

International Journal of Psychology (IJP)

Psychological Well-Being and Job Satisfaction of Kenyan Police Officers

Peter Kiragu Ndero, Prof. Charles Kimamo and Dr. Lucas Mwaura

Psychological Well-Being and Job Satisfaction of Kenyan Police Officers



Peter Kiragu Ndero

Ph.D. Candidate, Department of Psychology,
University of Nairobi



Prof. Charles Kimamo

Professor, Department of Psychology, University
of Nairobi



Dr. Lucas Mwaura

Lecturer, Department of Psychology, University of
Nairobi

Article History

Received 5th January 2024

Received in Revised Form 17th January 2024

Accepted 26th January 2024



How to cite in APA format:

Ndero, P. ., Kimamo, C., & Mwaura, L. (2024). Psychological Well-Being and Job Satisfaction of Kenyan Police Officers. *International Journal of Psychology*, 9(1), 6–21. <https://doi.org/10.47604/ijp.2286>

Abstract

Purpose: Police work is a high risk job in terms of stress and low psychological wellbeing. In Kenya, police officers have presented high levels of suicide, homicide, assault and intimate partner abuse and this has become a matter of concern.

Methodology: This theoretical paper applies the hermeneutic phenomenological approach to study psychological wellbeing and job satisfaction of police officers as a phenomenon and how it affects police work. Extensive and systematic literature review is done using search engines like google scholar, web of science and Scopus. The search includes historical and contemporary scholarly data which reveals how police work is understood by scholars and the media. This data is then assessed and interpreted to discern the emerging patterns, findings and conclusions.

Findings: Statistics on the Kenya police service indicate that 20,000 police officers are either depressed or they present with various psychological disorders. Between 2016 and 2020 police have recorded within their ranks across the country 13 murders and 11 suicides per year without a break. Systematic literature view has revealed that high psychological wellbeing of police officers is imperative in order to remove or reduce psychological morbidity in police work. This not only decreases turnover, but also retains talent, and increases productivity. High psychological wellbeing also spills over to work teams and families in terms of happiness and wellbeing. Analysis of literature has also revealed that job satisfaction is one of the facets of psychological wellbeing at the work place.

Unique Contribution to Theory, Practice and Policy: This paper proposes that police managers, and stakeholders should proactively put in place strategies that enhance job satisfaction and therefore improve the psychological wellbeing of police officers. Researchers in partnership with police management should also address the knowledge gap in explaining how police stressors finally precipitate the high rates of murders and suicide and implement solutions.

Keywords: *Job Satisfaction, Police Officers, Police Managers, Psychological Wellbeing, Stress*

©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

The National Police Service was established during colonialism to service the interests of the British Empire. This service has also served the post-colonial interests of the Kenyan state since 1963 (Furuzawa, 2011). However, while it has maintained law and order despite periods of tumultuous political disturbances for over a century, it has been criticized for being corrupt and for entrenching partisan political interests. Although the National Police service has been credited for being reforming and progressive in serving the interests of the emerging Kenyan democracy as guided by the 2010 people centered constitution, it has in equal measure been criticized for suppressing opposition and for human rights abuses (Osse, 2016). In fact critics have been quite cynical about these reform credentials and are just short of dismissing them altogether (Ometo, 2020). This is worsened by the perennial assault, murder and suicide that gravely affects the national police service and which is sensationally presented by the liberal media.

This cynicism notwithstanding, we need to go back to the findings of The National Task Force on Police Reforms (NTFPR) (Ransey, 2009) which reported myriad challenges like insufficient budget, welfare, and equipment. This report noted administrative bottlenecks, historical and psychosocial issues but it gave hope and impetus for reforming the National Police Service towards more professionalism and accountability. This they stressed would then build legitimacy and trust from the Kenyan community. If we go back to such recommendations a lot can still be achieved towards more efficiency and accountability particularly if the service also embraces the concept of holistic health as shared by The World Health Organization (WHO) in its Comprehensive Mental Health Action plan of 2013 – 2030 in which both governments and institutions are encouraged to put in place protective factors to make work places healthy and safe.

