequences of the underlying condition model uncovered a constructive outcome of word related wellbeing and security on scholarly, social and full of feeling commitment. Notwithstanding, among the elements of commitment, scholarly commitment was the standard variable affected most. In any case, the review was directed among SMEs in the Ghanaian setting whose discoveries may not be summed up among policemen.

Cudjoe (2011) evaluated the impact of word related wellbeing and security rehearses on work execution at the Tetteh Quarshie Remembrance Emergency clinic in Ghana and figured out that, the ongoing word related wellbeing and wellbeing rehearses in the clinic are lacking, and that the administration, staff, patients and different partners are presented to a few dangers and risks. The review inferred that there can't be any successful word related wellbeing and wellbeing rehearses assuming both the businesses and representatives neglect to play out their individual obligations. Mishaps are expensive to the impacted workers and the association. Consequently, every work ought to be made to keep away from them from occurring at work. Be that as it may, the review zeroed in on execution as result word related wellbeing and security rehearses other than worker commitment hence a hole for the ongoing review.

Akpan (2011) concentrated on successful security and wellbeing the board strategy for further developed execution of associations in Africa. To achieve this objective the review takes note of that endeavors of representatives are expected in task execution. Powerful execution of such fundamental worker obligation, by and large, relies upon the degree of wellbeing in the working environment. The board strategy, particularly in the creating economies is yet to resolve the issue of representative wellbeing and security appropriately. This has brought about regular mishaps and dangers, prompting significant expenses in the space of clinic bills, pay rates for hospitalized laborers and pay. Expanded work turnover, truancy, stressed administration work connections, functional shortcoming, and eventually diminishing execution become recognizable in such associations. To fulfill laborers' wellbeing needs and persuade them, *ceteris paribus*, the board should keep up with powerful wellbeing and security program, and be resolved to its progress in all consequences. Nonetheless, the review was a survey and zeroed in on representative execution and not commitment.

Claudine, Irechukwu and Jean (2019) laid out the impacts of working environment security and wellbeing rehearses on the representatives' responsibility and execution in Steel fabricating organizations in Rwanda. The objective populace of this study was 533 individuals, which involved Directors, Bosses and workers. A straightforward irregular inspecting method was utilized to choose an example size of 229 respondents from the objective populace. The information was gathered utilizing surveys, interview guide and individual perception. The Measurable Bundle for Sociology (SPSS) programming, rendition 21.0, was utilized to handle information while graphic measurements, for example, the means, modes, standard deviation, changes and inferential insights were utilized to break down the information. The discoveries of the review show that most specialists know about the risks of word related wellbeing and security in the working environment. Furthermore, that's what the investigation discovered in spite of the fact that representatives know about the word related wellbeing and security concerns, they disregard to put on the Individual Defensive Gear saying that it is excessively hot. The review reasons that word related wellbeing and security essentially influences worker responsibility and execution. Notwithstanding, the review was directed in the confidential area and non-Kenyan area restricting its speculation.

Oluoch, Ndeda and Njogu (2017) looked to decide the connection between word related security and wellbeing, and staff fulfillment in the Kenyan Kisumu Region Water Administration industry. The review used an engaging examination plan. The objective

populace comprised of representatives of Kisumu Water and Sewerage Organization (KIWASCO) and Lake Victoria South Water Administration Board (LVSWSB) working in water treatment works, wastewater treatment plants and building locales. Calculated relapse examination was finished to discover the connection between the reliant and the autonomous factors arranged however holding the rest steady each time. It was laid out that there is a huge solid positive connection between word related wellbeing and wellbeing the board rehearses and the workplace. There is in this manner an immediate proportionality between word related wellbeing and wellbeing and workplace; consequently direct effect on staff discernment/fulfillment that at last influence staff execution in the water area industry. Nonetheless, the review didn't view at worker commitment as a result.

The review directed by Musyoka (2014) zeroed in on analyzing the connection among's wellbeing and security programs and the presentation of assembling organizations situated in Mombasa Locale, Kenya. A review was directed utilizing a very much planned research technique, where information was gathered through an organized study involving Likert-scale questions that were regulated to and recovered from the respondents. The members in this study were people who stood firm on authority footholds inside the gathering organizations being scrutinized. The information was investigated utilizing different factual measures like mean, standard deviation, rates, and frequencies. The Pearson relationship examination was utilized to evaluate the level of relationship among wellbeing and security drives and their effect on work execution. The survey uncovered that an impressive extent of the associations had executed wellbeing and security measures, which essentially affected work execution. The review zeroed in on four elements, in particular: prosperity and safety efforts, social government help programs, disaster expectation programs, and word related prosperity programs. The four factors showed a critical and solid positive connection with delegate execution. Thus, the execution of word related wellbeing and security programs in the working environment decidedly affects representatives' presentation. The survey recommends a huge and positive relationship between's working environment prosperity and safety efforts and work execution. Along these lines, it is suggested that all associations execute wellbeing and security programs in their working environment to upgrade execution. Notwithstanding, the new survey is basically centered around worker commitment and has recognized delegate execution as the result of word related wellbeing and security programs, as per a public statement.

Sembe and Ayuo (2017) concentrated on the impact of chosen Word related wellbeing and Security the board rehearses on work fulfillment of representatives in College Grounds in

Nakuru Town, Kenya. The review was directed by the accompanying goals: to decide the impact of chosen government assistance the board, crisis the executives rehearses, working environment climate rehearses, government assistance the board rehearses, crisis the board practices and work environment the board rehearses on representative work fulfillment. The objective populace contained 258 examples of non-showing staff, in all the College Grounds arranged in Nakuru. Registration was led to choose information. Information was gathered utilizing surveys; Information investigation for every one of the goals was finished utilizing various relapse examination, and clear insights like frequencies, tables, outlines, and diagrams. Speculation testing in every one of the targets was finished utilizing Pearson's connection and relapse examination. The discoveries uncovered that the act of word related wellbeing and security the executives rehearses prompts further developed work fulfillment among representatives. In any case, the review was not led among policemen restricting the speculation of the discoveries to that area. Other than the review zeroed in on work fulfillment a dispatch from the ongoing review.

2.4.4 Occupational Stress management practices , perceived organizational support and employee engagement

Workers with more significant levels of seen hierarchical help are will generally be more committed and perhaps more anxious to hold additional job or authoritative citizenship ways of behaving Organ, (1988) than those representatives who don't feel themselves secure and important by their association. A pass in apparent hierarchical help prompts word related pressure, which adversely influences worker commitment. Word related pressure is the inadequacy to deal with the gig pressures (Rees, 1997). Word related pressure is capable by an individual due to an irregularity between his/her capacities and work requests. It is a condition, which impact a singular's result, effectiveness, work quality and individual physical and psychological well-being (Dextras-Gauthier, Marchand and Haines, 2012).

Rhoades and Eisenberger (2002) show that three significant classes, specifically decency, administrative help and authoritative prizes and good work conditions are related with POS. Thusly, POS is connected with positive results like better mind-set and fulfillment for individual representatives, as well as expanded emotional responsibility and decreased withdrawal conduct according to an authoritative viewpoint. Seen hierarchical help acts in two ways it goes about as a mediator in the connection between various authoritative stressors and signs of prosperity as well as buffering the size of the hierarchical pressure experienced. In any case, as most examination is centered around the immediate effect of hierarchical stressors on

worker prosperity and fulfillment and execution, there is an absence of understanding on mediators and middle people that might decrease the effect of hierarchical requests on work execution by and large, as well as specifically on OCBs. POS is investigated on the grounds that variables, for example, job clearness, cooperation in navigation and partner backing might go about as cushions against authoritative requests, and consequently influence on OCBs (Stirs up, et al., 2013). This is reflected in a concentrate by Van Schalkwyk et al. (2011) whose findings recommend that POS moderates in the connection between encounters of tormenting by bosses and turnover aim. Seen hierarchical help essentially directed in connection between word related pressure and full of feeling prosperity (Malik and Noreen, 2015).

Amin (2018) explored the impacts of occupation weight on representative commitment and hierarchical responsibility among functional heros of Crisis Salvage Administration Salvage 1122 Locale Peshawar. Information were gathered from 100 functional crisis heros including both Fire Heros and Crisis Clinical Specialist BPS 11; age goes from 26 to 35, training goes from proficient certificate to dominate degree. Abstract work Pressure Scale (Urdu), Utrecht Work Commitment Scale and Hierarchical Responsibility Survey (Urdu) scales were utilized. Consequences of this study report that negative relationship between's occupation stress and worker commitment was found. Work pressure and hierarchical responsibility were additionally adversely connected. Notwithstanding, the review was led in a non-Kenyan setting. Other than the example size too low restricting the speculation of the discoveries.

Reynoldsa and Helfers (2018) concentrated on Occupation Attributes and Saw Hierarchical Help among Cops. The review embraced an exploratory examination to depict how cops' work attributes (obligation task, rank, residency, and division size) may be related with view of hierarchical help. The review embraced OLS relapse; the discoveries uncovered that apparent authoritative help fluctuated across various work attributes. This study broadens the comprehension of how the previously mentioned work qualities are related with cop mentalities. The review zeroed in on the USA cops whose discoveries may not be summed up to the Kenyan setting.

Sehresh and Maryam (2015) the impact of Seen Hierarchical help at maintenance of workers with intercession of mental strengthening in higher instructive Foundations of Pakistan. The review embraced poll of 31 things is taken on in which 8item scales is embraced to quantify Apparent hierarchical help, 12 thing scale to gauge mental strengthening and 11 thing scale to

quantify Representative maintenance. 200 polls were conveyed, out of which 170 were returned. Investigation of information is finished by utilizing SPSS 18 adaptation. Discoveries of examination archive the presence of extensive and certifiable relationship of Seen authoritative help with worker maintenance by incomplete intervention of mental strengthening. In Pakistan, this relationship is read up for first time. This study is completed in Pakistan where seen authoritative help and mental strengthening have been hardly examined and Mental strengthening is altogether an overlooked variable in such manner. In any case, the review viewed at worker maintenance as a result of seen association support and not representative commitment other than the review was directed in non-Kenyan setting hence restricting the speculation of the discoveries. The concentrate likewise didn't involve POS as arbitrator.

Dai and Qin (2016) developed the relationship model of seen authoritative help, hierarchical distinguishing proof, worker commitment and hierarchical equity. The review involved polls from 350 representatives in 28 territories in China. The concentrate experimentally tried that the hierarchical recognizable proof plays an interceding job and authoritative equity has a directing impact by utilizing the connection examination and primary condition model and relapse investigation. That's what the outcomes show: saw hierarchical help and representative commitment, right off the bat, have altogether certain relationship; saw authoritative help applies straightforwardly sure effect on worker commitment. Furthermore, saw hierarchical help can likewise assume a part in worker commitment through hierarchical ID, as such, hierarchical recognizable proof has fractional interceding impact between apparent authoritative help and representative commitment; thirdly, this paper confirmed that authoritative equity assumes a directing part on the connection between saw authoritative help and authoritative ID. In any case, the review was not directed in the Kenyan setting among the cops. Other than the review didn't investigate the directing job of POS.

Al-Omar et al., (2019) investigated drug specialists' impression of the hierarchical help and effect of strength and seen authoritative help on representative commitment to an upsetting and cutthroat workplace. The review was completed utilizing a cross-sectional overview of 81 drug specialists, who were chosen as an irregular example in Saudi Arabia. The review utilized the Utrecht Work Commitment Scale (UWES), the Concise Strength Scale (BRS), and the Apparent Hierarchical Help Scale (POS) to gather the information, which then was examined utilizing the elucidating and scientific tests and different strategic relapses in IBM® SPSS®

variant 24.0. 81 out of 100 reviews were gathered back with reactions — the reaction rate was 81% ($n = 81$). The review acquired moderate degrees of seen hierarchical help and flexibility; implies were 4.6 ± 0.8 and 3.2 ± 0.45 , separately. Segment factors, versatility, and saw authoritative help anticipated were around 29.2%, 29.6%, and 36.2%, separately, of the change in representative commitment. The concentrate likewise tracked down a huge connection between's the drug specialists' impression of hierarchical help and their commitment ($\beta = 0.31$, $p < 0.05$), however no measurably critical connection among versatility and worker commitment. Nonetheless, the review was directed in the drug business and not among cops in the Kenyan setting. The review didn't view at POS as a mediator. Other than the example, size was low thinking twice about the speculation of the review.

Ugargol (2014) investigated the impact of seen hierarchical help on worker commitment by learning the development of current approaches in associations and measure how drawn in representatives are with their separate associations and investigate contrasts across classes of representatives. The review utilized pre-trying poll and subjective techniques to additionally unravel the commitment worldview. The discoveries of the review demonstrated that there is a relationship between's apparent hierarchical help and representative commitment. A relationship between representative favorable to contributions and low aim to stop was likewise found. Be that as it may, the review didn't zero in on cops giving a hole to the review. Other than the review didn't zero in on POS as a mediator.

Abdul, Abdus and Rizwan (2014) concentrated on the effect of seen authoritative help (POS) on representative commitment to banking area of Pakistan. For this reason, this study has proposed the single speculation. Essential information was gathered with the assistance of organized survey. Poll was made out of 21 statements. This concentrate additionally affirms that apparent hierarchical help is the more grounded indicator of worker commitment. In future explores a few significant indicators of representative commitment like apparent manager support, Occupation independence and employer stability perhaps included. In any case, the discoveries of the review were restricted to Pakistan banking area in this way can't be summed up among policemen. Other than the review didn't zero in on POS as a mediator.

