

# Assessment of the Effectiveness of Guidance and Counselling Establishment Programme on Administration Police Officers' Self Efficacy in Nairobi County, Kenya

Zakayo Anyangu Musita and David Kabera Muthondeki

**Abstract** — Police officers in many countries face a myriad of social, psychological, and occupational challenges in their line of duty which has a significant effect on their mental health; Kenya is no exception. The Administration Police Service established a guidance and counselling programme to address the said challenges. This study, sought to assess the effectiveness of the Guidance and Counselling programme on Administration Police (AP) officers' self-efficacy. The study was guided by the Self-efficacy theory by Albert Bandura and the Well-being theory by Martin Seligman. The study adopted the *ex-post-facto* research design. Stratified random sampling technique was used to select 367 participants from a total population of 7,404 AP officers while 20 key informants were purposively sampled. The study utilized both qualitative and quantitative methods in data collection. The study revealed that though the APS offers peer counselling services to its officers, these services were not effective in training self-efficacy among AP officers. Additionally, it was established that the individual counselling services offered to AP officers were not effective in enhancing the officers' self-efficacy in the delivery of service. The study recommends the introduction of incentives for officers to encourage them to seek professional guidance and counselling training; decentralization of the APS guidance and counselling services up to the County level; employment of professional counsellors to cater for the counselling needs of the APS; the continuous awareness training of the officers on the existence of the Guidance and Counselling programme within the APS; and, provision of environments where officer counsellors can share experiences, exchange ideas and have professional and intellectual discourses.

**Key words** — counselling programmes, mental health, peer counselling, self-efficacy.

## I. INTRODUCTION

The work of police officers in many parts of the world is often exhausting, dangerous, and even traumatic [1] [2]. Police officers work in varied contexts with their duties sometimes making immense demands on their time, physical strength as well as mental capacity [1]. According to Okamoto [2] some of the difficulties experienced by police officers in most parts of the world in the course of their duty include the use of discretion while making critical decisions, continual exposure to citizens in agony or distress, exposure to danger, violence and possible death and working for extended periods.

Blumberg *et al.* [3] observe that in addition to these age-long challenges experienced by police officers, contemporary policing has proved to be extremely complex and challenging. This complexity is associated with technological advancements which criminals exploit to become more creative resulting in transnational crimes that have become increasingly intricate for example cybercrime, piracy, terrorism, fraudulent medicine, and identity related crimes [4]. Stott *et al.* [5] argue that most countries have not empowered their police officers to effectively handle these emerging crimes thus the officers tend to apply traditional policing strategies which yield minimal results, putting undue pressure on the police officers and at times resulting in a sense of disillusionment. Additionally, Wood *et al.* [6] note that today's police face more public scrutiny of their activities because of advanced technology like the use of mobile phones and online media than officers from preceding generations.

The work-related challenges associated with police work have been found to drain the officers' psychological resources thus causing deleterious effects on their psychosocial wellbeing thus impacting their overall functionality in achieving their true potential as law enforcers [7]. Hughes *et al.* [8] observed that people with low self-efficacy are more vulnerable to psychological challenges such as proliferating amounts of stress-related disorders like post- anxiety traumatic stress disorders and depression. Accordingly, to address the psychosocial needs of their officers, most police departments have established various programmes, guidance and counselling being one of them [9].

The Administration Police is one of the constituents of the National Police Service [10]. The National Police Service comprises the Kenya Police Service, the Administration Police Service and the Directorate of Criminal Investigations. According to Republic of Kenya [11] and Republic of Kenya [12], the National Police Service falls under the Ministry of Interior and Coordination of National Government. The headquarters of the NPS is housed in Nairobi City County which is the capital and the biggest city of Kenya. The City covers a zone of 696 km<sup>2</sup> and it borders Kajiado County toward the South, Machakos County toward the East and Kiambu toward the Northern side [13].

The ability of police officers to maintain a state of optimum self-efficacy is critical to the safety of society as a whole

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Mr. Zakayo Anyangu Musita, National Police Service of Kenya (Deputy Director of Reforms, NPS) and Laikipia University MA student in Guidance and Counselling, Kenya.  
(e-mail: musitaanyangu@gmail.com).