Conceptual Framework and Design

This paper applies the hermeneutic phenomenology approach and therefore studies police work as a phenomena. This is a method that is used by scholars to gain insights into meanings of language and other acts of communication in order to understand thinking, feeling and human behaviour as a whole (Wango, Wairire & Odiemo, 2018). Phenomenology according to Kakkori (2021) is the study of *essence of being or inner subjective experience* as valid sources of scientific knowledge. Hence police work related attitudes, emotions, and values and their related antecedents, outcomes or impacts on the biopsychosocial environments is therefore studied in this paper as they make the main components of job satisfaction and psychological wellbeing. According to Boell & Cezez- Kemanovic (2014) hermeneutic understanding of literature review enables scholars to delineate concepts of interest in a complex society and culture and then conduct a systematic search of information from multiple sources. This information is then subjected to the hermeneutic understanding process in line with what Alsaigh & Coyne (2021) calls pre-understanding, hermeneutic circle and fusion of horizons. Hence in this paper significant patterns of thought on job satisfaction and psychological wellbeing are explored using library sources and modern search engines like google scholar, Scopus, JSTOR and Research Gate. This literature is then assessed and meanings discerned to the point where work related psychological wellbeing and job satisfaction emerge as distinct but intimately related concepts as articulated in the happy-productive worker hypothesis (Taris, 2009). This paper then makes the proposal to policy makers that psychological and situational mediators to prop up police officers job satisfaction are essential and urgent to mitigate adverse effects of low psychological

wellbeing caused by a wide variety of organizational and operational stressors and other police cultures. This is necessary to fill the knowledge gaps and solve the problem of high police psychological morbidity in Kenya and globally.

The Happy-Productive Worker and Police Officers

The happy-productive worker hypothesis has long posited the fact that employees with high psychological wellbeing are happy and productive. They also present with less turnover behaviour and have better overall physical and psychological health. Work psychologists have even concluded that psychological wellbeing is a necessary and valued work outcome in its own right (Peccei, 2004). The job of the police officers has been classified as especially difficult and stressful. Studies have however showed that the psychological wellbeing and job satisfaction of police officers is neglected (Rao, 2017). There are always alarming stories on the media depicting police officers as violent homicidal and suicidal (Ndikaru, 2021) which is an indicator of low levels of psychological wellbeing among police officers in Kenya and in other parts of the world (Vanayak & Judge, 2018). Given the importance of police to the community in ensuring security, law and order it is important to improve the officers wellbeing. This paper proposes that one of the ways of achieving this objective is by putting in place strategies that improve the job satisfaction of police officers because it is regarded as a dependable dimension of work related psychological wellbeing (Johansson, 2004).

Psychological Wellbeing

Work-related psychological wellbeing is a state that includes affective wellbeing, freedom from psychosomatic disorders and burn out (Warr, 2012). It is a state of holistic biopsychosocial wellbeing in which individuals working in a reshaped work place have the resilience to cope with stressors, work competently, and contribute to their community avoiding significant distress, dysfunction and self-harming behaviour (WHO, 2021). According to (Ryfe, 2004) employees with psychological wellbeing are self-accepting and have a sense of autonomy which enables them to master their environment and meet their personal needs and values. They develop quality social networks and pursue meaningful goals with a sense of purpose in life and are in a path of continuous growth and development. Such individuals are better able to handle stress, self-regulate, adapt, and relate well with others. They have the motivation to engage life and control triggers. Police officers with high psychological wellbeing score highly in prosocial behaviors like empathy and forgiveness making them more effective and sociable with the public, superiors and fellow officers (Vinayak & Judge, 2018). Conversely police officers with low psychological wellbeing will tend towards social, psychological and physical disorder evidenced by depression, psychosomatic disorders, addictions and other debilitating conditions.