Zeng et al., (2020) concentrated because of seen hierarchical help on police work burnout: a directed intervention model. A sum of 784 cops were overviewed with the POS Scale, the Work

Burnout Poll, the RES Scale, and the Minnesota Occupation Fulfillment Survey. Subsequent to controlling for orientation, rank, age, police grouping, schooling, and conjugal status, relapse investigation showed a critical negative relationship among's POS and burnout and the previous affected work burnout. The interceding impact test shows that work fulfillment assumes a halfway part in intervening the connection among POS and occupation burnout. Through the investigation of the directed intercession model test, RES directs the primary portion of the way of "POS → work fulfillment → work burnout. POS straightforwardly influences police work burnout as well as by implication influences police work burnout through work fulfillment. RES improves the impact of hierarchical help on work fulfillment. This study shows the consolidated impact of POS, work fulfillment, and RES on work burnout and has specific directing importance for lightening police work burnout. In any case, the review didn't zero in on apparent hierarchical help and representative commitment among Kenyan cops giving a hole to the ongoing review as a result of setting. Other than the review was on quantitative in this manner restricting triangulation a dispatch from the ongoing review which will take on a blended technique approach. Other than the review didn't concentrate on POS as a mediator.

Boateng (2014) concentrated on Apparent hierarchical help and cop viability: Testing the authoritative help hypothesis in Ghana. The review studied 145 cops chose arbitrarily from five police locale in Accra, Ghana, to research how officials' impression of authoritative help impact their adequacy in performing allocated obligations. The concentrate additionally inspected the impact of officials' segment attributes on their view of authoritative help. Discoveries of the review uncovered that the view of hierarchical help among officials impacted their impression of adequacy and that more established and more limited tenured officials communicated view of more prominent help. In any case, the review test size and setting limit the speculation of the discoveries in different regions. The review didn't zero in on POS as a mediator. Other than the review didn't zero in on representative commitment as a result yet adequacy.

Gillet, Huart, Colombat and Fouquereau (2013) concentrated on apparent authoritative help, inspiration, and commitment among cops. The exploration tried a model that consolidates; cops' view of hierarchical and manager support (i.e., how much associations or bosses' worth the cops' commitments and care about their prosperity); worldwide, space explicit (i.e., work) and situational (i.e., in an instructional meeting) inspiration; and commitment. The estimated model was tried utilizing two examples of cops. In Study 1, results uncovered that work inspiration was fundamentally connected with both intra individual (worldwide inspiration)

and relevant (authoritative help) factors. Likewise, self-decided work inspiration was emphatically connected with work commitment. Utilizing a cross-sectional plan with numerous estimation focuses, these outcomes were duplicated at the situational level (i.e., in an instructional course) in Study 2. The current outcomes highlight the significance of understanding the instruments through which work commitment can be upgraded. In particular, to further develop cops' work commitment, associations and bosses should endeavor to advance the cops' self-resolved inspiration. Be that as it may, the review didn't zero in on POS as a mediator.

Oduor (2015) researched what cooperation and saw association support means for work commitment with center being around the media business in Kenya. The review utilized expressive examination plan. The objective populace was attracted from the significant TV channel players the media business. These were Resident television, Kenya Broadcasting Company (KBC), Kenya TV station (KTN) and Country television (NTV). The objective populace was 188 anchors, editors, explores and journalists in the chose Television slots. An example of 56 chose representatives was chosen utilizing proportionate examining where 30% of the objective populace was taken as an example. The review depended on essential information gathered from organized surveys that were dropped and later picked. The information was investigated utilizing graphic measurements and multivariate examination led with the assistance of factual bundle for sociologies (SPSS). The investigation discovered that there was no lucidity on the nature/levels of work commitment, collaboration and saw authoritative help in the media houses overviewed. The investigation discovered that a few parts of the variable's examinations were great while others were negative. The investigation discovered that collaboration and saw authoritative help have positive and critical effect on work commitment. Nonetheless, the review didn't zero in on policemen other than the concentrate just utilized quantitative strategies without taking on subjective information consequently deprived of triangulation. Other than the review didn't view at POS as a mediator. Malik and Noreen (2015) concentrated on Apparent Hierarchical Help as a mediator of connection between word related pressure and full of feeling prosperity among instructors. An example size of 210 was drawn from schools, universities and College instructors including both male and female educators. Purposive examining procedure was utilized having a particular age range, training, conjugal status, nature of organization and professional training. Study research configuration was utilized. The outcomes proposed connection between word related pressure, saw authoritative help and prosperity among educators. Seen hierarchical help

fills in as a mediator for prosperity and word related pressure of educators. In any case, the review was not directed among the policemen in the Kenyan setting. Other than the review didn't zero in on worker commitment as a result of word related pressure.

Jain, Giga and Cooper (2012) concentrated on the effect of authoritative stressors on hierarchical citizenship conduct (OCB) and how seen authoritative help (POS) directs the relationship. The example for this examination included administrators from call revolve associations situated around the public capital of India. A poll review was completed including 402 administrator level representatives from five various associations. The outcomes feature a significant negative connection between hierarchical stressors and OCB, a significant positive connection among POS and OCB, and confirmation that POS moderates in the connection between authoritative stressors and OCB. This examination was been completed in an arising economy and in an area, which is viewed as an appealing area of work. Nonetheless, as this study is restricted to the BPO area in India, these outcomes may not be summed up to different regions like people in general and assembling areas and in other public settings. Other than the review zeroed in on OCB as reliant variable yet not worker commitment.

Duke et al., (2009) explored the intuitive impacts of view of authoritative help on 2 profound work results: work fulfillment and occupation execution. An example of 2 retail administration firms (n = 338) upheld the directing impact of seen hierarchical help (POS) on the profound work/results connections. POS lessened the pessimistic impacts of the close to home work/work fulfillment and profound work/execution connections. Be that as it may, the review didn't zero in on worker commitment of cops in the Kenyan setting giving a hole to the ongoing review.

Rineer et al., (2017) inspected the directing job of seen hierarchical help (POS) on the connections between authoritative equity and three objective cardiovascular wellbeing measures, to be specific, pulse, systolic circulatory strain, and diastolic circulatory strain, among a populace of 290 public development laborers. The collaboration among equity and POS was genuinely huge utilizing procedural equity, exhibiting that procedural equity is related with enhancements in the three wellbeing results just when POS is generally high. At the end of the day, more significant levels of both procedural equity and POS were required for diminished pulse and decreased systolic and diastolic circulatory strain. In any case, the association between distributive equity and POS didn't altogether connect with the wellbeing

results. Be that as it may, the review didn't zero in on police officers however open development laborers in a non-Kenyan setting.

Lartey, Amponsah Tawiah and Osafo (2019) laid out the connection between close to home work (surface and profound acting) and occupation perspectives (work fulfillment hierarchical responsibility) by presenting apparent authoritative help as a directing variable. The review took on a cross sectional plan by testing 300 and 42 (342) medical caretakers and birthing specialists from six wellbeing offices in Ghana. The review utilized a quantitative way to deal with look at the connections between the review factors. From the discoveries of the review surface acting related adversely with work fulfillment however not with hierarchical responsibility, profound acting didn't relate fundamentally with both work fulfillment and authoritative responsibility. Seen hierarchical help as a directing variable showed a huge directing impact between surface acting and occupation perspectives. Nonetheless, saw authoritative help directed the connection between profound acting and hierarchical responsibility however not work fulfillment. Notwithstanding, the review was restricted as far as setting and test size restricting the generalizability of the discoveries.

2.5 Research Gaps

Employees get disengaged from their jobs when they experience excessive occupational stress, which also leads to weariness, anxiety, depression, and social disengagement (Simon & Amarakoon, 2015). Employee involvement has been the subject of studies on the impact of occupational stress management (Law, Dollard, Tuckey, & Dormann, 2011; Crawford, LePine, & Rich, 2010; Dollard & Bakker, 2010). However, there is currently a paucity of knowledge regarding how occupational stress management techniques affect employee engagement, particularly in the case of Kenyan police officers. According to Wang and Shu (2008), Stokes et al. (2013), Duke, Goodman, Treadway, and Breland (2009), and others, perceived organisational support has been utilised as a mediator in the link between organisational stresses and organisational citizenship behaviours. However, POS hasn't gotten much scholarly attention outside of the police community (Boateng, 2014). Additionally, as a moderator. This creates a hole for the current research. The purpose of the current study was to examine how POS influenced the relationship between occupational stress and employee engagement.

Table 2.1: Summary of Specific Research Gaps

Researcher(s)	Focus of Study	Finding(s)	Knowledge Gap	Filling of G
Rule, Dollard,	Psychosocial flourishing	PSC, as an affiliation	The study was not	The center v

Tuckey and Dormann, 2011	environment as a lead normal for working environment tormenting and induction, work assets, mental thriving and delegate responsibility	based resource, coordinated the positive association between torturing/goading and mental ailments, and the negative association between bothering/incitement and commitment.	led among cops in the Kenyan context	word related stressors and representati commitment among policemen in Kenyan sett
	PSC, as a union based resource, formed the positive connection between torturing/upsetting and mental illnesses, and the negative connection between bothering/provoking and responsibility.	in any case, demands and burnout were determinedly related, while resources and burnout were unfavorably related.	The study didn't zero in on the cops in the Kenyan context	The flow concentrate zeroed in on policemen in Kenyan sett
Crawford, LePine and Rich, 2010	Linking position requesting and assets for expert obligation and burnout: A speculative expansion and meta-consistent test	-Second, however associations among resources and responsibility were dependably sure, associations among solicitations and responsibility were significantly dependent upon the possibility of the interest	-The review was not led in the Kenyan setting among policemen zeroing in on balance between serious and fun activities, saw hierarchical help, representative guiding and security and wellbeing rehearses as indicators off worker engagement.	-The center in the Keny setting amor cops on bala between fun serious activ saw hierarch help, representati directing an security and wellbeing rehearses as indicators of worker commitmen
Dollard and Bakker, 2010	Psychosocial security environment as a pioneer to steady workplaces, mental clinical issues, and worker responsibility	-Psychosocial security climate expected change in specialist responsibility, through its relationship with capacity prudence	-The survey was confined in model size and among male lawful advisors in the Canadian setting limiting its hypothesis.	-The study adopted a la sample size amongst law enforcement officers - The study focused on

				employee engagement outcome of life balance
	-Second, but relationship among assets and obligation were constantly certain, relationship among requesting and obligation were fundamentally subject to the chance of the interest	- PSC anticipated change in individual mental medical conditions (mental pain, profound depletion) through its relationship with individual work requests (work pressure and close to home requests)	The blended finding on the connection between word related pressure and worker commitment other than it didn't zero in on the cops	What is the relationship between occupational stress and employee engagement amongst law enforcement officers.
Boiarintseva and Richardson (2019)	Work-life harmony and male lawful guides in Canada: a socially fabricated and dynamic cycle	This study distinguished the requirement for more noteworthy familiarity with how institutional, proficient and cultural assumptions and standards influence on men's encounters of balance between serious and fun activities in male-ruled, superior execution businesses.	-The review was led in a non-Kenyan setting without the utilization of policemen to give information limit the speculation of the review.	-the current used both questionnaire and interview schedules - The study focused on enforcement officers in the Kenyan context
-Other than the survey didn't focus in on delegate responsibility because of harmony among fun and serious exercises showing an opening for the current study	-The survey embraced a greater model size among cops	The connection between word related pressure and representative commitment is definitely not a negative direct, however a reversed 'U' relationship. Likewise, it proposes that keeping an ideal degree of word related pressure can bring about a more significant level of representative commitment	-The concentrate just involved polls in information assortment restricting the triangulation of discoveries	The current was conducted amongst law enforcement officers in the Kenyan context
-The survey focused in on delegate responsibility		The outcomes have shown that the level of balance between serious and fun activities on	- the review was directed in the financial area outside the	-The current study was conducted amongst law

because of harmony among serious and fun exercises		representative commitment shows 14.3 %.	Kenyan setting restricting it speculation among policemen in the Kenyan setting	enforcement officers in K context a homogeneous setting. -The current study used questionnaire interview schedules with larger sample size
		Representative commitment, balance between serious and fun activities and worker criticism are exceptionally associated	-The review was restricted by the heterogeneous idea of association in Netherlands concentrated on other than the review embraced a more modest example size and involved just polls for information assortment	-The study was conducted in enforcement environment Kenya -The study focused on employee engagement outcome of life balance
Simon and Amarakoon, 2015	Impact of Work related Load on Agent Responsibility	There was no help either for the intervening impact of work commitment or for the directing impact of pioneer part trade.		The study was conducted amongst law enforcement officers in the Kenyan setting
	- PSC anticipated change in individual mental sicknesses (mental distress, huge utilization) through its relationship with individual work requests (work pressure and precious demands)	The discoveries recommend that balance between serious and fun activities is conceptualized as a nonstop, emotional and comprehensive valuation of fulfillment got from various jobs corresponding to the	-The review was led in a call community climate and not policing in Kenya restricting its speculation.	The study was conducted in security sector the Kenyan context

		significance to the person at a given moment		
Mwesiga (2013)	Investigated balance between serious and fun activities drives and occupation fulfillment among authoritative staff. Minister Stuart College was utilized as a contextual investigation	balance between fun and serious activities projects could assist with working on authoritative culture and worker generally speaking execution	-The concentrate additionally didn't zero in on representative commitment as a result of balance between fun and serious activities.	the study focused on employee engagement outcome of life balance
Mulanya and Kagiri, (2018)	Effect of balance between fun and serious activities on worker execution in established commissions in Kenya. An instance of commission on income distribution.	Positive work-home communication impacted representative commitment through encounters of mental importance and mental accessibility. Negative home-work communication impacted representative commitment adversely through low mental importance and low mental accessibility		the study looked at employee engagement outcome of life balance among law enforcement officers
		Wellbeing advancement and took care of time will generally be connected more with work fulfillment than the adaptable work game plans	Anyway the review was led in a setting of a learning foundation with regards to a created country restricting the speculation of the discoveries to the setting of an emerging nation	-The study was conducted amongst law enforcement officers using a larger sample size -
Abdulkadir, (2018)	influence of balance between serious and fun activities on the exhibition of representatives in Bureau Issues Office, Kenya	balance between fun and serious activities altogether influences worker execution	Anyway the review was led in the mining business and not security area in the Kenyan setting giving a	-The study focused on law enforcement officers.