Dr. David Kabera Muthondeki, National Police Service of Kenya (Head of Psychological Counselling, APS) and Part-time Lecturer Kenyatta University in Psychology, Security, Peace & Conflicts, Kenya.  
(corresponding e-mail: muthondeki00@gmail.com)

bearing in mind the pivotal role that the police play in society [14]. Thus, the Administration Police Service (APS) put together a guidance and counselling programme at their training school in Embakasi in the year 2012 to address the psychological needs of the officers. Despite the existence of the Guidance and Counselling programme within the APS, National Police Service [15] reported that between the year 2012 and 2016, more than fifty police officers had died by either committing suicide or being killed by their colleagues. Additionally, a report by the Taskforce on Mental Health in Kenya [16] established that police officers who were the subject of disciplinary action for breaching the code of conduct did so in the context of depression or other mental illness. This, therefore, raises concerns as to the extent to which the APS Guidance and Counselling programme enhances the self-efficacy of officers in dealing with the challenges associated with policing. This study thus purposed to ascertain the effectiveness of the APS guidance and counselling establishment programme in enhancing police officer's self-efficacy in Nairobi County, Kenya.

#### A. Statement of the Problem

Police officers encounter overwhelming social, psychological, and occupational challenges in the exercise of their duties. These challenges affect the officers' self-efficacy consequently impacting their personal development and service delivery. The government of Kenya approved the establishment of a guidance and counselling programme for the APS in the year 2012 to address these challenges. Significant investments have been made by various stakeholders towards the programme, but the envisaged improvement on the psychological wellbeing of the officers seems elusive. The mismatch between the huge efforts employed to run the programme and the insignificant results accrued from the programme suggests the existence of major challenges in the programme. These minimal results have been attributed to the inability of the APS guidance and counselling programme to enhance the self-efficacy of the officers since there is a relationship between self-efficacy and officer psychological wellbeing. Many researchers have carried out studies on guidance and counselling in the police, however, none of these studies focused on the effectiveness of guidance and counselling on the self-efficacy of AP officers. It is against this backdrop that a study assessing how the APS guidance and counselling programme enhances the self-efficacy of AP officers working in Nairobi County, Kenya was undertaken.

## II. LITERATURE REVIEW

#### A. Self-efficacy

According to Sivri and Balci [17], self-efficacy provides a cushion to officers and the discernment of a condition as dangerous or not depends on the interpretation that the individual will give it, and on their coping skills. In the context of the APS therefore, the perception that the AP officers will have about their abilities to take satisfactory courses of action will regulate the cognitive and affective evaluations they will make concerning their life or their work, consequently this influences their general wellbeing. Zee and Koomen [18] argue that since self-efficacy touches on almost every facet of an individual's well-being, contemporary

mental health interventions advance wellbeing by enhancing self-efficacy. Accordingly, it becomes imperative to aid clients to appreciate their dignity and power through the problems of life [18]. Bearing this in mind, therefore, it is expected that the APS counselling programme should be able to promote the wellbeing of the officers by improving their self-efficacy.

Marlon *et al.* [19] indicated that there are four salient foundations of self-efficacy that interact to enable individuals to develop belief or disbelief in themselves. First, there is the mastery of experiences which implies that accomplishment directly impacts the way people think about themselves [20], [21]. Therefore, successfully accomplishing a task has the potential of boosting confidence and raising the possibility of excelling in comparable tasks. Failure, conversely, breaks down their confidence and leaves one with self-doubt [21]. This, therefore, means that for the APS counselling programme to have an impact on the self-efficacy of the officers it has to incorporate the aspect of mastery experiences. This could be achieved through individual counselling by a professional helping the individual remember their success stories which could ignite their desire to succeed.

The second factor is vicarious experiences which involves seeing others around us, particularly individuals whom we can identify with excelling or hearing their success stories which acts as an inspiring factor for accomplishment [22]. According to Robinson, modelling experiences is the third factor and role models play a significant part in enhancing self-efficacy. Looked at in terms of the APS guidance and counselling programme, this implies that for the programme to positively impact the self-efficacy of the officers, it needs to provide room for the officers to hear and learn from the success stories of their peers and role models or mentors. This could be achieved through peer counselling and group counselling.

The last aspect of self-efficacy is emotional and physical experiences [21]. Muzamil *et al.* [21] argue that our current mental and physical states affect self-efficacy. For instance, individuals who are depressed, or who are fighting with a life-threatening disease, is not likely to feel confident and positive. This, therefore, means that for the APS guidance and counselling programme to be effective in enhancing the self-efficacy of the officers it needs to aim at teaching sound mental and physical wellbeing to the officers.