Police services all over the world are perpetually under pressure to perform and deliver excellent services despite the fact that they face a deluge of challenges and stressors. The job of a police officer in Kenya is tough and can take any form from working for long hours without a break, rest or recuperation, to abruptly being transferred from established stations and intimate primary relationships without much notice. It can also take the form of exposing police officers to people going through adversity and can inordinately expose them to violence and many human tragedies with the potential of harboring direct or vicarious trauma. The Task force on Mental Health in Kenya (2020) has in fact described the work of security officers as affecting health and wellness to such an extent that it can also negatively affect

decision making and judgment. This is worthy of attention considering the fact that police officers must always use their discretion in carrying out orders.

Researchers have highlighted two aspects of police work that predicate officers to adversely low psychological wellbeing. There is the top-down militaristic management structure that blocks spontaneous communication from bottom-up and consequently most police officers feel that their voice on any issue is strangled (Rao, 2017). This engenders a wide range of negative work outcomes ranging from chronic stress to job dissatisfaction and low psychological wellbeing. This begs the question whether this is one of the reasons why police workers report one of the highest rates of suicide, assault, divorce and turn over (Hilal & Litsey, 2019). Despite such questions the top-down organizational structure is still considered sacrosanct in managing police forces universally (Gau & Gaines, 2012). To its credit scholars have noted that the Kenyan Police Service has been on a reforming and professionalizing trajectory since the end of the one party rule and that its numbers and welfare in terms of housing, uniform, and equipment has improved. Recently there is even the attempt to internationalize by sending the Kenya police to United Nations (UN) assignments like Haiti as reported by Erol & Morland (2023). However critics have highlighted consistent failure in professional response in the face of rising crimes, corruption, extrajudicial killings, misallocation of resources and emasculation by dominant political interests (Bryson, 2014).

There is also the perennial brutalising of opposition political rallies which casts the Kenyan police in a very negative light from the liberal press, and human rights groups. Recently this includes a censor from The UN Human Rights Office spokesman (Laurence, 2023). In spite of this glaring criticism the public has no choice but to fall back to the police for security, law and order. Public interest and professionalization of the police service therefore should remain on top gear without giving way to cynicism. In fact the debate needs to shift to what police managers, individual police officers and all stakeholders can do to increase police officers' job satisfaction and psychological wellbeing.

The second point posited by police work researchers is that police work itself exposes police officers to tasks that are hazardous immediately and cumulatively. This happens to such a point that police officers' psychological functioning is hampered to a vastly higher frequency compared to other occupational groups. The impact of this trauma is far reaching and spilling over in the form of police family dysfunction, chronic and acute anxiety, mood disorder, acute stress, somatization and Post-Traumatic Stress Disorder (Demou, E; Hale, H; & Hunt, K., 2020). Despite this police services like most organizations across countries usually put on low gear strategies that mitigate the impact of job strain. Moreover there is no tangible impact assessment in economic terms yet. The awareness of police organizations on the urgency of fulfilling "The occupational Health and Safety (OHSS) obligations" is hardly noticeable particularly in Africa despite the increasing awareness of the disabling nature of psychological disorders (LaMontange et al., 2016).

Globally, it has also emerged that there is reluctance of management to implement strategies recommended by researchers in organizational behaviour. For ages humanistic industrial psychologists have isolated predictors linked to low psychological wellbeing including strain, monotony and sloth, role ambiguity, work pressure, spiraling client demands, low involvement in decisions making, lack of supervisor support, low social support and bullying (Michie & Williams, 2003) but the necessary momentum to prevent these stressors is in deficit in many organizations and mostly police organizations. The propensity of police management is not to apply preventive measures against well-known stressors and this in turn

exposes police officers to a wide variety of situations and tasks which lead to occupational stress in the form of strain and distress, anxiety and tension or work related burn out with many depleting outcomes (Warr, 2013). Predictably this leads to concomitant dysfunctioning which include family disorder, domestic violence, intimate partner assault and suicide, occupational failure, social, personal, moral and spiritual degradation rampant in police work.