			hole to the ongoing review	
Dai and Qin (2016)	constructed the relationship model of seen hierarchical help, authoritative recognizable proof, representative commitment and authoritative equity China	The review uncovered that work-family needs impacted representative execution at Bureau Issues Office	The review was directed in the drug business and not among cops in the Kenyan setting. Other than the example size was low thinking twice about the speculation of the stud	The study w conducted amongst law enforcement officers using larger sample size
Al-Omar, Barakat, Almutairi, Khurshid and Alsultan, (2019)	Explored drug specialists' impression of the hierarchical help and effect of flexibility and seen hierarchical help on representative commitment to an unpleasant and cutthroat workplace.	Seen hierarchical help can likewise assume a part in worker commitment through authoritative ID.	the review didn't zero in on policemen giving a hole to the review	The study focused on law enforcement officers in K
Ugargol, (2014)	the impact of seen hierarchical help on representative commitment	There is a critical relationship between's the drug specialists' impression of hierarchical help and their commitment		The study adopted a large sample size focus on the enforcement officers engagement outcome of
Boateng, (2014)	Perceived authoritative help and cop viability: Testing the hierarchical help hypothesis in Ghana	Seen hierarchical help altogether influences representative commitment	Test size and setting limits the speculation of the discoveries in different regions. Other than the review didn't zero in on worker commitment as a result however adequacy	The current study focuses on the employee engagement POS among police officers in Kenyan

		the view of hierarchical help among officials affected their impression of viability and that more established and more limited tenured officials communicated view of more prominent help	Notwithstanding, the review didn't zero in on the Kenyan setting	The current was conduct the Kenyan context focus on law enforcement officers
Gillet, Huart, Colombat and Fouquereau, (2013)	perceived authoritative help, inspiration, and commitment among cops	Self-decided work inspiration was emphatically connected with work commitment.		The study focused on officers in Kenyan context and employment engagement the dependent variable
			Notwithstanding, the discoveries of the review were restricted to Pakistan banking area consequently can't be summed up among cops	The study focused on the Kenyan context - Study adopted mixed method approach
Abdul, Abdus and Rizwan, (2014)	the effect of seen hierarchical help (POS) on worker commitment in financial area of Pakistan	This concentrate additionally affirms that apparent hierarchical help is the more grounded indicator of representative commitment	The review zeroed in on the USA cops whose discoveries may not be summed up to the Kenyan setting.	The study filled the gap by using mixed method and focus on enforcement officers
Reynoldsa and Helfers (2018)	Job Attributes and Saw Hierarchical Help Among Cops	the discoveries uncovered that apparent authoritative help shifted across various work attributes	The review didn't view at representative commitment as the result of seen hierarchical help	The current was conducted amongst law enforcement officers

Zeng, Zhang, Chen, Liu and Wu, (2020)	influence of seen hierarchical help on police work burnout: a directed intervention model	Relapse examination showed a huge negative relationship among's POS and burnout and the previous affected work burnout.	the review didn't zero in on apparent authoritative help and worker commitment among Kenyan cops	The study focused on employee engagement the outcome safety and h programs
Oduor, (2015)	investigated what collaboration and saw association support means for work commitment with center being around the media business in Kenya	Cooperation and seen authoritative help have positive and critical impact on work commitment	-Other than the review was on quantitative subsequently restricting triangulation	The study focused on employee engagement outcome of safety and h amongst the enforcement officers
		underlying condition model uncovered a constructive outcome of word related wellbeing and security on scholarly, social and full of feeling commitment	Nonetheless, the review didn't zero in on policemen other than the concentrate just utilized quantitative strategies without taking on subjective information accordingly deprived of triangulation	The study focused on l enforcement officers The study fo on employee engagement
Gyensare, Anku-Tsede, Boakye and Twumasi (2018)	Occupational Wellbeing and Security and Representative Commitment: Proof from the SMEs Area in Ghana	the ongoing word related wellbeing and security rehearses in the medical clinic are lacking, and that the administration, staff, patients and different partners are presented to a few dangers and risks influencing execution	the review was directed among SMEs in the Ghanaian setting whose discoveries may not be summed up among cops	The study focused on employee engagement the outcome safety and healthy The study w conducted amongst law enforcement officers

Cudjoe (2011)	effect of word related wellbeing and security rehearses on work execution at the Tetteh Quarshie Remembrance Emergency clinic in Ghana	the execution of wellbeing and security programs at the work put emphatically affects representatives' presentation	The review zeroed in on execution as result word related wellbeing and security rehearses other than representative commitment consequently a hole for the ongoing review	The study was conducted in the public sector amongst law enforcement officers focusing on employee engagement
Musyoka, (2014)	the connection among wellbeing and security programs with execution of assembling firms in Mombasa Region, Kenya	the act of word related wellbeing and security the board rehearses prompts further developed work fulfillment among representatives	The review zeroed in on representative execution as the result of word related wellbeing and security programs a dispatch from the ongoing review, which is zeroing in on worker commitment.	The study focused on law enforcement officers and levels of engagement result of safety and health practices
Sembe and Ayuo, (2017)	effect of chosen Word related wellbeing and Security the executives rehearses on work fulfillment of representatives in College Grounds in Nakuru Town, Kenya	Representatives of Clothing Branch of a confidential tertiary consideration showing clinic, Bengaluru are presented to organic dangers, ergonomic perils, compound risks, actual dangers	Other than the review was directed in the assembling area	The current study focused on law enforcement officers in the Kenyan context
Kumar, Goud and Joseph (2014)	occupational wellbeing and security estimates in the Clothing Branch of a confidential tertiary consideration showing emergency clinic, Bengaluru	Security strategies and chance administration, wellbeing and wellbeing rules, and authoritative wellbeing support by implication affected work execution of the representatives	The review was led in clinic setting and not among policemen. Other than the example size was excessively little for reasons for speculation of the	The current study was conducted amongst law enforcement officers using larger sample size

			discoveries	
Kaynak, Toklu, Elci and Toklu (2016)	Effects of Word related Wellbeing and Security Practices on Hierarchical Responsibility, Work Estrangement, and Occupation Execution: Utilizing the PLS-SEM Approach	word related wellbeing and security essentially influences worker responsibility and execution	In any case, the review didn't zero in on worker commitment. Other than the review was not directed in the Kenyan setting zeroing in on police officers	The study focused on enforcement officers focus on their engagement the Kenyan context
		The investigation discovered that on normal workplaces are not steady of work environment drives, yet that there is serious areas of strength for an of commitment across the example. The review showed that there was no connection between's representative commitment and working environment wellbeing amicability for the example populace	Notwithstanding, the review zeroed in on the assembling area with an alternate social direction with the security area restricting the speculation of the discoveries. Other than the review zeroed in on worker execution and not representative commitment as a reliant variable	The study focused on the law enforcement officers best employee engagement
Claudine, Irechukwu and Jean (2019)	effects of work environment wellbeing and wellbeing rehearses on the representatives' responsibility and execution in Steel producing organizations in Rwanda	representatives have high regard for the job of work environment advising contending that it diminishes pace of non-attendance, complaints, hearings and excusals	Anyway the review didn't not zero in on worker commitment as a result of representative directing yet mentality	The current focused on employee engagement outcome of employee counseling
Dowling (2015)	health and prosperity drives in the working environment producing into explicit thought the results of these drives on worker commitment in the Irish Confidential	The review inferred that through the intercession of WHP programs, we can upgrade the consciousness of the undertakings and the representatives to improve worksite	the concentrate just utilized expressive measurements which couldn't give the causal connection between the	The study used both inferential and descriptive statistics to the effect of workplace counselling employee

	Area	wellbeing and to establish a solid workplace	factors other than the reliant variable was worker execution and not representative commitment	engagement
Nyasha, et al., (2013)	the job of directing in changing representative conduct Bulawayo Chief Assistance Clinical Guide Society (PSMAS) in Zimbabwe	work environment guiding altogether helped to work on the exhibition of representatives impacted by issues at work and at home	the review didn't zero in on worker commitment as a result of representative directing hence giving a hole to the review	The study focused on employee engagement outcome of employee counselling
Chen, Huang, Chang, Chang and Chuang, (2016)	effect of working environment advising mediations sent off by working environment wellbeing advancement and tobacco control focuses in Taiwan: an assessment in view of the Ottawa Contract	guiding is by and large powerful in reducing mental issues and fundamentally affects disorder nonattendance, and modestly affects perspectives to work	The review was not directed among the cops in the Kenyan setting. Other than the review didn't zero in on worker commitment as a result of word related pressure	The study focused on employee engagement dependent variable and law enforcement officers in the Kenyan context
Tuvulla and Byaruhanga (2017)	effectiveness of work environment guiding in further developing representative execution in Mumias sugar organization	there was a positive connection among directing and representative execution in state funded colleges in Kenya	This study is restricted to the BPO area in India, these outcomes may not be summed up to different regions like general society and assembling areas and in other public settings. Other than the review zeroed in on OCB as reliant variable however not worker commitment.	The current study focused on employee engagement the among law enforcement officers in the Kenyan context

McLeod, (2010)	a exhaustive, efficient survey of the adequacy of working environment guiding	worker advising parts have positive relationship with the parts of execution		The study focused on employee engagement law enforcement officers in the Kenyan context providing a for the current study
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2.6 Conceptual Framework

A conceptual framework shows what the researcher hopes to learn through research by showing potential relationships between the variables under consideration (Swaen, 2015). The conceptual framework shows how independent and dependent variables are related. In this study, the relationship between employee engagement (the dependent variable) and occupational stress management practises (the independent variable) was conceptualised. Work-life balance, perceived organisational support, employee counselling, and safety and health were among the occupational stress management techniques that were the subject of the study. Work-family conflict and family-work conflict were used to quantify work-life balance (Gagnano, Simbula, & Miglioretti, 2020). Employee counselling objectives, including advise, reassurance, and communication, were used to gauge its effectiveness (Sandhya, 2022). According to EHS (2015), safety and health were assessed in terms of education and enforcement.

Dependent Variable

Independent Variable

Occupational Stress Management Practices

Employee Engagement

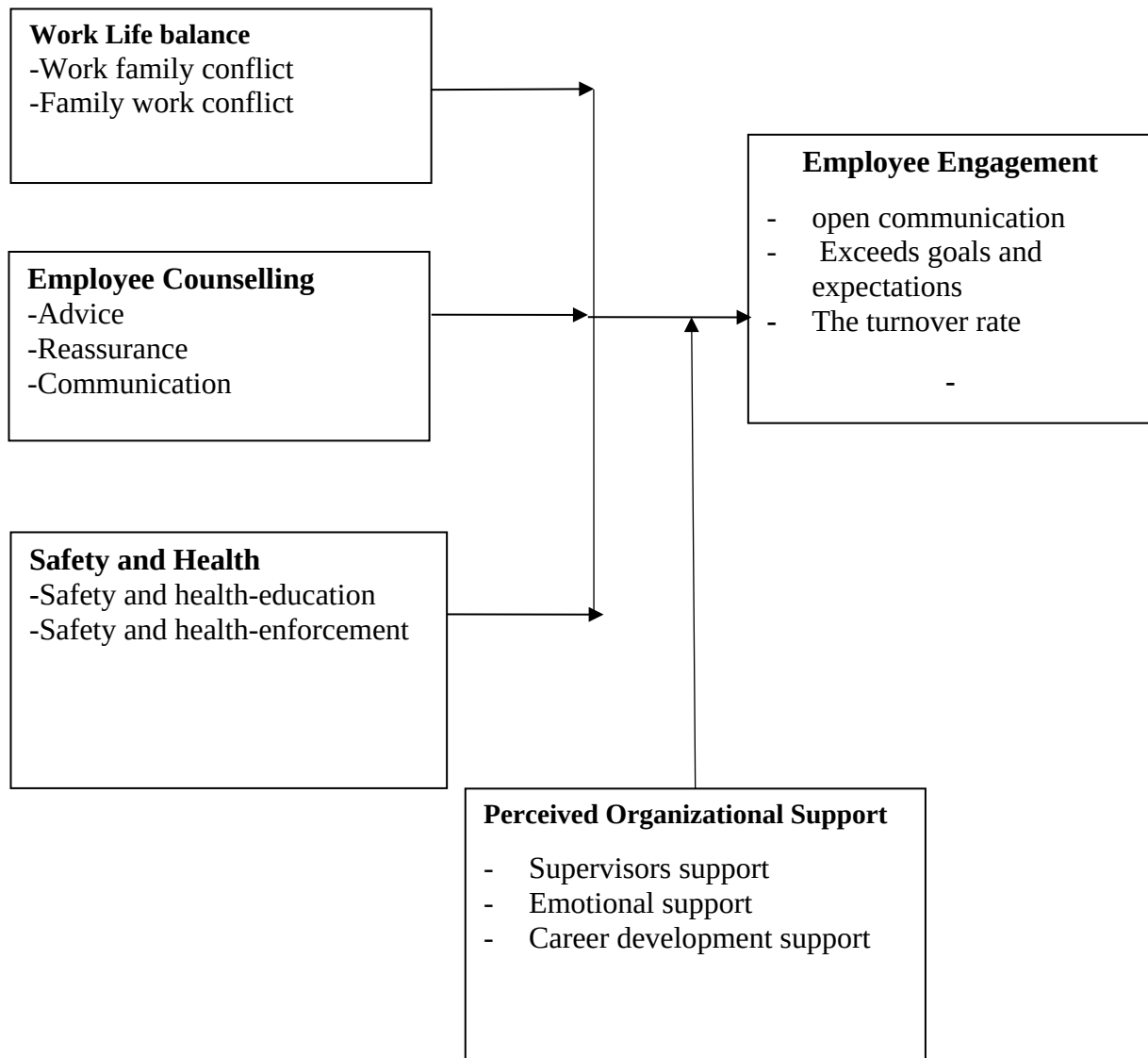


Figure 2.1 Conceptual framework
Source (Author, 2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The term "research design" refers to the systematic and cohesive structure that incorporates multiple elements of a study to effectively tackle the research issue at hand. As per Creswell's (2014) assertions, the present document serves as a manual for the acquisition, measurement, and analysis of data. The study utilised a descriptive research methodology, which is a scientific technique that entails the observation and documentation of a subject's behaviour without any intervention (Antwi & Hamza, 2015). The present study deemed the use of descriptive survey methodology as appropriate, as it enabled the acquisition of relevant data and comprehension of the interrelationships among the variables under investigation. The methodology encompasses the acquisition of data from a statistically significant sample of a populace, succeeded by a meticulous examination to ascertain the existence of a causal association between the variables that are independent and dependent.