The foregoing implies that, the self-efficacy of the AP officers is likely to have an impact on their work performance. Satisfactory performance of the AP officers is key since police officers are public figures and consequently the public expects them to meet, uphold, and maintain the standards they are tasked with enforcing.

#### B. Guidance and Counselling Programme and Police Officers Self-Efficacy in Kenya

Sharma *et al.* [23] underscored the pivotal role played by guidance and counselling programmes in the police service. They argued that in the absence of a functional guidance and counselling programme, police officers may resort to counterproductive strategies such as drug and alcohol abuse and reckless sexual behaviour in an attempt to manage the traumatic or stressful experiences they encounter. Besides,

there is a likelihood of the officers being frustrated, troubled and susceptible to suicidal inclinations, which may creep into their relationship with their spouse, family, and the citizens they serve [24].

Wango *et al.* [25] further observe that, most police officers in Kenya stay long days away from family; they are regularly transferred and are posted far from their families and homes. As a result, their marriages are affected, and they do not get to understand nor bond well with their children [16]. Additionally, Muthondeki, *et al.* [26] expressed the need for a counselling programme within the Police Service that would assist the officers to cope with the psychological challenges associated with policing.

The Ransley report [27] found out that the area of guidance and counselling for the police in Kenya had been neglected for a long time. As such, there were no established functional support systems to assist officers who were undergoing distressful situations. Further, the report revealed that guidance and counselling in the police had been left to chaplains some of whom were not trained counsellors. The report further exposed that in some instances, the respective commanders, most of whom lacked any training in guidance and counselling took upon the role of guiding and counselling their juniors. This impacted negatively on the self-effectiveness of police officers in Kenya [25].

Nyingi [28] studied the effects of organizational Stress on the psychological well-being of police officers in Kenya. The study revealed that work stress, frustration and depression significantly affected the psychological well-being of the officers. Muthomi [29] examined employee counselling programmes and job performance in the Kenya Police Service and reported positive effects of employee counselling programmes on job performance and recommended the establishment of more counselling centres, enlistment of additional counsellors, and embracing modern ways of delivering counselling services to officers in the Kenya Police Service as key steps towards yielding improved performance.

### C. Peer Counselling and Self-Efficacy Training in the Police Service

Peer counselling refers to the provision of support in terms of knowledge, experience, and emotional, social or practical help by people to each other [30]. Peer counselling can take various forms such as peer mentoring, reflective listening, or counselling. This kind of peer support can also be extended to initiatives where colleagues meet, face to face or virtually, as equals and provide each other connection and support on a mutual basis [31]. Haider and Saha distinguish peer support and other forms of social support in that the source of support is a peer, a person who shares similarities with the beneficiary of the support and their association is one of equality. In the police, therefore, peer support offers officers the opportunity to talk with someone who understands their line of work and the associated challenges that come with it [32]. According to Papazoglou and Tuttle [9], peers can be used to train their fellow officers on self-efficacy.

Therefore, by working one-on-one with a professionally trained counsellor in a safe, caring, and confidential environment, the officers, stand to benefit from individual counselling as they will be assisted to explore their feelings, beliefs, or behaviors and clear up challenging or powerful

memories that they may be harboring.

### D. Group Counselling and the Self-Efficacy of Police officers

According to Rose [33], group counselling is a session that is conducted between a professionally trained counsellor and a group of people at the same time. Rose advises that, to have a cohesive group and a productive counselling session the composition of this group should not exceed seven, or at least ten people. Stuart [34] observes that one of the major constraints to effective counselling in the police is lack of time. He argues that working with groups can be one way to reach more officers and free up more time for individual counselling sessions and enhance the spirit of teamwork. Group counselling would therefore help to alleviate this challenge given that one trained counsellor is able to attend to many officers at a go.

### E. Theoretical Framework

The study was guided by two theories; the Self Efficacy theory by Albert Bandura, (1997) which was complemented by the Well-Being theory of Martin Seligman [35].