In the Kenyan case as covered in *The People Daily* by Kiage (2021), a multidisciplinary team of professionals in Trauma mitigation called The Green String Network has indicated that Kenyan police have a very high incidence of Post-Traumatic Stress Disorder but lack proper support structures. This disorder then escalates into biopsychosocial dysfunctioning occasioning the need to inculcate trauma informed education and skills to boost police resilience. Similar views are expressed by Wango, Wairire & Odiemo (2018) who emphasize that burn out is pervasive in the Kenyan workplace but even more so among the police whose daily work environment contains many trauma predisposing factors like murder, terrifying poverty, homicide and terrible accidents, riots and terrorist attacks, hardened cattle rustlers and other forms of dangerous crime. These behaviors also spill over so that some police officers present as perpetrators of the same deviance in the form of assault, friendly fire, murder, drug abuse, bullying, homicide and mindless violence or suicide. While these behaviours are overt there is also endogenous and more covert morbidity like burn-out, anxiety, mood disorder and somatisation.

Police Organisational Stressors

Researchers like Purba & Demou (2019) have identified two types of police stressors over the last one decade. These are organisational and operational stressors. Eventually there is consensus that the former stressors are more psychologically toxic in terms of the morbidity they cause police officers. Organisational stressors may include police work and cultures that are monotonous and strenuous, sudden change, interpersonal conflicts with colleagues and supervisors, inadequate resources and too much bureaucracy that tends to be dogmatic, strict and punitive. Being subjected to second guessing by superiors and attracting punishment for minor offences is also included. And also lack of reciprocity for a job well done, fear of being de-gunned and exposed to vulnerability, time pressure and very low levels of control in jobs and tasks (LaMontagne et al., 2016). These stressors are endemic, run deep and are perceived by police officers as beyond control. In Kenya organizational stressors may include inadequate capitation which not only introduces deficits in terms of remuneration and equipment but also deficit psychology which negates officers' motivation.

Police Operational Stressors

Operational stressors include daily tasks like facing traumatising accident scenes or terrorist attacks (LaMontagne et al. 2016). In Kenya "maandamano" riots where officers face off weaponised mobs is especially violent. Terror attacks like 'West Gate' and "Dusit" were extremely dangerous situations. Chronic exposure to distress and subhuman conditions like policing expansive, crowded and dirty informal shelters like Kibera and Mathare where the officers' safety and life is under threat is a constant source of trauma. Also the heavy responsibility of having to protect human life and property in the face of danger where flight for survival is the better option. According to the Inspector General of Police as quoted by Ombati (2022), 57 officers died in 2022 in the line of duty and 13 murders and 11 suicides occurred every year from 2016 to 2020. Also, while police rank and file may have the wherewithal to use force, the daily scrutiny and oversight in Kenya's growing democracy is

stressful. Then there is also the emotional labour like having to show bravery even when afraid. The inconclusive nature of police work, the heavy responsibility of carrying and safely keeping a fire arm, court overtime, and laborious bureaucratic demands are also included (Purba & Demou 2019).

Thematic Model Police Stress

The distinction between organisational and operational stressors is beneficial to the extent that it helps the management to change style towards empowering police officers but otherwise in terms of impact there is no boundary between the two stressors. The logic is that if organisational stressors are lessened then police officers may be more empowered and enabled to deal with operational stressors as individuals and as teams. In fact Maran, Magnavita and Garbarino (2020) have gone beyond this organizational operational stress categorization of police stressors to consider key thematic areas of social support, organizational culture, leadership and bureaucracy. Social support of police officers is a major theme because lack of support from the immediate supervisor increases both organisational and operational stressors. Favorable police cultures are those characterized by diligence and empathy, as opposed to heightened negative masculinity (machismo, stoicism, isolation and narcissistic harassment of peers especially females and junior officers). A culture of wellness fights the stigma associated with seeking help during vulnerability. Leadership on the other hand is centered on educating police on the value of health oriented awareness. Police managers are encouraged to champion such themes into policy frameworks. A bureaucracy that values autonomy, flexibility and discretion in the arrangement of work is favoured. For example this would be a bureaucracy that increases the number of police officers and staff.