3.2 Study Area

The research was conducted in Uasin Gishu County. The geographical location of the area in question is situated within the latitudinal range of 0 degrees 03' South to 0 degrees 55' North and the longitudinal range of 34 degrees 50' East to 35 degrees 37' West. The county is geographically adjacent to Trans-Nzoia County on the northern side, Elgeyo-Marakwet and Baringo counties on the eastern side, Kericho County on the southern side, Nandi County on the southwestern side, and Kakamega County on the western side. According to the 2009 census, the population of Uasin Gishu county, which spans 2,955 square kilometres, was recorded to be 894,179 individuals. Located within the former Rift Valley Province, the aforementioned region constitutes a single entity among the 47 counties that comprise the nation of Kenya. Eldoret, the largest town in the county, serves as the administrative and commercial hub of the region. The study's focus area was Uasin Gishu County, selected due to purported inadequacies in law enforcement officers' handling of security concerns stemming from suboptimal employee engagement. The police's decision to enhance security measures was met with strong disapproval from both residents and business owners, who attributed their dissatisfaction to the perception that the police were neglecting their duties by sleeping on the job (Kimutai, 2023).

3.3 Population of the Study

Target populations, often referred to as theoretical populations, are a group or collection of factors that a study seeks to learn more about and draw generalisations from (Polit & Beck,

2010). The whole police force was the target demographic. The actual sampling frame is the study population, sometimes referred to as the available population, from which we randomly selected our sample. 620 law enforcement personnel, including the Officer Commanding Police Division (OCPD) and the Officer Commanding Police Station (OCS), were included in the study's accessible population. They were selected from 34 police stations and posts in Kenya's Uasin Gishu County that were gazetted (Mwangi, 2020; The Kenya Gazette, 2020).

Table 3.1 Accessible Population

Category	Number of officers
OCPD	2
OCS	23
Police officers	595
Total	620

Source: (The Kenya Gazette, 2022).

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

Banerjee and Chaudhury (2010) define sampling as the method of selecting a portion of individuals from a statistical population with the aim of approximating the characteristics of the entire population. The generalizability of research findings is contingent upon the method of participant selection. The study employed probability sampling techniques to select police personnel. The sampling technique that involves the selection of individuals from a population with equal probability of being chosen is commonly referred to as probability sampling, or alternatively, random sampling. The selection of police officers was conducted through the utilisation of a simple random sampling technique. The sampling methodology employed aimed to detect cohorts that demonstrate diversity in connection to a particular event (Collis & Hussey, 2013). A purposive sampling technique was employed to select participants for interviews, encompassing the entire population of individuals diagnosed with Obsessive-Compulsive Personality Disorder (OCPD) and Obsessive-Compulsive Syndrome (OCS).

3.4.2 Sample Size

As per the parameters of the study, including scope of research, precision rate, and level of confidence, the sample size refers to the quantity of participants within the respondent group (Collis & Hussey, 2014). As per Baltar and Brunet's (2012) definition, a sample frame refers to a group of individuals that can be selected from the intended population of a study, taking into account the sampling technique employed and the accessibility of those individuals. The study's sample frame comprised of personnel from the police force, including those with OCPD, OCS, and other designations, stationed at 34 gazetted police stations and postings located in Uasin Gishu County, Kenya. The study's sample size was determined utilising the Krejcie and Morgan table from 1970, resulting in a sample of 234 police officers. According to Bullen (2016), a maximum sample size of 10% of the population is considered appropriate. As such, the proportion of the population that exhibited a preference amounted to 234 individuals, which corresponds to 39.3% of the total population.

Table 3.2 Sample Size

Category	Number of officers	Sample Size
Police officers	595	234
Total	595	234

Source: (The Kenya Gazette, 2022).

3.5 Data Collection Instruments

It is possible to analyse results and respond to pertinent issues by obtaining and measuring data on specific variables in an established system (Zikmund, Carr, Babin & Gryphon, 2013). Research instruments, according to Kumar (2019), are a way to gather primary data and offer the benefit of guaranteeing that more data is gathered. The study employed surveys, interview guides, and a review of the body of prior research. Information from the OCPD and OCS was gathered through interview schedules, while police officers were surveyed. These tools were complementary to one another and expanded the scope of the study perspective. In order to collect the necessary data, self-administered structured questionnaires, interview schedules, and reviews of the relevant literature were conducted.

A 5-point Likert scale, which is frequently used in social sciences to examine perceptions, attitudes, values, and behaviour, was utilised in the questionnaire's close-ended questions (Angelova & Zekiri, 2011). According to (See Appendix II), the questionnaire comprised two sections and a total of 29 statements. There were 4 items in Section A's questions relating to the respondent's demographics. Work-life balance, perceived organisational support, employee

counselling, safety and health, and employee engagement are among the topics covered in Section B's five sections. The items used a Likert scale with a maximum of five points (1-Strongly Agree, 2-Disagree, and 3-Undecided). 4, "I agree," 5, "I strongly agree."

3.6 Pre-testing of Research Instruments

To verify the validity and dependability of the research instruments, a study known as pre-testing is carried out prior to the main study (Sreevidya & Sunitha, 2011). The questionnaire was pre-tested at the police station in Kilibwoni, Nandi County. This made it possible for the researcher to confirm both the reliability of the sample's participants and the accuracy of the questionnaire's information. Additionally, it made sure that the questionnaire provide context for the topic under investigation. Importantly, it made it possible for the researcher to recreate some of the question wordings before to conducting the research. 10% of the sample population's size was involved (Kothari & Garg, 2014). This indicates that while 23 respondents from the sample population took part in the data instrument's pre-testing, they did not engage in the study's final analysis.

3.6.1 Instrument Validity

The degree to which an instrument successfully measures what it is intended to assess is known as validity (Kimberlin & Winterstein, 2008). To demonstrate how closely the data collection, processing, and interpretation linked to the research variables, the internal validity was used. By confirming the applicability of the research findings with theoretical frameworks and literature reviews, the content validity was attained (Zamanzadeh et al., 2015). The researcher conducted a literature study to determine the necessary items to evaluate constructs, such as work-life balance, perceived organisational support, employee counselling, safety and health, and employee engagement, in order to ensure content validity. After then, the supervisor examined and evaluated the questionnaire to make sure it made sense (Drost, 2011). Representativeness was assured by careful item sampling.

3.6.2 Instrument Reliability

Unwavering quality, according to Collis and Hussey (2014), is the lack of diversity in the findings in the unlikely event that the review is repeated. The specialist operationalised dependability as the accuracy, consistency, and plausibility of the data gathered and outcomes

provided. In this review, unwavering quality was surveyed using an inner consistency analysis. Since everything should quantify similar builds, inward consistency is justified by the potential that they should strongly associate with one another. Inside consistency was measured using Cronbach's alpha coefficient. The unwavering quality test was registered using the Measurable Bundle for Sociology (SPSS) adaptation 25.0. Tang, Cui, and Babenko (2014) state that an alpha of 0.70 or higher is considered acceptable.

3.7 Data Gathering Techniques

The approach used to administrate the data gathering instrument is referred to as the data collection procedure (Kothari & Garg, 2014). After receiving approval from NACOSTI, the University, and each police station and post under consideration, primary data were gathered using questionnaires that participants self-administered. Utilising interview schedules that were centred on the OCPD and OCS, primary data was also gathered.

3.8 Data Processing and Analysis

In order to improve the calibre of the gathered data, the questionnaires underwent a process of revision and coding. During the editing phase, it was imperative to review the questionnaires to assess the respondents' ability to provide answers and identify any instances of missing responses. The process of tabulation involved the quantification of the frequency of cases that corresponded to each category. The data was analysed using both descriptive statistical methods, such as mean, standard deviation, frequencies, skewness, and kurtosis, as well as inferential statistical techniques. The study employed SPSS version 25.0 to conduct a simple linear regression analysis aimed at elucidating the impact of an independent variable on a dependent variable within a defined research scope. The study employed hierarchical regressions to evaluate the moderating impact of perceived organisational support on the association between a set of independent variables (Occupational stress management practises) and a dependent variable (employee engagement).

The following will be the regression model:

$$y = \beta_0 + \beta_1 X_1 \dots \dots \dots \text{Formula 3.1}$$

$$y = 0 + 1 X_1 * M + 2 X_2 * M + 3 X_3 * M + \dots \text{Formula 3.2}$$

Where employee engagement, occupational stress management practises, and the standardised regression coefficient were the dependent variables.

The work-life balance symbol is X1.

X2 denotes personnel counselling

X3 stand for security and well-being.

As the moderator, *M stands for perceived organisational support.

Frequency tables were used to obtain quantitative data from the questionnaires. Themes and subthemes were used to analyse the data from the interviews.

3.8.1 Assumptions of Multiple Regression

Regression analysis is a statistical method that is used to determine whether one or more predictor variables are sufficient in accounting for the dependent or criterion variable. Williams, Grajales, and Kurkiewicz (2013) conducted a study to investigate the assumptions of linear association, normality, multicollinearity, and autocorrelation in regression analysis.

The concept of regression is based on the assumption that the variables involved follow a normal distribution. Non-normality distributed variables, such as those with extreme skewness or kurtosis, or those containing significant outliers, have the potential to distort significant tests and correlations. The hypothesis was examined in this study through the application of skewness and kurtosis. According to Uriel's (2018) findings, data is deemed acceptable when it exhibits skewness values ranging from +1 to -1 and kurtosis values ranging from +3 to -3.

Garson (2012) proposes that the nature of the relationship between dependent and independent variables can be estimated to determine whether it is linear. According to Pivac (2010), in cases where there exists a non-linear association between the independent variables and the dependent variable (DV), the results of regression analysis may underestimate the true relationship. Kothari and Garg (2014) employed the t-test to ascertain the presence or absence of a substantial linear association between the independent and dependent variables.

Multicollinearity refers to the situation in which two or more explanatory variables in a multiple regression model exhibit a high degree of linearity. Ernst and Albers (2017) employed Tolerance and Variance Inflation Factor as the primary measures to assess multicollinearity. The assessment of the impact of co-linearity among the variables in a regression model is conducted through the utilisation of the variance inflation factor (VIF). The Variance Inflation Factor (VIF) is a measure of one-tolerance. It is recommended that the Variance Inflation Factor (VIF) be maintained at a value below 10. According to Williams (2015), it is recommended that tolerance values fall within the range of 0 to 1. Additionally, a variance inflation factor (VIF) exceeding 10 indicates the existence of multicollinearity.

Autocorrelation occurs when there is a relationship between residuals (Garson, 2012). The Durbin-Watson test was employed to assess the presence of autocorrelation in the linear regression model. The Durbin Watson test can be employed for values ranging from 0 to 4, where values in proximity to 2 indicate the absence of autocorrelation. According to Field's (2009) findings, values exceeding 1.5 and 2.5 typically suggest the absence of auto-correlation within the data.

3.9 Considerations for Ethics

Kour (2014) defines ethics as standards of behaviour that provide a distinction between acceptable and inappropriate actions. Ethics in research refers to the suitability of the researcher's conduct in light of the rights of those who become the study's subjects, such as the respondents or those who are impacted by it (Resnik, 2011). As it relates specifically to the integrity of the study being done, many disciplines outline issues of concern that may develop at various phases (Fouka & Mantzorou, 2011). To prevent instances of plagiarism, the researcher included acknowledgements for all works from writers in the reference section. The researcher followed the guidelines set forth by Masinde Muliro University's research ethics committee. The privacy of participants, the ability to withdraw, and the maintenance of confidentiality were among the most important ethical considerations related to the research process taken into account (Akaranga & Makau, 2016). Prior to participating, the respondent's consent was obtained, and the researcher made sure that their privacy and confidentiality were protected. Participants received assurances from the researcher that the information she collected would only be used for her own scholarly objectives. The questionnaires did not include names or personal identification numbers. The benefits of gathering precise and trustworthy data were explained to the respondent by the researcher in detail. The respondents benefited because they felt like the researcher valued their opinions. Furthermore, the

institution and the respondents benefited from valid findings on employee engagement strategies for occupational stress management.

CHAPTER FOUR

DATA ANALYSIS, RESULTS FINDINGS AND DISCUSSION

4.1 Introduction

The material from the review questions is broken down in this section. The purpose of the review was to determine the impact of verbal pressure from executives' rehearsals on the commitment of police officers in Kenya's Uasin Gishu Area. Police officers from 34 gazetted police headquarters and positions in the Uasin Gishu Region responded to the survey (Mwangi, 2020; The Kenya Paper, 2020). The findings of the expressive and inferential exams have been made available, revealing the reaction rate, measurable legitimacy, segment information, and subtleties on the review elements.

4.2 Response Rate

The objective of the research was to assess the influence of occupational stress management strategies on the level of employee engagement within the law enforcement sector in Uasin Gishu County. In order to attain this objective, a total of 234 police officers were chosen as the sample size, drawn from 34 officially designated police stations and positions. A total of 234 questionnaires were disseminated to police personnel who were stationed at the 34 officially designated police stations and postings within the jurisdiction of Uasin Gishu county for the purpose of conducting a survey. Following this, a sum total of 171 surveys were obtained, of which 6 were eliminated from the examination on account of inadequate data. The outcome of this study yielded a response rate of 70.5%, which was deemed satisfactory in terms of guaranteeing external validity. According to Denscombe's (2017) assertion, a response rate that reaches or exceeds 50% is considered sufficient for analytical purposes. Therefore, a response rate of 70% is considered satisfactory. In cases where non-response is uniformly distributed among participants in relation to the outcome, a sample bias may arise due to a low response rate.