### F. The Self Efficacy Theory

The Self-Efficacy theory was developed by Albert Bandura in 1997. The basic proposition of self-efficacy theory is that the most important determinants of the behaviors people elect to engage in and how much they endure when faced with difficulties and challenges is dependent on their beliefs in their capabilities to produce desired effects by their actions [36]. According to the Self-efficacy theory, these efficacy beliefs perform a key role in psychological adjustment, psychological problems, physical health, as well as professionally guided and self-guided behavioral change strategies [37]. Accordingly, people have the ability to sway the events of their own lives [36]. Looked at in line with policing, the self-efficacy theory implies that police officers have the ability to engage in socially acceptable behaviors, to endure when faced with difficulties or challenges and sway the events of their own lives by believing in their capabilities to produce desired effects.

### G. The Well-Being Theory

The self-efficacy theory was complemented by the Well-Being theory, this theory was developed by Martin Seligman in 2011. The theory postulates that for people to experience lasting well-being which is abbreviated as "PERMA" there are five critical elements that come into play [38]. These are: Positive Emotion (P), Engagement (E), Positive Relationships (R), Meaning (M), and Accomplishment/Achievement (A). According to Seligman, for individuals to flourish in life, and find the happiness they desire, they need to pay attention to all these five elements, [38]. Seligman further argues that well-being is not only valuable because it feels good, but also because it has beneficial real-world consequences [39].

Looked at in line with policing, the well-being theory implies that for police officers to deliver quality services they need to be in a state of well-being.



### III. RESEARCH METHODOLOGY

#### A. Research Design

This study adopted the *ex post facto* research design. This is a research design, which looks into events that have already occurred and therefore cannot be engineered or manipulated by the researcher [40]. The study was conducted among the Administration Police officers based in Nairobi City County, Kenya.

The target population was 7,407 APS officers across the ranks working in Nairobi City County. Further, four officers from the APS counselling unit at the APS headquarters were used as key informants because these are the officers charged with the responsibility of coordinating the APS guidance and counselling programme [41]. The sample of the study consisted of 367 police officers, ranging from the rank of police constable to the rank of Assistant Inspector General of Police (AIG). This sample size was determined based on a table developed by Kathuri and Pals [42] for determining the required sample size. According to the nominal roll from the APS headquarters, Nairobi City County has a total population of 7,407 AP officers. This figure corresponds to a sample size of 367 in the table provided by Kathuri and Pals [42].

The study used both probability and non-probability sampling methods to select the 367 respondents. According to the director of human capital in APS, AP officers are deployed and attached to 12 Sub-Counties that is Njiru, Embakasi East, Embakasi West, Kasarani, Langata, Kamukunji, Makadara, Starehe, Westlands, Kibra, Mathare and Dagoretti. Other officers are deployed to the National Police Collage "A" campus, the Security of Government Buildings (SGB) and the Rapid Deployment Unit (RDU).

Purposive sampling was employed in the selection of the National Police Collage Embakasi (A) Campus, SGB and RDU. The National Police Collage Embakasi 'A' Campus (NPC, 'A' campus) was selected since this is where the first guidance and counselling programme in the APS was established. SGB and RDU were selected because they are the only specialized units within Nairobi, each having a distinct structure and function. The researcher then applied Mugenda and Mugenda [43] formula in determining the number of sub-counties that participated in the study. According to the formula, a good sample size is between (10-30) percent of the total target population. The study, therefore, chose to use four sub-counties for data collection and data analysis out of the twelve which translated to 33.3% of the sub-counties within Nairobi County. Systematic random sampling technique was then used to select the four sub-counties and the sub-counties that were selected were Langata, Kamukunji, Kasarani and Westlands. This method was ideal for this study because each sub-county had an equal probability of being selected and thus the sample could be generalized to the larger population [44].

Purposive sampling was used to select four officers from the APS counselling unit at the headquarters and two officers working in the Personnel directorate at the APS headquarters and the officers in charge of the twelve Sub-counties in Nairobi. Moreover, purposive sampling was used to select one officer who is in charge of the counselling unit at the National Police Service College Embakasi "A" campus and one officer who is in charge of counselling at SGB. This

selection was informed by the fact that these are the officers who are charged with the responsibility of coordinating and implementing the Guidance and Counselling programme in their respective areas of jurisdiction [45]. Therefore, these officers were targeted for in-depth interviews as they were considered to have access to significant information useful for this study.