By and large police services have woken up to the realization that mitigating the spiraling mental ill health and increasing psychological wellbeing is imperative (Johansson, 2004). But the question remains. How and to what extent can this happen given the perennial insufficient budgetary claim? The proposal in this paper is that police managers should proactively put in place strategies that boost job satisfaction which according to research is linked to sustained police psychological wellbeing. Table one below is a summary of police stressors that negate psychological wellbeing. Thorough understanding of the stressor, its dynamism and remedial action should inform police manager's policy and strategy.

Table 1: Police Stressors Dynamics and Action by Management

Stressor	Dynamics	Remedial Action
Tayloristic/militaristic model of management	Blocks communication Stifles care Demand loyalty Suppresses feedback	Empathetic communication Give feedback Police bulletin and magazine Face to face meetings
Operational stressors	Trauma laden assignments Inadequate tools Inadequate trauma support	Trauma awareness Counselling Specialized Referral centres Family support
Organisational stressors	Sudden transfer Always on duty Carrying a fire arm Punishment for small offences	Considerate transfer Leave, rest and recuperation Supervisor support Better housing for gun safety Better team building
Inadequate social support	Poor community police liaisons	Improve community police liaisons
Police culture devoid of empathy	Less empathy more stoicism, isolation and narcissism	Include culture of care, empathy and consideration
Lack of health orientation	Stigma and repression of pain	Introduce health orientation

Generated by the Writers

Job Satisfaction and Psychological Wellbeing

Job satisfaction is the emotional, psychological and physical reaction to all dimensions of work (Locke, 1976). It is also the extent to which workers like or dislike their jobs (Cabrita & Persita, 2006; Spector, 1997). Job satisfaction is therefore a concept which comprises emotions and attitudes workers have towards their jobs ranging from satisfaction to dissatisfaction (Armstrong, 2006). It is also the obverse of frustration at work created by the emphasis on division of labour, pursuit of profit, and exploitation of workers while denying them self-expression and satisfaction with the final product so that they feel estranged and powerless. This notion decries the entrenched culture that makes workers feel isolated and their work meaningless (Mullins, 2005). To them job satisfaction remedies this frustration. In this paper we propose that one of the most important roles of police managers is to proactively create a climate of job satisfaction among police officers through organisational control, context and structure (Bauer, 2004). Not to do so is to miss an opportunity because satisfied officers would be more committed, productive, creative and high in psychological wellbeing.

Despite skepticism by some researchers like Laffaldano & Muchinsky (1985) about the link between job satisfaction and performance and also the hesitancy of management in investing in job satisfaction strategies, the happy-productive worker hypothesis has proven that job satisfaction can foster efficiency and effectiveness (Bauer, 2004). Moreover Peccei (2004) has posited that the holy grail is not just performance, but also work related psychological wellbeing. By increasing the police officers job satisfaction both operational and organisational stressors decrease while psychological wellbeing increases with a positive spillover of happiness to family, intimate friends and the community as a whole.

Management strategies that increase job satisfaction are informed by both theory and practice. And to start with there is the dispositional theory of job satisfaction that considers job satisfaction as a stable disposition. The job of the officer and the organisational climate does not change the officer's satisfaction, it remains the same no matter what the operational situation is (Heller, 2002). Four core evaluations self-esteem, self-efficacy, locus of control

and low neuroticism correlate with job satisfaction and can be made part of the personality tests to predict job satisfaction at the recruitment stage (Judge, Heller & Mount, 2002). The main criticism of the dispositional theory of job satisfaction however is that personality never remains the same and it feeds on circumstances and situations the police officers finds. This however does not diminish the value of the dispositional theory and its applicability during recruitment and promotions.