4.3 Statistics of Reliability

At the Kilibwoni Police Station in Nandi County, 23 questionnaires with a total of 30 items were given to 23 respondents, and 18 of them responded. Following that, Cronbach's alpha was used to assess the questionnaire's reliability; the results are shown in table 4.1 below.

Table 4.1: Reliability of Instrument

Constructs	Reliability Coefficient
Work-life balance	0.745
Employee counselling	0.725
Safety and health	0.755
Perceived organizational support	0.703
Employee engagement	0.737
Overall reliability	0.721

The instrument's overall dependability coefficient for the 30 items was 0.721. Among them, employee counselling had five items with an alpha of 0.725, safety and health had five items with an alpha of 0.755, perceived organisational support had five items with an alpha of 0.703, and employee engagement had five items with an alpha of 0.737. Work-life balance had five items with an alpha of 0.745. These are higher than the minimal alpha value that is considered acceptable and should be at least 0.70 (Taber, 2018). The response items were therefore thought to be trustworthy.

4.4 Demographic Information

The demographic data that respondents provided included the respondent's age, gender, greatest educational attainment, and employment as a law enforcement officer. According to Table 4.2's results, 30.9% of respondents were, on average, between the ages of 20 and 30; 34.5% were between the ages of 31 and 40; 20% were between the ages of 41 and 50; and 14.5% were between the ages of 51 and 60. This reveals that most of the employees were under 40, indicating a young population that is active and driven to progress their careers. While 61.2% of the police officers were male, 38.8% of them were female. In Uasin Gishu County, males and females made up more over one third of the staff population among the law enforcement officers. This suggested that through providing equal career chances, the police department was honouring the principle of gender parity and encouraging gender diversity among lower ranking law enforcement personnel. The greatest level of education among law enforcement officials was a diploma, which represented 37.6% of the group, followed by a bachelor's degree at 29.1%, a postgraduate degree at 7.3%, and any other level of education, which made up 26.1% of the group. Given that the vast majority of police officers had education levels beyond the diploma, they were able to comprehend the goals of the study and

even correctly interpret the questionnaire. At 87.2%, the majority of law enforcement personnel had been on the job for more than five years, indicating that they had the necessary expertise to provide the researcher with reliable information.

Table 4.2: Respondents Demographic Characteristics

Demography	Characteristics	Frequency	Percentage
Age	20 -30 years	51	30.9
	31 -40 years	57	34.5
	41 -50 years	33	20.0
	51 -60 years	24	14.5
	Total	165	100.0
Gender	Male	101	61.2
	Female	64	38.8
	Total	165	100.0
Level of education	Diploma	62	37.6
	Bachelor's Degree	48	29.1
	Postgraduate	12	7.3
	Any Other	43	26.1
	Total	165	100.0
Work Experience	Less than 1 year	7	4.2
	1-5 Years	14	8.5
	6-10 Years	16	9.7
	11-15 Years	52	31.5
	16-20years	24	14.5
	above 20 years	52	31.5
	Total	165	100.0

Source: Research Data, (2022)

4.5 Variables' Descriptive Results

The study concluded that the dependant components for word-related pressure the executives practise were worker dedication, representative directing, security and wellbeing, and a balance between important and enjoyable activities. Hierarchical assistance was also viewed as a mediator.

4.5.1 Work-Life Balance Descriptive Statistics

Two components of striking a balance between enjoyable and important activities that protect an employee's overall welfare include reducing business-related stress and creating a reliable, long-term habit. Representatives should then establish a balance between their private and professional demands in order to reduce pressure. According to table 4.3 below, the study's goal was to determine how police officers were balancing their recreational and serious activities.

Table 4.3: Descriptive Analyses of work-life balance amongst law enforcement officers

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
I find it challenging to satisfy my homegrown commitments since I continually contemplate work	0.0	0.6	10.3	33.9	55.2	4.44	.701
I don't completely partake in the organization of my life partner/family/companions as a result of work	0.0	1.8	21.8	31.5	44.8	4.19	.840
I satisfy my homegrown commitments better due to the things I have learned on my job	0.0	6.1	23.6	35.8	34.5	4.02	.877
I experience issues focusing on my work since I'm engrossed with homegrown matters	0.0	0.6	27.9	30.3	41.2	4.12	.839
I'm better ready to keep arrangements at work since I'm expected to do likewise at home	0.0	2.4	27.9	50.9	18.8	3.86	.740
Work life balance						4.12	.583

Source: Research Data, (2022)

The discoveries uncovered that 86.1% of respondents (M=4.44 SD=0.701) precisely concurred and unequivocally concurred that it is challenging for them to satisfy their home liabilities since they are continually contemplating work, 0.6% dissented, and 10.3% were uncertain. Likewise, 76.3% of respondents (M=4.19 SD=.840) firmly endlessly concurred that their positions make it challenging for them to completely partake in the organization of their companions, families,

or companions. Just 1.8% and 21.8% differ and were uncertain, individually. Also, most of laborers ($M=4.02$ $SD=0.877$) concurred and unequivocally concurred (70.3%) that what they have gained working assists them with achieving their homegrown commitments all the more effectively. 23.6% were unsure, and just 6.1% clashed. Along these lines, most cops (71%) agreed that they have issues focusing on their work since they are distracted with homegrown issues ($M=4.12$ $SD=0.839$), 0.6% deviated, and 27.9% were muddled.

As far as how their line of work empowers them to figure out some kind of harmony between the requests of work and family: One of the questioners answered by saying,

I sporadically get to work additional hours or go home for the days in view of the idea of my work, which empowers me to participate in different exercises later in the week or month.

To wrap things up, precisely 69.7% of respondents concurred and unequivocally concurred ($M=3.86$ $SD=.740$), 2.4% deviated, and 27.9% were indistinct that they can keep arrangements at work since they are essential dissimilar to at home. on the Public Police Administration's drives to help staff in adjusting the requests of work and family. One of the questioners guaranteed that

the Public Police Administration ensures that the officials utilize their time off inside the schedule year by restricting the quantity of days they can persist or not permitting them to do as such. Also, it offers NHIF inclusion and utilizations the police Sacco society to instruct people in general about various protection choices and the benefit of setting aside cash.

These suggest that to further develop execution and representative commitment among policing, the Public Police Administration ought to help its balance between fun and serious activities rehearses.

4.5.2 Detailed Information on Employee Counselling

Employers utilise employee counselling to identify and help workers whose problems with technical, personal, or emotional adjustment are preventing them from doing well at work (Follmer & Jones, 2018). The purpose of the study was to determine the level of employee counselling among law enforcement personnel, as shown in Section 4.4 below.

Table 4.4: Descriptive Analysis of Employee Counselling amongst the law enforcement officers

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
In the wake of going through the directing projects my work execution increases.	3.0	24.2	10.9	24.2	37.6	3.69	1.281
Guiding projects has upgraded my communications with individuals from the public	1.2	17.6	21.2	22.4	37.6	3.78	1.165
Guiding superior my capacity to convey effectively	0.0	20.0	17.6	19.4	43.0	3.85	1.180
Guiding projects upgrades my capacity to determine struggle among ourselves	1.8	14.5	26.1	13.3	44.2	3.84	1.196
Guiding has assist me with lessening my degrees of stress.	0.0	17.0	18.8	17.0	47.3	3.95	1.160
Employee Counselling						3.82	.706

Source: Research Data, (2022)

The study reveals that counseling programs have a positive impact on various aspects of law enforcement personnel's performance and well-being. A majority (61.8%) reported that their job performance improved after counseling, and 60% noted enhanced interactions with the public, suggesting these programs equip officers with vital interpersonal skills. Furthermore, 62.4% of officers agreed that counseling improved their communication abilities, which are essential for effective teamwork and community relations. In terms of conflict management, 57.5% felt more capable of handling interpersonal disputes after counseling, a critical skill for de-escalation in the field. Additionally, 64.3% experienced reduced stress levels, indicating significant mental health benefits. These findings suggest that the National Police Service could strengthen officers' performance and public engagement by actively promoting counseling services, thereby aligning with previous research by Muthomi (2014) that supports the role of employee counseling in enhancing job outcomes.

4.5.3 Described Organisational Support Perception Statistics

According to table 4.5 below, law enforcement officers perceive that the National Police Service values their contributions, cares about their welfare, and satisfies their socio-emotional needs.

Table 4.5: Descriptive Analysis of Perceived organizational support of law enforcement officers

Responses	SD %	D%	UD%	A%	SA%	MEA N	SD
The association gives me little chances to climb the ranks	2.4	10.9	12.7	42.4	31.5	3.90	1.045
The association invests wholeheartedly in my achievements at work	4.2	20.0	9.7	18.2	47.9	3.85	1.322
The association attempts to make the occupation as fascinating as possible	0.0	7.3	21.8	23.6	47.3	4.11	.988
My collaborators will help me when I experience issues in dealing with my emotions	3.0	4.2	26.1	27.3	39.4	3.96	1.050
The association feels there is a great deal to be acquired for utilizing me the remainder of my career	0.0	5.5	17.0	43.0	34.5	4.07	.856
Perceived Organizational Support						3.99	.581

Source: Research Data, (2022)

Specifically, 73.9% of respondents agreed and strongly agreed (M=3.90 SD=1.045) that the National Police Service gives them few opportunity to advance in rank, whereas 23.3% disagreed and 12.7% were unsure. In addition, 66.1% of respondents (M=3.85 SD=1.322) agreed and strongly agreed that the National Police Service takes pleasure in its employees' accomplishments at work, whereas 24.2% and 9.7%, respectively, disagreed and were unsure. The National Police Service attempts to make the job as entertaining as possible, according to the majority of the officers who both agreed and strongly agreed, or 70.9% (M=4.11 SD=.988); 7.3% disagreed, and 21.8% were unsure.

with relation to the impact of the National Police Service's assistance. According to one of the interviewees,

"The assistance given to us police officers by the National Police Service has made me feel taken care of by my company and made my work enjoyable. Due to the nature of my work, I still require additional help, both material and psychological.

66.9% of respondents (M=3.96 SD=1.050) agreed that their coworkers are willing to support them when they struggle to control their emotions, 7.2% disagreed, and 26.1% were unsure. Finally, 79.5% of respondents agreed and strongly agreed (M=4.07 SD=.456) that the organisation believes there is a lot to gain by keeping them on staff for the remainder of their career, 5.5% disagreed, and 17.0% were unsure. These findings suggest that the National Police Service should increase the perception of organisational support among law enforcement personnel. For instance, the National Police Service must continually find ways to make the work of law enforcement officers as interesting as possible. In addition, the National Police Service must rethink how the contribution of the police force is recognised so that the vast majority, if not all, of the police officers have a favourable opinion of POS for their satisfaction. This is supported by the study's findings and Malik and Noreen's (2015) thesis that workers who see their organisations as being supportive are more likely to increase their job satisfaction and output.

4.5.4 Statistical Information About Safety and Health Programmes

Workplace injuries, illnesses, and fatalities, as well as the suffering and financial hardship that these occurrences can cause for employees, their families, and employers, are all things that workplace safety and health programmes are primarily intended to prevent (Sorensen, et al., 2018). The status of the health and safety initiatives for law enforcement personnel in Uasin Gishu County is shown in table 4.6.

Table 4.6: Descriptive Analysis of Safety and Health Programs of the law enforcement officers

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
The board answers rapidly to my security concerns	0.0	15.2	11.5	38.8	34.5	3.93	1.033
I effectively take part in the Security and wellbeing preparing Programs	0.0	12.1	16.4	44.2	27.3	3.87	.953
wellbeing and prosperity drives or health program are	0.6	12.7	21.2	35.2	30.3	3.82	1.026

provided							
Laborers assume a sense of ownership with their own as well as their partners' wellbeing, and to act as wellbeing advancement agents	1.2	17.0	18.8	24.8	38.2	3.82	1.154
There are rules, and human asset arrangements for advancing specialists' wellbeing like guidelines for without smoke zones and their enforcement	0.6	5.5	13.9	41.2	38.8	4.12	.889
Safety and health programs						3.91	.596

Source: Research Data, (2022)

73.3% of respondents (M=3.93 SD=1.033) believed that management responds fast to their safety concerns of the law enforcement officers. However, 11.5% were unsure, and 15.2% disagreed. Specifically, 71.5% of respondents (M=3.87 SD=.953) agreed and strongly agreed that they actively participate in safety and health training programmes, while 12.1% and 16.4% disagreed and were unsure, respectively. In addition, the majority of workers (65.5%) agreed and strongly agreed that wellness programmes or initiatives are offered (M=3.82 SD=1.026), 13.3% disagreed, and 21.2% were unsure. Specifically, 53% of respondents agreed that employees should take more responsibility for their own health as well as the health of their coworkers and act as health-promotion agents (M=3.82 SD=1.154), 18.2% disagreed, and 18.8% were unsure. The last finding was that 80% of the officers agreed and strongly agreed that there exist laws and human resource policies for boosting workers' health, such as regulations for smoke-free zones and their implementation (M=4.12 SD=.889), 6.1% disagreed, and 13.9% were unsure. This suggests that the National Police Service's safety and health programmes for law enforcement personnel are effective. To increase the safety and well-being of the law enforcement officials, these programmes must be improved further. The responses of one respondent, who made the following observation:

"The slow response of the society to our social ills and their support when performing my duties in unsafe areas as police officers compromises my satisfaction with my safety and health."

Mazeika, et al. (2010) and Baron, et al. (2014) reinforce this by stating that law enforcement officer safety and health should be acknowledged as a core concern to promote public safety and reduce crime.