TABLE I: SAMPLING MATRIX

Respondents	Target Population	Sample Size
<i>Gazetted Officers (IP and above)</i>		
Langata Sub-county	12	01
Kamukunji Sub-county	15	01
Kasarani Sub-county	13	01
Westlands Sub-county	17	01
National Police Collage "A" Campus	135	08
SGB	191	09
RDU	90	04
<i>Non-Commissioned officers (CPL to SSGT)</i>		
Langata Sub-county	61	05
Kamukunji Sub-county	80	07
Kasarani Sub-county	76	06
Westlands Sub-county	83	08
National Police Collage "A" Campus	110	11
SGB	598	40
RDU	210	12
<i>Police Constables</i>		
Langata Sub-county	223	19
Kamukunji Sub-county	211	17
Kasarani Sub-county	195	14
Westlands Sub-county	191	13
National Police Collage "A" Campus	696	41
SGB	3170	91
RDU	1030	58
Total	7,407	367

#### B. Research Instruments

The researcher used questionnaires to collect data from the police officers and an interview schedule to collect data from the key informants within the National Police Service. Semi-structured questionnaires were developed to collect quantitative data from the study participants. The use of the questionnaires was preferred because they are timesaving, and it made it possible for the researcher to collect data from a larger group of respondents. According to Bell [46], questionnaires are the least costly and easy both to quantify and to summarize the results. Further, since questionnaires guaranteed the anonymity of the respondents, the participants were free to confidentially express their views about the effectiveness of Guidance and Counselling in enhancing their self-efficacy. The questionnaire had both structured and unstructured questions, the researcher administered 178 hard copies physically and converted the questionnaire into a digital copy which was sent to 169 respondents via email. Thus, a total of 347 questionnaires were administered to police officers. The questionnaire sought to obtain information on the perception of the AP officers on the effectiveness of the guidance and counselling programme in enhancing their self-efficacy.

Content validity in this study was achieved by addressing all domains in the research objectives in the process of evaluating the effectiveness of the guidance and counselling programme in the APS.

To establish the reliability of the instruments a split-half

test of reliability was carried out. Scores of even-numbered items were correlated with those of odd-numbered items. Correlation between the two sets of scores was established using the Pearson Product Moment Correlation Coefficient. The Pearson Product Moment Correlation Coefficient was determined using the SPSS version 25.0 Statistics and the questionnaire items yielded a reliability coefficient of 0.81. This was considered reliable because according to Hox, Moerbeek, and Van de Schoot [47] questionnaires are considered reliable if they yield a reliability coefficient of at least 0.70. Additionally, the researcher subjected the tools to peer review by colleagues for necessary value addition.

#### IV. RESULT AND DISCUSSION

##### A. Peer Counselling and Self Efficacy Training of Administration Police Officers

The respondents were asked to rate the items aimed at establishing their views on the Administration Police Peer counselling services while key informants were asked to respond to questions aimed at establishing their views on the Administration Police Peer counselling services. Two

hundred and sixty-six respondents indicated their opinion on the effectiveness of the Administration Police Peer counselling services on the self-efficacy of the officers. A five-point Likert type scale was developed where a rating value of five indicated they strongly agreed with the statements, 4 indicated agreement, 3 indicated neither agreed nor disagreed, 2 indicated disagreement and 1 indicated strong disagreement with the statement. Opinions on strongly agree and agree, strongly disagree, and disagree were put together respectively for easier data presentation.

The analysis involved getting a percentage response score for each, while responses from the key informants were analysed thematically. The findings are presented under the following sub-headings: Awareness of the Existence of Peer Counselling Services offered to Train AP Officers on Self-Efficacy, Participation in Peer Counselling offered Under Guidance and Counselling, Peer Counselling and Level of Confidence, Peer Counselling, and the Ability of AP officers to Achieve Set Goals, Peer Counselling and the Ability of AP officers to Perform Well When Things Are Tough. Table II shows the opinion of the respondents.

TABLE II: PEER COUNSELLING AND SELF- EFFICACY

Statements	SA/A		N		D/SD	
	N	%	N	%	N	%
I am aware of the existence of peer counselling services offered under Guidance and counselling in our Sub-county/college/camp to train officers on self-efficacy.	90	33.8	67	25.2	109	41
I have been through the peer counselling offered in our Sub-county/college/camp.	77	28.9	3	1.1	186	70
I feel more confident after going through the peer counselling sessions.	88	33.0	176	66.2	2	0.8
After attending peer counselling sessions, I normally feel that I will be able to achieve most of the goals that I have set for myself.	73	27.4	176	66.2	17	6.4
After attending peer counselling sessions, I normally feel that even when things are tough, I can perform quite well.	86	32.3	176	66.2	4	1.5

Source: Field Survey (2020).