There is also Herzberg's two factor theory which posits that over and above the individual's dispositional endowments, job satisfaction stems from a different groups of variables he called motivators and hygiene factors respectively (AAODT, 2006). According to this theory the job satisfaction of a police officer depends on the hygiene factors including quality of supervision, pay, policies, physical working conditions, job security and relationships with others. These factors are fundamentally necessary for police officers to achieve job satisfaction. There is also another set of factors Herzberg called motivators and which are linked to job dissatisfaction. These include opportunity for promotion and personal growth, recognition, responsibility and achievement. These two theories taken together would mean that after hiring recruits who are naturally predisposed to being satisfied with the policing job, managers would then move on to make sure that both the hygiene and the motivating factors are present.

But there is still the issue of values and what police officers cherish. According to Locke's value theory it is posited that there should be a match between what officers value in their jobs and their perception about the availability of such outcomes. Officers need to see outcomes they cherish intrinsically and extrinsically (Laurie, 2005; Miner, 2005; Greenberg & Gerald, 1997; Porters and Lawler, 1976). The import of this is that police managers should continuously and empathetically engage officers to find out what they value and negotiate to what extent this is possible even within austerity periods.

Job satisfaction may importantly also include how information is presented to the officers as posted by the information processing theory of job satisfaction. (Baker, 2004; Pfeiffer, 1982; Salanick & Pfeiffer, 1978). This theory highlights the importance of accurate information and absence of communication overload or under load. Overload is when an officers receive too many messages in a short period regarding a job and is not given time to process. Or the message could be too complex and overwhelming. Similarly officers working in an environment characterized by lack of sufficient information would naturally develop job dissatisfaction (Allen, 2005).

The job characteristics model developed by Hackman and Oldham (1976) has come to be the dominant model in designing a work place where workers experience high job satisfaction. Its main argument is that core work characteristics like task identity, skill significance and skill variety need to be put in place for officers to experience the critical "psychological state of meaningfulness". Also if police officers find autonomy they would to the same extent experience "sense of responsibility for outcomes of work". And if feedback is present; then the "critical psychological state of knowledge" of the actual results of the work activities would ensue. The cumulative outcome of these psychological states is high job satisfaction, growth, motivation, and high work effectiveness (Anjum, 2014).

Monotonous jobs cause physiological changes in hormone secretion so that more stress hormones are produced. Skill variety which is a core job characteristic however makes the job more interesting and complex. This lowers stress based catecholamines which in turn

check irritability and other stress reactions (Warr, 1987). Skill variety yields all this together with intrinsic and extrinsic motivation which boosts job satisfaction. However, if work demand is too high in terms of skills required this generates anxiety associated with coronary heart diseases (Karasaek, 1981). Extremely high job demand is in fact also associated with myocardial infarction (Adler & Mathews, 1994). The work of the police officer should therefore be balanced in skill variety. And where heightened skill demand is compounded by heightened psychological pressure then a supportive supervisor and other mediators like counselling, members club equipped with a gym and family services would help. This sense of care and empathy deflates the fatigue and high tension generated by the job.

Policing is also a high time demand job because it makes incursions on family, leisure, worship, and sleep schedules. The impact on job satisfaction should be diffused by introducing more breaks so that officers attune themselves with their disrupted circadian and social rhythms. If not there is the danger of experiencing chronic malaise, in the form of psychosomatic disorders (Nakao, 2010) leading to impaired productivity (Folkard, 1985). Rapidly rotating shift systems minimize sleep debts. Task significance is another job characteristic which is about allowing the police officers to complete tasks from the beginning to the end. This allows more skills use. And when the task is completed the officer experiences more meaning, self-efficacy and motivation. Task significance decreases anxiety, boosts self-esteem, sociability and job satisfaction (Johnson, 2012). Finally task identity refers to the extent to which a job is organized as a coherent whole by avoiding fragmentation. It is for example assigning the officer an identified task which fits his job description. Fragmentation and lack of structure not only disorients but also negates job traction which if present increases job satisfaction.