4.5.5 Detailed Information on Employee Engagement

According to Beata and Daerman (2019), the policing profession is linked to high involvement and a danger of burnout. According to table 4.7 below, the study determined that the perception of the law enforcement officers' work-related state of mind in Uasin Gishu County is one that is marked by vigour, determination, and absorption.

Table 4.7: Descriptive Analysis of Employee Engagement of the law enforcement officers

Responses	SD %	D%	UD%	A%	SA%	MEA N	SD
My manager is an incredible good example for employees	0.0	.6	9.1	47.3	43.0	4.33	.664
The business spurs me to go past what I would in a comparable job elsewhere	0.0	.6	7.3	45.5	46.7	4.38	.648
I seldom contemplate searching for a task at another company	0.0	.6	14.5	30.3	54.5	4.39	.754
I would suggest regulation enforcement	0.0	0.0	22.4	34.5	43.0	4.21	.785
I eagerly help individual officials when they have business related problems	0.0	.6	20.6	29.7	49.1	4.27	.807
Employee Engagement						4.32	.520

Source: Research Data, (2022)

According to the results, 90.3% of respondents agreed and strongly agreed ($M=4.38$ $SD=.664$) that their supervisors are excellent role models for employees, while 6% disagreed and 9.1% were unsure. Additionally, 93.2% of respondents ($M=4.38$ $SD=.638$) agreed and strongly agreed that their employer inspires them to go above and beyond what they would in a comparable role elsewhere, whereas only 6% and 7.3% disagreed and were unsure, respectively. In addition, 84.8% of the officers strongly agreed or agreed that they rarely consider applying for positions at other businesses ($M=4.39$ $SD=.754$). Only 6% of the officers disagreed, and 14.5% were unsure.

According to one of the respondents, "I would decline the opportunities from other organisations to remain the employer because the job security and patriotic nature of my job"

Precisely, 77.5% of respondents ($M=3.21$ $SD=.785$) said they would recommend law enforcement, while 22.4% were unsure. Last but not least, 78.8% of officers ($M=4.27$ $SD=.807$) agreed and strongly agreed that they voluntarily assist other cops when they have work-related problems, while 6% disagreed and 20.6% were unsure. The National Police Service should significantly boost employee engagement drivers among law enforcement officers as a result of these findings. According to Workman-Stark (2020), police officers are more likely to feel psychologically protected when they believe they are being treated properly, which enhances their identification with their organisation and boosts their level of involvement at work.

4.6 Assumptions Test

Regression assumptions were made before doing thorough analyses. This is explained by the possibility that, if regression assumptions are not tested, predictions based on model estimates may be made in error (Ishak & Ahmad, 2018).

4.6.1 Normative Test

Variables are assumed to have normal distributions in multiple regression (Fox, 2019). This indicates that mistakes have a normal distribution, and a plot of the residual values will resemble a normal curve.

Table 4.8: Test Results of Normality

Variable	Skewness Statistic	Kurtosis Statistic
Work Life Balance	- .436	-.280
Employee counselling	- .050	-.399
Safety and Health	- .104	-.577
Perceived Organizational Support	-.045	-.723
Employee Engagement	- .145	-1.186

Source: *Research Data, (2022)*

The presumption, which is based on the normal distribution's shape, informs the researcher of the kinds of values to anticipate. Skewness and Kurtosis, whose values must, respectively, fall within +1.00 and -1.00 and +3.00 and -3.00, were used in this investigation. According to table 4.8 above, the test results for normalcy were within the permissible range.

4.6.2 Linearity Check

According to Park (2013), linearity describes the dependent variable as being a linear function of the predictor (independent) variables. When the link is linear in character, multiple regression accurately calculated the relationship between the dependent and independent variables (Williams, 2015).

Table 4.9: Test Results of Linearity

Variable	t Statistic	Sig
Work Life Balance	7.778	.000
Employee counseling	5.921	.000
Safety and Health	5.895	.000
Perceived Organizational Support	3.099	.002

Dependent Variable: Employee Engagement

Source: *Research Data, (2022)*

In social sciences, where non-linear interactions often occur, it is essential to confirm linearity in data analysis to avoid bias in regression estimates, coefficients, standard errors, and statistical tests (Williams, 2015). This study examined the linear relationship between independent variables and employee engagement among Uasin Gishu County's law enforcement personnel. Using a t-test to check for linearity, the researchers rejected the null hypothesis, confirming a statistically significant linear relationship between the variables, as shown by a p-value of less than 0.05 (Kothari & Garg, 2014). This finding, highlighted in Table 4.9, suggests that the independent variables are reliable predictors of employee engagement within this group. Verifying this linearity supports the accuracy and interpretability of the regression model, enabling more precise forecasting of engagement outcomes among law enforcement personnel based on the independent variables.

4.6.3 Multicollinearity Test

The idea that the independent variables are uncorrelated is known as collinearity (sometimes known as multicollinearity) (Williams, 2015).

Table 4.10: Test Results of Multicollinearity

Variable	Tolerance	VIF
Work Life Balance	.607	1.648
Employee counseling	.913	1.096
Safety and Health	.664	1.507
Perceived Organizational Support	.787	1.271

Dependent Variable: Employee Engagement

Source: *Research Data, (2022)*

When a large number of free factors have significant interactions with one another or when one autonomous variable is a nearly straight combination of other free factors, multicollinearity is created (Kim, 2019). When collinearity is low, scientists can interpret relapse coefficients as the effects of independent variables on dependent factors (Kalnins, 2018). This suggests that reliable conclusions regarding the conditions and outcomes of factors are drawn. The ability of specialists to distinguish between the effects of items is reduced at the point where additional factors cross-over (relate). Resistance and the Difference Expansion Variable (VIF) were used to test for multicollinearity. VIF values more than 10 are typically seen as indicating multicollinearity, according to Williams (2015). Table 4.10 presents the results of the multicollinearity test. The four builds' resiliences increased from 0.664 to 0.913. The evaluations of the VIF increased from 1.096 to 1.648. It is quite likely that the illustrative variables did not exhibit multicollinearity because the findings fell within the expected ranges.

4.7 Analysis of Regression

The association between the free components and the dependent variable was outlined in the review using the approach for varied relapse evaluation. The aforementioned focusses on how word-related weight monitoring systems affect the degree of employee participation in Kenya's Uasin Gishu Region's police force.

4.7.1 The impact of work-life balance on employee engagement among Kenya's Uasin Gishu County law enforcement officials.

Finding out what representational commitment meant for policing in Kenya's Uasin Gishu Province was the review's main goal. from the model synopsis in table 4.11.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 ^a	.510	.507	.365	1.766

a. Predictors: (Constant), Work life balance

b. Dependent Variable: Employee Engagement

Source; (Field data, 2022)

The R-worth of 0.714 demonstrated a clear correlation between the free and subordinate components. This demonstrates that the free and subordinate components have an unusually strong positive relationship. R² is the detailed value. The model's autonomous variable, the balance between serious and enjoyable activities, explained the shift in employee commitment to the tune of 510, or 51%. According to the 95% confidence interval and the updated R squared value of 0.507, a range of 50.7 percent in employee commitment was linked to variations in the ratio of enjoyable to serious activities. This indicates that 50.7% of improvements in police officer dedication in Kenya's Uasin Gishu Region may be attributed to changes made to strike a balance between serious and enjoyable activities.

Table 4.12: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.643	1	22.643	169.536	.000 ^b
	Residual	21.770	163	.134		
	Total	44.412	164			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Work life balance

Source; (Field data, 2022)

The study findings showed that the significance of F statistics (169.536) is 0.000, which is less than 0.05. The statistical significance was provided in an ANOVA table. This suggests that, as shown in table 4.12, there is a sizable impact of work-life balance on employee engagement. This experiment investigated the null hypothesis and found that among law enforcement personnel in Kenya's Uasin Gishu County, employee engagement is significantly impacted by work-life balance. Consequently, the null hypothesis was rejected. Larasati and Hasanati

(2019) and Iqbal, et al. (2017), who also showed a strong impact of work-life balance on employee engagement, supported these findings.

Table 4.13: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Model		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.693	.203		8.324	.000		
Work-life balance	.637	.049	.714	13.021	.000	1.000	1.000

a. Dependent Variable: Employee Engagement

Source: (Field data, 2022)

The commitment of the autonomous variable to the dependent variable was displayed in the relapse coefficients table 4.13. The review's generated relapse condition, based on the data in Table 4.14, was $Y = 1.693 + .637X_1$. 4.1 Equation

Therefore, the formula for employee engagement is 1.693 plus .637 for work-life balance. According to the aforementioned regression equation, if work-life balance were maintained at zero, employee engagement among law enforcement employees in Uasin Gishu County, Kenya, would be 1.693 units. Additionally, police officers in Kenya's Uasin Gishu County will be more engaged by a factor of 0.637 as work-life balance improves ($B=0.637$, $P<0.05$).

4.7.2 The impact of employee counselling on law enforcement personnel's commitment to their jobs in Kenya's Uasin Gishu County

The study's second goal was to determine how employee counselling affected law enforcement personnel' levels of participation in Uasin Gishu County, Kenya.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R	Std. Error of the	
			Square	Estimate	Durbin-Watson
1	.666 ^a	.444	.440	.389	1.507

a. Predictors: (Constant), Employee Counselling

a. Dependent Variable: Employee engagement

Source; (Field data, 2022)

As per the outcomes in Table 4.14, the changed R squared esteem is 0.444, which, at a 95% certainty level, shows that there is a fluctuation of 44.4% in worker commitment among policing because of representative guiding. This shows that though different variables not considered in this concentrate just record for 55.6% of changes in representative commitment among policing, 44.4% of those changes can be ascribed to enhancements in worker directing. The connection coefficient, or R, delineates how the review factors are connected with each other. As per the outcomes in table 4.14 above, there was an exceptionally critical positive connection between the exploration factors, as demonstrated by the worth of 0.666.

Table 4.15: ANOVA^a

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	19.703	1	19.703	129.972	.000 ^b
	Residual	24.709	163	.152		
	Total	44.412	164			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Employee Counselling

Source; (Field data, 2022)

The review discoveries showed that the meaning of F measurements (129.972) is 0.000, which is under 0.05, and this worth's measurable importance was introduced in the ANOVA table. This recommends that, as displayed in table 4.15, there is an extensive relationship between representative directing and worker commitment. Thus, the invalid speculation was dismissed. Omol (2018) and Kay and Tumwet (2015) found that worker guiding essentially affected representative commitment, supporting this end.

Table 4.16: Regression Coefficients^a

	Unstandardized		Standardized				
	Coefficients		Coefficients		Model		
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2.439	.167		14.579	.000		

Employee	.491	.043	.666	11.401	.000	1.000	1.000
Counselling							

a. Dependent Variable: Employee engagement

Source: (Field data, 2022)

The contribution of the independent variable to the dependent variable was shown in the regression coefficients table 4.17. Finally, the investigation determined the regression equation to be $Y = 2.439 + .491X_1$ using the data in Table 16. Formula 4.2

Employee involvement is then equal to 2.439 plus .491. Employee assistance

According to the aforementioned regression equation, the employee engagement rate for law enforcement officers in the county of Uasin Gishu would be 2.439 units if employee counselling remained constant at zero. Additionally, a unit increase in employee counselling would result in a factor of 0.491 higher employee engagement for police officers in the county of Uasin Gishu ($B=0.491$, $P0.05$).

4.7.3 The impact of safety and health initiatives on law enforcement personnel's level of employee engagement in Kenya's Uasin Gishu County

The study assessed the impact of safety and health programmes on law enforcement personnel' employee engagement in Kenya's Uasin Gishu County.

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.450 ^a	.203	.198	.466	1.507

a. Predictors: (Constant), Safety and health programs

b. Dependent Variable: Employee engagement

Source; (Field data, 2022)

As per the discoveries in table 4.17, the worth of R squared is 0.203, which, at a 95% certainty level, shows that there is a variety of 20.3% in worker commitment among policing because of

security and wellbeing programs. This exhibits that while different variables not thought about in this concentrate just record for 79.7% of changes in representative commitment among policing, 20.3% of those changes can be ascribed to changes in wellbeing and wellbeing programs. The connection coefficient, or R, delineates how the review factors are connected with each other. As per the outcomes in table 4.17 over, the examination factors had a sensibly huge positive connection, as demonstrated by a relationship coefficient of 0.450.

Table 4.18: ANOVA^a

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	9.003	1	9.003	41.442	.000 ^b
	Residual	35.410	163	.217		
	Total	44.412	164			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Safety and health programs

Source; (Field data, 2022)

The significance of F measures (41.442) is 0.000, which is less than 0.05, indicating that, as table 4.19 shows, there is a strong correlation between representational commitment and welfare and wellbeing initiatives. This tested the unfounded hypothesis and found that police officers' representative commitment is influenced by their overall well-being and the activities they participate in.

Table 4.19: Regression Coefficients^a

Model	Unstandardized		Standardized				
	Coefficients		Coefficients		Model		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2.778	.241		11.504	.000		
Safety and Health	.393	.061	.450	6.438	.000	1.000	1.000

b. Dependent Variable: Employee engagement

Source; (Field data, 2022)

The commitment of the free factor to the reliant variable was displayed in the relapse coefficients table 4.19. At last, the examination decided the relapse condition to be $Y = 2.778 + .393X1$. In light of the information in Table 4.19. Recipe 4.3

Along these lines, representative association is equivalent to 2.778 plus.393 wellbeing and wellbeing drives

As per the previously mentioned relapse condition, the representative commitment rate for cops in the district of Uasin Gishu would be 2.778 units on the off chance that wellbeing and wellbeing programs were held consistent at nothing. The worker contribution of policing in Uasin Gishu Region will ascend by a component of 0.393 with a unit expansion in wellbeing and wellbeing programs ($B=0.393$, $P0.05$).