As shown in Table II, 33.8% of the respondents indicated that they were aware of the existence of peer counselling services offered under the APS Guidance and Counselling programme and 25.2% were undecided. However, 41% of the respondents indicated that they were not aware of the peer counselling services. This finding was similar to the results of the interviews, whereby, 48% of the interviewees affirmed knowledge of peer counselling services. One respondent who was a Sub-County CIPU Commander had this to say:

*In our Sub-county, we are lucky to have a trained chaplain who handles the psychosocial problems of our officers. The chaplain has created smaller support groups where the officers meet, face to face and provide each other connection and support on a mutual basis, and they also get training on self-efficacy- CIPU Sub-County Commander (1).*

Another respondent who is a counsellor from the APS headquarters observed that:

*The APS has very few counsellors who cannot fully meet the needs of all the officers, to mitigate this, we have organized the officers into groups at the various Sub-counties or Units where they get trained on self-efficacy, freely share their experiences and offer support to each other especially officers of the same rank. Respondent (1) APS*

##### headquarters.

This finding reveals that due to the inadequate number of trained counsellors in the APS, the few available counsellors have organized the officers into peer support groups that assist each other with basic psychosocial support. This is consistent with Shanafelt *et al.* [48] who maintain that peer support is an effective means of getting help to police officers in need, from other officers who understand their problems. Out of those interviewed, 52% indicated that they were not aware of the existence of peer counselling services in the APS. One key respondent who was a CIPU

##### B. Individual Counselling and Self Efficacy of Administration Police Officers in Service Delivery

The respondents were asked to rate the items aimed at establishing their views on the Administration Police Peer counselling services while key informants were asked to respond to questions aimed at establishing their views on the Administration Police individual counselling services. Two hundred and sixty-six respondents indicated their opinion on the effectiveness of the Administration Police individual counselling on the self-efficacy of the officers. A five-point Likert type scale was developed where a rating value of five indicated they strongly agree with the statements, 4 indicated agreement, 3 indicated neither agreed nor disagreed, 2 indicated disagreement and 1 indicated strong disagreement

with the statement. Opinions on strongly agree and agree, strongly disagree, and disagree were put together, respectively for easier data presentation. The analysis

involved getting a percentage response score for each. Table III shows the opinion of the respondents.

TABLE III: INDIVIDUAL COUNSELLING AND SELF EFFICACY

Statements	SA/A		N		D/SD	
	N	%	N	%	N	%
I am aware of the existence of individual counselling offered under guidance and counselling in our Sub-county/college/camp.	228	85.6	33	12.4	5	2
I have gone through the individual counselling offered under guidance and counselling in our Sub-county/college/camp.	98	36.7	08	3.0	160	60.3
After going through the individual counselling sessions, I normally feel more confident while offering policing services.	67	25.1	195	73.3	4	1.6
After attending individual counselling sessions, I normally feel that I will be able to achieve most of the work-related goals that I have set for myself.	66	24.8	195	73.3	5	1.9
After attending individual counselling sessions, I normally feel that even when things are tough, I can perform my duties quite well.	70	26.3	195	73.3	1	0.4

Source: Field Survey (2020).

As indicated in Table III, 85.6% of the respondents indicated that they were aware of the existence of the individual counselling offered under the APS Guidance and counselling programme. However, 2% of the respondents stated that they were unaware of the existence of individual counselling while 12.4% were undecided. 26.3% of the respondents stated that individual counselling enhanced their ability to perform well when things were tough. However, 0.4% of the respondents had a contrary opinion while 73.3% were undecided. From the interviews, the majority (about 85%) of the key informants were of the opinion that individual counselling helped to enhance the ability of the officers to perform well when things were tough. However, a minority (15%) felt that individual counselling did not help to enhance the ability of the officers to perform well when things were tough.

This finding was similar to the results of the interviews whereby 90% of the interviewees affirmed knowledge of the existence of individual counselling services in the APS while a minority (10%) indicated that they were not aware of the individual counselling offered by the APS. One interviewee who was a Sub-County CIPU Commander had this to say:

*I know the officers working in the counselling department and I have referred some of my officers who have had psychological challenges to them for individual counselling.*  
**CIPU Sub county commander (8)**

Another interviewee who was from the training college had this to say:

*I think because of the confidentiality associated with individual counselling, most of our officers prefer it to other forms of counselling. We have had a good number of officers visiting our offices for individual counselling either on personal issues or work-related challenges. We also offer psychological support to those living with physical disabilities arising from police work.*  
**Key informant Embakasi 'A' Campus.**

This finding indicates that the majority of the respondents were aware of the existence of individual counselling services offered under the APS Guidance and counselling programme

and that officers in the sub-counties who experience psychological challenges are referred to the headquarters where they are offered individual counselling. Further, some officers visit the counselling offices where they are offered individual counselling either on personal issues or work-related challenges. This finding is similar to Wassermann *et al.* [49], who observe that in South Africa, the South Africa Police Service (SAPS) offers individual counselling services to police officers to help them to develop their self-efficacy and adopt pro-active rather than maladaptive and potentially ineffectual coping strategies such as substance abuse, domestic violence and suicide ideation [49].

One respondent from the APS headquarters had this to say:

*Police work is quite challenging and at times one feels that they do not have the strength to move on, when an officer reaches this point, it is very easy for them to resort to maladaptive coping mechanisms or even committing suicide. However, to pre-empt this likelihood, we have developed mechanisms of identifying officers who are at risk of committing suicide and offering individual counselling to them. For example, during the 2019-2020 financial year, 112 cases of officers who wanted to commit suicide were reported to our office. The officers were traced before actualizing their plans and were taken through individual counselling. As we speak and they have now adopted and are working well, unfortunately, we lost one of them who committed suicide later.*  
**Key informant '4' APS Headquarters.**

This could therefore be interpreted to mean that officers who go through individual counselling are able to perform well when things are tough. This finding is consistent with Thompson and Thompson [50] who reported that the US offered individual counselling to its police officers.

The study established that individual counselling has the potential of improving the ability of AP officers to perform well when things are tough. Those officers who had been through individual counselling reported that the individual counselling sessions boosted their confidence, enabled them to achieve set goals and enabled them to perform well when things were tough.

### C. Group Counselling and Self Efficacy of Administration Police Officers

Two hundred and sixty-six respondents indicated their opinion on the effectiveness of the Administration Police group counselling on the self-efficacy of the officers. The respondents rated the items aimed at establishing the views of the research participants on the effectiveness of the Administration Police group counselling on enhancing the self-efficacy of AP officers. A five-point Likert type scale

where a rating value of 5 indicated they strongly agree with the statements, 4 indicated agreement, 3 indicated neither agreed nor disagreed, 2 indicated disagreement and 1 indicated strong disagreement with the statement was used. Opinions on strongly agree and agree, strongly disagree, and disagree were put together respectively for easier data presentation. The analysis involved getting a percentage response score for each. Table IV shows the opinion of the respondents.

TABLE IV: GROUP COUNSELLING AND SELF EFFICACY

Statements	SA/A		N		D/SD	
	N	%	N	%	N	%
I am aware of the existence of group counselling offered under guidance and counselling in our Sub-county/college/ camp.	187	70.3	32	12.2	47	17.5
I have been through the group counselling offered under guidance and counselling in our Sub-county/college/camp.	179	67.3	21	7.9	66	24.8
I feel more confident after going through group counselling sessions.	167	62.8	87	32.7	12	4.5
After attending group counselling sessions, I normally feel that I can assist my team to achieve most of the goals that we have set for the team.	152	57.1	110	41.4	4	1.5
After attending group counselling sessions, I normally feel that even when things are tough, I can assist my team to perform quite well.	135	50.8	130	48.9	1	0.3

Source: Field Survey (2020).

As indicated in Table IV 70.3% of the respondents indicated that they were aware of the existence of group counselling offered under the APS Guidance and counselling programme. However, 17.5% of the respondents stated that they were unaware of the existence of the individual counselling while 12.2% were undecided. This finding was corroborated by the interviews with the key informants. The majority of the interviewees confirmed that they were aware of the programme (about 88%) while a minority (12%) indicated that they were not aware of the individual counselling. An interviewee from the APS headquarters stated that:

*Initially there was a slow uptake of group counselling services in the APS. However, following the unfortunate events of 2012 where we lost 42 officers to bandits in Samburu and 21 officers, in Turkana in 2014, we felt the need to enhance our group counselling to be able to address the needs of the officers who had been affected. Due to the large numbers of officers involved, group counselling was ideal in offering psychological debriefing to the officers and equipping them with life skills. – Key informant (2) APS Headquarters.*