4.7.4 The impact of word related pressure the executives rehearses on worker commitment among policemen in Uasin Gishu Area Region, Kenya, is directed by impression of hierarchical help.

As displayed in table 4.20, the review established that apparent hierarchical help moderatingly affected the connection between representative commitment and word related pressure the board rehearses among policing in Kenya's Uasin Gishu Area.

Table 4.20: Various leveled relapse results for Directing job of seen hierarchical help on the impact of word related pressure the board rehearses on representative commitment among policemen

	Model 1 B(sig)	Model 2 B(sig)	Model 3 B(sig)	Model 4 B(sig)	Model 5 B(sig)
(Constant)	4.135(.000) **	4.315(.000) **	4.350(.000) **	4.350(.000) **	4.350(.000) **
Zscore: WLB	.290(.000) **	0.253(.000) **	0.242(.000) **	0.239(.000) **	0.239(.000) **
Zscore: EC	.126(.000) **	0.131(.000) **	0.135(.000) **	0.139(.000) **	0.139(.000) **
Zscore: SAF	.130(.000)**	0.130(.000)*	0.123(.000)**	0.122(.000)**	0.121(.000)**
Zscore (POS)		0.064(.013)*	0.071(.005)**	0.073(.004) **	.073(.005) **
Zscore (WLB*POS)			0.068(.002) **	-0.053(.060)	(-0.053(.061)
Zscore (EC*POS)				0.025(.033) **	(-0.026(.412)
Zscore (SAF*POS)					(.001(.015) **

Model Summary

R	0.841	0.848	0.857	0.858	0.858
R Square	0.707	0.718	0.734	0.735	0.735
Adjusted R Square	0.702	0.711	0.726	0.725	0.724
Std. Error of the Estimate	0.284	0.280	0.272	0.273	0.274
Change Statistics					
R Square Change	0.707	0.011	0.016	0.001	0.000
F Change	129.713	102.081	87.887	73.220	62.364
df1	3	4	5	6	7
df2	161	160	159	158	157
Sig. F Change	0.000	0.000	0.000	0.000	0.000

Dependent Variable: Zscore
(Employee Engagement)
**p<.01, *p.05

KEY:

WLB= Work Life Balance, EC=Employee Counselling, SAF=Safety and Health , and POS=Perceived Organizational Support

Source: Research Data (2023)

As per the consequences of the numerous relapse model summed up in Table 4.21, the three indicators (balance between fun and serious activities, representative advising, and security and wellbeing programs) together made sense of 70.7% of the variety in worker commitment among cops in Kenya's Uasin Gishu Region. This shown that without a mediator, there is a likelihood of 70.7% ($R^2 = 0.707$) in foreseeing representative commitment among policing in Uasin Gishu Region, Kenya while considering the three review free factors. The general relapse model is critical, with a F-worth of 129.713 and a p-worth of 0.00 huge at the 5% degree of certainty; subsequently, the investigation discovered that the aggregate effect of the autonomous factors meaningfully affected the expectation of representative commitment among cops in Uasin Gishu District, Kenya. The previously mentioned assertion recommends that the degree of representative commitment inside the policing of Uasin Gishu Province, Kenya, is probably going to encounter an ascent assuming the administration executes word related pressure the executives rehearses and figures out strategies that are mixed with apparent hierarchical help. Table 4.21 showcases the results of the relapse coefficients, including assessments of Beta qualities and a thorough examination of the singular commitments of every

indicator to the model. The beta worth gives knowledge into the relationship between every indicator and the result variable. The presence of positive Beta coefficients demonstrates major areas of strength for a between the indicators and the result variable. Without any apparent hierarchical help as a directing variable, the Beta coefficients for security and wellbeing (0.130), balance between fun and serious activities (0.290), and representative guiding (0.126) were viewed as decidedly huge. The positive B values act as a sign of the course of the connection between the indicators and the result. The model might be portrayed according to the outcomes introduced in Table 4.21 of Model 1. -

$$Y = 4.315 + .290X_1 + .126X_2 + .130X_3 + \epsilon, \dots\dots\dots \text{Formula 4.4}$$

Where:

Work-life balance, or X_1 .

Employee counselling, X_2

X_3 = Health and safety

The fourth objective was to look at the directing effect of seen authoritative help on the effect of balance between fun and serious activities, representative advising, wellbeing, and wellbeing rehearses on worker commitment in Uasin Gishu Province. Various leveled relapse's outcomes were apparent.

Representative commitment to show three would be measurably significantly associated with the communication term for balance between fun and serious activities and saw hierarchical help (= 0.068; $F = 87.887$; .05. This recommends that the effect of balance between serious and fun activities on worker commitment is significantly directed by seen hierarchical help. Businesses can reduce pressure welcomed on by an absence of hierarchical help by using strategies that worth assisting representatives with adjusting work and family commitments (Thakur and Kumar, 2015).

The association expression for representative advising and saw needs in model four

Worker commitment is genuinely essentially affected by hierarchical help.

At the point when balance between fun and serious activities, representative directing, wellbeing and wellbeing, and the communication term of balance between serious and fun activities and saw authoritative help are genuinely controlled for ($\beta = 0.025$; $F = 73.220$; $p < .05$), the outcomes are not huge. This proposes that the effect of representative directing on worker commitment is significantly directed by seen hierarchical help. Representative directing is established on the possibility that in the event that a specialist gets the right direction from educated managers, execution can be gotten to the next level.

While measurably controlling for balance between serious and fun activities, representative guiding, security and wellbeing, the collaboration term of balance between serious and fun activities and see hierarchical help, and the cooperation term of worker directing and see authoritative help, the communication term for security and wellbeing and saw authoritative help affects representative commitment to demonstrate five ($\beta = 0.001$; $F = 62.364$; $p < .05$). Subsequently, the effect of security and wellbeing on representative commitment is incredibly directed by seen hierarchical help. All in all, apparent authoritative help in Uasin Gishu District directs the effect of word related pressure the executives methodologies on representative commitment. Social trade hypothesis and the work requests asset hypothesis act as the establishment for this.

4.8 Results Discussion

The study examined how employee engagement among law enforcement personnel in Kenya's Uasin Gishu County was affected by occupational stress management practises. The study's stated goals informed the hypotheses that were put to the test.

4.8.1. The impact of work-life balance on law enforcement personnel' job satisfaction in Kenya's Uasin Gishu County

The degree of employee engagement in the workplace is subject to the impact of their perceptions regarding the organization's provision of support for work-family equilibrium. The findings of the study indicate that the model was capable of accounting for only 51% of the variance or fluctuations in employee engagement, while the remaining 49% was attributable to factors beyond work-life balance. The coefficient of determination, denoted as R square,

exhibited a value of 0.510. According to the regression analysis table, the t value is 13.021 and the P value is 0.000, which is less than the significance level of 0.05, indicating sufficient evidence to establish relative importance. The findings indicate that there exists a positive and statistically significant correlation between employee engagement and work-life balance. To enhance employee engagement and well-being, thereby augmenting organisational commitment and performance, it is suggested that organisations should demonstrate a strong commitment towards implementing work-life balance policies. The studies conducted by Adewale, Larasati, and Hasanati (2019) and Iqbal et al. (2017) revealed that the implementation of work-life balance practises had a noteworthy influence on the level of employee engagement. In order to ensure sustained progress in organisational operations through employee engagement, the National Police Services must take into account the practises associated with work-life balance among its personnel. The aforementioned outcome is grounded in social exchange theory, a theoretical framework positing that employees perceive an obligation to reciprocate their employers with diligent efforts and a profound cognitive and affective connection to their work. The implementation of work-life balance practises has resulted in the National Police Service's ability to retain its key personnel through effective employee engagement. The significance of talents to organisations lies in their value, distinctiveness, high cost of replication, and irreplaceability (VRIN), which collectively contribute to organisational performance, provided that there are no strategically comparable resources.

4.8.2 The present study aims to investigate the influence of employee counselling on the level of employee engagement among law enforcement personnel in Uasin Gishu County, Kenya.

Employee counselling is a method utilised to identify and support employees who are experiencing challenges related to their technical, personal, or emotional adaptation, which may be impeding their work performance. The efficacy of employee therapy in addressing stress, depression, anxiety, and reduced productivity in the workplace has been well-established. Employee coaching and appreciation are crucial components of proficient personnel management that have the potential to enhance employee engagement. The inverse relationship could potentially impede efforts to enhance levels of employee engagement. The results obtained from this research lend support to the aforementioned assertion. The R-squared value of 0.444 denotes that a mere 44.4% of the fluctuation or alteration in employee

engagement was accounted for by the model, while the remaining 55.6% was attributed to factors other than employee counselling. The level of significance is established at 0.05, while the t statistic is calculated to be 11.401. The results of our study provide sufficient evidence to support the assertion that employee counselling has a significant impact on the levels of engagement among law enforcement personnel in Uasin Gishu County, Kenya. Consequently, the null hypothesis was rejected. According to the studies conducted by Omol (2018) and Kay & Tumwet (2015), it can be inferred that employee coaching has a noteworthy and favourable impact on employee engagement. The conclusions drawn from both jobs were based on the principles of resource theory and social exchange theory. To achieve optimal levels of employee engagement, it is imperative that management does not neglect the fundamental aspects of employee relations while focusing on employee counselling. Given the circumstances, it is recommended that the National Police Service implement effective counselling management strategies to enhance employee engagement among law enforcement personnel. Additionally, it is advised that the organisation strongly denounce the disingenuous Equal Employment Opportunity (EEO) facade and narrow-minded affirmative action legislation.

4.8.3 The present study aims to investigate the influence of safety and health initiatives on employee engagement among law enforcement personnel in Uasin Gishu County, Kenya.

It is imperative that employees are provided with a work environment that is conducive to their physical and mental well-being, thereby enabling them to achieve success in both their personal and professional endeavours. The authors Idubor and Oisamoje (2013) posit that a worker who experiences persistent apprehension regarding their safety may exhibit psychological instability, reduced ability to concentrate on their duties, and an increased likelihood of staff turnover. The research results indicate that a mere 20.3% of the fluctuation or alteration in the reliant variable could be ascribed to the model, while the remaining 79.7% was accounted for by factors beyond safety and health initiatives. The statistical evidence supporting this claim was provided by the coefficient of determination (R-squared) value of 0.203. The multiple regression analysis yielded a t-value of 6.438 and a corresponding p-value of 0.00. Research has indicated that safety and health initiatives exert a noteworthy influence on employee engagement. Consequently, the null hypothesis was rejected. The aforementioned outcome is corroborated by the research conducted by Gyensare, Anku-Tsede, Boakye, and Twumasi (2018) as well as Kaynak, Toklu, Elci, and Toklu (2016), which concur that safety and health initiatives exert a noteworthy influence on employee engagement. This discovery is in line with the principles of the social exchange theory. The objective of the exchange is to maximise

revenue and minimise expenses. Hence, employees contemplate the advantages and disadvantages when deciding whether to establish social affiliations with their organisation. In cases where the risks surpass the advantages, workers may terminate their association with their employer. Hence, to guarantee a secure working environment and augment employee engagement, law enforcement agencies necessitate safety and health programmes.

4.8.4 This study examines the moderating effect of perceptions of organisational support on the relationship between employee engagement, occupational stress management practises, and law enforcement personnel in Kenya's Uasin Gishu County.

The effect of business related weight on worker commitment is critical, especially when being brought about by lacking help from the organization is seen. Besides, a different relapse examination showed that the execution of word related pressure the board rehearses, whether all in all or freely, fundamentally influences the degree of worker commitment among policing in Uasin Gishu Province, Kenya. The degrees of association among policing in Uasin Gishu Region, Kenya, were viewed as altogether impacted by balance between fun and serious activities, representative advising, wellbeing, and wellbeing drives, which on the whole made sense of 70.7% of the variety. Eminently, no arbitrator was engaged with this relationship. In Uasin Gishu District, Kenya, the level of worker contribution of policing was seen to differ by 73.5% within the sight of a mediator ($R^2 = 0.735$; $F = 62.364$; $p.05$). The invalid speculation placing that the apparent hierarchical help of policing in Uasin Gishu District, Kenya, didn't affect the effect of word related pressure the board rehearses on representative commitment has been discredited. The elective speculation setting that the apparent degree of help from the association assumes a huge part in changing the effect of word related pressure the board rehearses on worker commitment is considered to be more exact for policing in Uasin Gishu Province, Kenya. The previously mentioned results are certified by the examinations directed by Rineer, Truxillo, Bodner, Mallet, and Kraner (2017) and Malik and Noreen (2015), which laid out a relationship between's word related pressure, saw support from the association, and in general government assistance. The previously mentioned discoveries are gotten from the hypothetical structures of the social trade hypothesis and the work requests asset hypothesis. The assertion proposes that the execution of word related pressure the board rehearses and the proactive plan of strategies imbued with apparent hierarchical help by the executives would bring about an expansion in representative commitment among policing in Uasin Gishu Region, Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes a summary of the research findings, conclusions from the study, recommendations, and potential areas for future investigation.

5.2 Summary of the findings

The review expected to comprehend how different work related pressure the board rehearses impact worker commitment among cops in Uasin Gishu Region, Kenya. Zeroing in on balance between serious and fun activities, worker directing, and security and wellbeing drives, the examination likewise inspected the job of seen hierarchical help (POS) as a directing component, to check whether officials' commitment levels fluctuated relying upon how upheld they felt by their association. The outcomes featured that apparent hierarchical help assumes a huge part in upgrading the viability of stress the executives rehearses: when officials felt their association was steady, the good effect of balance between fun and serious activities, guiding, and wellbeing and security drives on commitment was considerably more grounded. Each stress management technique independently contributed to higher engagement, underscoring the importance of these practices in maintaining motivation and commitment among law enforcement personnel. Overall, the study suggests that comprehensive stress management

strategies, paired with a strong sense of organizational support, are crucial for fostering engagement and resilience among police officers in Uasin Gishu County.

5.2.1 Work-Life Balance

The review's discoveries uncover that balance between fun and serious activities significantly affects representative commitment among policing in Kenya's Uasin Gishu Region. By dismissing the invalid speculation, the exploration affirms that superior balance between serious and fun activities prompts more significant levels of commitment among officials, permitting them to be more propelled, useful, and associated with their work. This result is very much upheld by friendly trade hypothesis, which proposes that representatives who feel upheld by their association are bound to respond with devotion, difficult work, and a compelling close to home obligation to their jobs. For the National Police Service, this indicates that fostering work-life balance not only enhances officers' well-being but also enables the organization to fully leverage its most valuable asset—its dedicated personnel. In essence, by prioritizing work-life balance, the National Police Service can strengthen officer engagement and ensure a healthier, more effective workforce.

5.2.2 Employee Counselling

A key component of efficient people management that enhances employee engagement is employee counselling. The opposite could become a barrier to developing staff engagement, which improves employee performance, and a hindrance to the achievement of the police service's mission and goals. According to the study's findings, employee counselling considerably and favourably influences law enforcement personnel' employee engagement in Uasin Gishu County. This influenced the rejection of the null hypothesis, which was supported by both the jobs demand resource theory and the social exchange theory. In order to achieve the highest level of employee engagement, management should not ignore the principles of employee relations initiatives as it focuses on employee counselling.

5.2.3 Programmes for health and safety

It makes sense to think that a worker who is constantly concerned for his safety will be psychologically unstable and may not be able to give his all to the task at hand, leading to significant employee disengagement. The results of this study demonstrated that safety and health initiatives had a favourable and significant impact on law enforcement officers' employee engagement in Uasin Gishu County. Consequently, the null hypothesis was rejected.

The social exchange theory forms the basis of these conclusions. It follows that law enforcement officials require safety and health programmes to ensure that their working conditions are secure and to increase employee participation.

5.2.4 Evidently authoritative assistance guides the impact of word-related pressure on board procedures and employee dedication in Kenyan policing in the Uasin Gishu Region.

As per research, saw progressive help immovably coordinates the effect of word-related pressure that chiefs practice on representative commitment among policing in Kenya's Uasin Gishu Region. As per these outcomes, the Public Police Organization's idea of word-related tension can fundamentally increment representative commitment to policing, particularly with regards to clear progressive help. The establishment for these objectives is given by the work demands resource speculation as well as the social exchange theory.

5.3 Conclusion

According to the study's findings, occupational stress management techniques are essential for improving employee engagement among Kenya's Uasin Gishu County's law enforcement employees. This is demonstrated by the fact that, according to the study's findings, occupational management practises including work-life balance, employee counselling, and safety and health programmes jointly and independently effect law enforcement officers' employee engagement to a certain extent. Additionally, the impact of occupational stress management practises on employee engagement among law enforcement officers is strongly moderated by perceived organisational support. Because of this, it is necessary to develop and promote practises for managing work-related stress that are believed to have the backing of the organisation. As a result, they would become ingrained in National Police Service administration and operations and not just another part of organisational policies, leading to strong employee engagement among the law enforcement officers.

5.3.1 Work-Life Integration

Work-life balance raises employee engagement through influencing variables like a lower turnover rate or by motivating law enforcement personnel to go above and beyond

expectations, which affects both employee engagement and law enforcement personnel performance. Because of this, the National Police Service should be focused on developing its talent pools through work-life balance strategies to support its succession plans. According to this study, work-life balance should be promoted to attract and retain high-caliber employees throughout time, resulting in employee engagement for sustained performance.

5.3.2 Employee Counselling

By and large, cops' devotion to their positions is greatly upgraded by illustrative directing. This proposes that to cultivate delegate responsibility among cops, the Public Police Organization ought to take areas of strength for on directing organization rehearses. Moreover, the EEO façade and the administrative strategy's partial blindness in regards to minorities in the public arena rules ought to be for all time dismissed.

5.3.3 Programmes for health and safety

Workplace inclusion, safety, and health initiatives have a big impact on employee engagement. Therefore, it is important to remember that weaknesses in safety and health programmes may contribute to a high level of employee disengagement. Therefore, employees have a right to a safe and healthy working environment as well as one that enables them to be productive in both social and professional ways. Offering safety and health programmes is still the most important strategy for ensuring strong employee participation in this area. Employees will sever or give up their relationship with the employer if the risks outweigh the perks. It follows that law enforcement officials require safety and health programmes to ensure that their working conditions are secure and to increase employee participation.

5.3.4 Evidently authoritative assistance guides the impact of word-related pressure on board procedures and representational commitment among Kenyan police in Uasin Gishu District.

Employee engagement among law enforcement professionals is greatly impacted by occupational stress management practises. Additionally, in the Uasin Gishu Area of Kenya, the presence of authoritative assistance significantly changes the impact of word-related pressure on executive approaches such as representative advising, security and wellbeing, and striking a balance between fun and serious activities on employee commitment. This does not, however, lessen the importance of representative leadership, wellness and wellness initiatives, or striking

a balance between serious and enjoyable activities in fostering employee dedication in law enforcement. Nevertheless, word-related pressure on the executives' actions should be bundled through widely accepted tactics in order to increase their collaborative energy in making representational commitment among policing. In the end, the board practices that are consistent with their ability to amplify perceived authority strengthen the framework for policing's representational commitment. There is a crucial focus to this word-related strain.

5.4. Recommendations

In light of the study's conclusions and the recommendations provided by the literature review, it is clear that improving occupational stress management procedures and perceptions of organisational support within the police service are crucial components for raising employee engagement among law enforcement officers. Although there are additional elements that are important for employee engagement. To increase employee engagement among law enforcement professionals, the National Police Service should focus more on issues like work-life balance, employee counselling, safety and health initiatives, and perceived organisational support. The study offers the following suggestions in this regard:

5.4.1 Work-Life Integration

In order to consistently promote employee satisfaction and obtain better employee engagement, the National Police Service should be steadfastly devoted to improving work-life balance practises. This will necessitate an increase in organisational commitment and employee performance. Law enforcement personnel who are respectable and competent will be attracted by this, and employee engagement will increase. The National Police Service should look into ways to help law enforcement professionals better juggle their job and family obligations, such as delegation, training, leave policies, leisure time, and flexible working hours, among other things. As a result, law enforcement personnel will experience less work-life interference and greater work-life separation.

5.4.2 Employee Counselling

The most effective treatment for workplace stress, sadness, anxiety, and decreased productivity is employee counselling. In order to increase employee engagement among law enforcement officers, the National Police Service must adopt and improve effective employee counselling management practises. Offer employee counselling with the intention of discussing their

emotional issue in order to lessen the long-term psychosocial damage. Such an emotional issue may be the result of the employee's poor adjustment due to organisational or private causes. To lessen the effects of maladjustments, knowledge must be raised about the use of counselling services.

5.4.3 Programmes for health and safety

On-the-job health and safety risks for law enforcement workers include criminal assault, stressful situations, and infection exposure. To provide safe working conditions and increase employee engagement, law enforcement officers need safety and health programmes. To prevent the different health and safety risks of their work, law enforcement personnel should receive intensive training in safety and health. In conclusion, the National Police Service should improve its procedures for maintaining officers' health, including managing injuries and poor health among officers; assisting those who have been ill, whether or not at work; and reducing retirements due to illness. Additionally, there is a need to raise awareness of different insurance policies.

5.4.4 Employee Engagement, Perceived Organisational Support, and Occupational Stress Management Practises

To maximise their synergy in achieving employee engagement and improved performance of law enforcement officers, occupational management practises such as work-life balance, employee counselling, and safety and health programmes should be bundled through mutually consistent policies. In the end, perceived organisational support remains the keystone for improving employee engagement among law enforcement officers notwithstanding the strategic aim of these occupational stress management practises.

5.5 Area for Future Research

To gain a more thorough understanding of this topic in other contexts, several studies should be conducted. Future research should also consider the effects of other moderators on the relationship between other occupational stress management practises and employee engagement among law enforcement officers. To better understand the relationship between

the variables, future research should involve the private sector or similar studies across diverse industries.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

The author of this statement is George Boy Joshua, a current student at Masinde Muliro University of Science and Technology. Mr. Joshua is pursuing a Master of Science degree in the field of Human Resource Management. The present study aims to investigate the impact of occupational stress management practises on employee engagement among law enforcement officers in Uasin Gishu County. This statement partially fulfils the requirements for the Master of Science in Human Resource Management degree conferred by Masinde Muliro University of Science and Technology. The collection of personal information is not required, and all conversations will be kept confidential. I assure that the present study will solely be utilised for scholarly purposes. Kindly provide comprehensive responses to the inquiries. For any inquiries, please do not hesitate to reach out to me via email at georgejoshua203@gmail.com or through a phone call at 0716238183.

I express gratitude.

~~Yours faithfully,~~ _____

George Boy Joshua

Student

APPENDIX II: QUESTIONNAIRE

This study centers around the impact of word related pressure the board rehearses on representative commitment among the cops in Uasin Gishu Region. Kindly note that your reactions are secret and unknown, as you are not expected to demonstrate your name. The survey will be only for scholarly purposes. Sympathetically answer all inquiries apparently.

QUESTIONNAIRE NUMBER

Kindly put a tick (✓) against the correct choice.

1. Age bracket

20 -30 years [] 31 -40 years []

41 -50 years [] 51 -60 years []

2. Gender

Male [] Female []

3. Highest level of education?

Diploma [] Bachelors' []

Post graduate [] Any other []

4. For how long have you worked as a law enforcement officer?

Less than 1 year [] 11-15 years []

1-5 years [] 16-20 years []

6-10 years [] Over 20 years []

SECTION B: INSTRUCTIONS

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale:

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

PART I: WORK LIFE BALANCE

	RESPONSE ITEM	1 Strongly Disagree e	2 Disagree e	3 Undecided	4 Agree e	5 Strongly Agree
A 1	I find it challenging to satisfy my homegrown commitments since I continually ponder work					
A 2	I don't completely partake in the organization of my companion/family/companions on account of work					
A 3	I satisfy my homegrown commitments better on account of the things I have learned on my work					
A 4	I experience issues focusing on my work since I'm engrossed with homegrown issues					
A 5	I'm better ready to keep arrangements at work since I'm expected to do than at home					

PART II: EMPLOYEE COUNSELLING

	RESPONSE ITEM	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
C1	In the wake of going through the advising programs my work					

	execution increments.					
C2	guiding projects has improved my cooperations with individuals from people in general					
C3	Guiding better my capacity to actually impart					
C4	guiding projects improves my capacity to determine struggle among ourselves					
C5	Guiding has assist me with decreasing my degrees of stress.					

PART III: SAFETY AND HEALTH

	RESPONSE ITEM	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
D1	The executives answers rapidly to my wellbeing concerns					
D2	I effectively partake in the Wellbeing and wellbeing preparing					

	Projects					
D3	wellbeing and prosperity drives or health program are given					
D4	laborers to get a sense of ownership with their own as well as their partners' wellbeing, and to act as wellbeing advancement specialists					
D5	There are rules, and human asset approaches for advancing specialists' wellbeing like guidelines for sans smoke zones and their requirement					

PART IV: PERCEIVED ORGANIZATIONAL SUPPORT

	RESPONSE ITEM	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
B1	The association gives me little chances to climb the positions					
B2	The association invests wholeheartedly in my achievements at work					
B3	The association attempts to make the occupation as fascinating as could					

	be expected					
B4	My colleagues will help me when I when I have diffi-					
B5	culties in dealing with my feelings					

PART V: EMPLOYEE ENGAGEMENT

	RESPONSE ITEM	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
E1	My manager is an extraordinary good example for representatives					
E2	The business spurs me to go past what I would in a comparative job somewhere else					
E3	I seldom contemplate searching for a task at another organization					
E4	I would suggest policing an extraordinary work					

E5	I eagerly help individual officials when they have business related issues					
----	--	--	--	--	--	--

THANK YOU FOR YOUR TIME AND GENUINE RESPONSE

APPENDIX III: INTERVIEW SCHEDULE

1. What makes you want to decline opportunities from other organizations to remain with the current employer?
2. How does the nature of your work help you balance family and work demands?
3. What does the National Police Service do to help the officers to balance work and family demands?
4. How does the support offered to you by the organization affect you?
5. What makes you lack satisfaction with your safety and health?

APPENDIX IV: KREJCIE AND MORGAN TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX V: LIST OF POLICE STATIONS IN UASIN GISHU COUNTY

- 1) Kipkaren
- 2) Kipkaren
- 3) Jua kali
- 4) Kiplombe
- 5) Huruma
- 6) Chukura
- 7) Ziwa
- 8) Segero
- 9) Kipsomba
- 10) Kuinet
- 11) Simat
- 12) Yamumbi
- 13) Chebuguayi
- 14) Sukunanga
- 15) Kesses
- 16) Kondoo
- 17) Kapsoya
- 18) Ainabkoi
- 19) Tembelio
- 20) Chepkanga
- 21) Karuna
- 22) Ainaptich
- 23) Baharini Police Post
- 24) Osoronga Police Post
- 25) Kapyemit Police Post
- 26) Maji Mazuri Police Post
- 27) Ziwa Machine Police Post
- 28) Barsombe Police Post
- 29) Kaplelach Police Post
- 30) Race Course Police Post
- 31) Chepkoiyo Police Post
- 32) Lenguse Police Post
- 33) Kipkorgot Police Post
- 34) Koitoror Police Post

Source (Republic of Kenya.,2020)

APPENDIX VI: LICENCE

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This is to Certify that Mr. GEORGE BOY JOSHUA of Masinde Muliro University of Science and Technology, has been licensed to conduct research in Uasin-Gishu on the topic: EFFECT OF OCCUPATIONAL STRESS MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT AMONGST LAW ENFORCEMENT OFFICERS IN UASIN GISHU COUNTY, KENYA for the period ending : 25/February/2023.	
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