Another Key Informant from NPS Training College, Embakasi” A” Campus noted:

*At the college because of the large numbers of officers we handle, group counselling has worked well for us. We normally organize the officers in small groups where we handle issues of prudent financial management, life skills and value systems, awareness training and family life education” Key Informant NPS Training College, Embakasi A” Campus*

This finding indicates that the APS uses group counselling to debrief officers when they come back from a risky

assignment, to equip them with life skills, to train them on prudent financial management, value systems, awareness training and family life education. Also, group counselling is normally used at the training college to cater for the needs of the recruits and other trainees.

This finding is consistent with Stuart [34] who observed that working with groups can be one way to reach more officers and free up more time for individual counselling sessions since one of the impediments to the success of counselling in the police is the time constraint. Andersen, Papazoglou and Collins [51] are of the same opinion and they report that in the US group counselling is used to provide psychological support to police officers in a bid to equip them to handle the psychological challenges associated with policing.

As shown in Table IV, 67.3% of the respondents indicated that they had participated in the group counselling offered in APS. However, 24.8% of the respondents stated that they had not participated in group counselling offered in the APS while 7.9% were undecided. From the interviews conducted, 88% stated that they had participated in group counselling while 12% indicated that they had not participated. An interviewee who was a sub-county CIPU commander stated that:

*When we went for the Sub-county Commander’s Course at Emali Senior Staff College we were taken through group counselling by a counsellor based at the college and occasionally we could have officers from the counselling unit at the headquarters coming to have sessions with us. We covered issues like wellbeing and practice, stress and trauma awareness and relationships. – Sub-county CIPU Commander (11)*

Another Key Informant who was a CIPU Sub-county had this to say:

*Since we have the contacts of the officers at our*



counselling unit, we normally call them to come and talk to our officers as a group- **Sub-county CIPU Commander (10)**

This finding indicates that more than half of the respondents had participated in the group counselling offered under the APS Guidance and counselling program. Further, group counselling is normally offered to officers who attend courses at various training institutions within the APS. Also, some commanders have taken the initiative of inviting counsellors from the AP headquarters to offer group counselling to the officers serving in the Sub counties. This, therefore, suggests that group counselling is a popular form of counselling among AP officers, and this could be attributed to the fact that the APS lacks enough counsellors to offer individual counselling and the counsellors, therefore, prefer to counsel the officers in groups as they can reach many officers at a time. Further the AP officers face similar psychological challenges and as such they can be assisted together in small groups [52].

## V. CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusions

The study revealed that though the APS offers peer, individual and group counselling services to its officers, less than half of the officers surveyed were aware of these services. The study further established that the uptake of counselling services was still low among the APS officers with less than a half of the officers indicating that they had participated in counselling. This is because the APS has few trained counsellors, and the APS guidance and counselling programme has not been fully decentralized, but the services were being offered from the headquarters. Due to the low numbers of officers who had participated in counselling, it is highly probable that most AP officers were missing out on the benefits associated with counselling. Therefore, an informed inference can be made to the effect that the counselling being offered in the APS was not effective in training self-efficacy among AP officers.

### B. Recommendations

If the APS guidance and counselling programme is to succeed and play the envisioned role, then all the stakeholders in the National Police Service should be actively involved. Based on the study findings and conclusions, the following recommendations were made:

One that Administration Police Service should introduce incentives for officers to encourage them to seek professional guidance and counselling training. Such incentives encompass granting study leave for those who pursue studies and offering scholarships to APS officers who wish to train in guidance and counselling. This will help to increase the number of trained counsellors within the APS which will ultimately increase the access to guidance and counselling services by AP officers.

Two, that Administration Police Service should decentralize the guidance and counselling services up to the County level. This will ensure that AP officers access counselling services easily unlike the current arrangement whereby the counselling unit is located at the APS

headquarters.

Three, that the National Police Service Commission should employ professional counsellors to cater for the counselling needs of the APS and the NPS at large.

Four, the study recommends the continuous awareness training of the officers on the existence of the Guidance and Counselling programme within the APS. This will ensure that most officers know that in case they have an issue that needs psychological intervention then there are avenues through which they can be assisted. Further, this will help to reduce the stigma associated with seeking psychological help, this will in turn enhance the self-efficacy of the AP officers.

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