Police Job Satisfaction and Research

The history of police officers' job satisfaction research started with studies on the role of demographics like sex, race, age, education, marital status, rank and experience (Kumar, 2021). But realizing there was need to investigate further the predictors and outcomes of job satisfaction research shifted to examining attitudes towards certain critical welfare factors in police work like benefits, prestige, supervision, family relations, opportunity and self-fulfillment (Nina, Janko, & Aleksander, 2014). Then focus shifted to examining job characteristics like skill variety, task identity, significance and autonomy (Okwonkwo, Obodo & Aboh, 2006). More recently research has focused on job stress, role conflict and cynicism (Zekavika, Simeunovic-Patic, Potgieter, & Roelofse, 2018). The quality of supervisor feedback, organizational support and cohesion has also been examined (Kula & Guler, 2014).

Lately Pauline and Gau (2019) investigated internal organizational climates, external support and also issues of justice among police in Florida, and found that police officers who scored highly for stress and cynicism had lower levels of job satisfaction. Dachapalli (2016) has also investigated the relationship between organizational commitment and job satisfaction among police in South Africa but found no correlation between the two variables. Prysmakava and Vandenabeele (2019) found significant relationship between job satisfaction and person-job-organizational fits among police officers in Warsaw city. (Otory & Kiiru) in Kenya also found positive correlation between job satisfaction and organizational justice, interpersonal conflict, organizational constraints, and physical environment. Guanya, Oruta & Lidiva (2016) also found that Kenya police officers in higher ranks perceived higher job satisfaction than those in lower ranks because they enjoyed more privileges, autonomy and higher salaries

including better working space and private cars. There is also a negative impact of job restructuring on job satisfaction of police officers in Kenya according to Ngai (2022) because of lack of consideration of staff welfare when structural and financial restructuring is implemented. Ndung'u & Muoka (2021) found a relationship between police transfers and job satisfaction though the police officers affected continued to remain satisfied with their jobs. Table 2 below contains a summary of job satisfaction based activities recommended for police managers from the above discussion in terms of goals and the action needed taking into consideration the need to support psychological wellbeing.

Table 2: Police Management Goals and Actions

Management Role	Goal	Action
Recruitment	Recruit officers who are predisposed to have high job satisfaction	<ul style="list-style-type: none"> • Dispositional personality theory
Motivators and hygiene factors	Aim for better hygiene and motivation	<ul style="list-style-type: none"> • Quality supervision, better pay. • Comfortable and safe physical working conditions • Health relationships • Opportunity for promotion, • Personal growth, • Recognition and achievement • Trauma informed counselling centers and family support • Health insurance • Members club • Family activities • Life cover
Values	Aim for harmonization of the police service goals and individual officers values	<ul style="list-style-type: none"> • Dialogue and feedback mechanisms
Communication	Aim at clarity and balance in in communication	<ul style="list-style-type: none"> • Empathy • Multiple channels of communication about nature of the job.
Job design and enrichment	Aim at making the job better	<ul style="list-style-type: none"> • Role clarity, • Skill variety • Task significance • Task identity

Generated by the Writers

Conclusion

1. The quality of policing is a matter of significant public interest due to its role in maintaining security, law and order in Kenya.
2. The Kenyan National Police Service faces the challenge of meeting the security demands of an emerging democracy supported by the 2010 people driven constitution.

3. Overcoming bureaucratic obstacles and embracing high powered human resource strategies such as focusing on psychological wellbeing and job satisfaction is essential for the success of the police service.
4. Following the World Health Organization's framework for holistic work place health police managers can proactively implement job satisfaction strategies, which in turn, can enhance the psychological wellbeing of police officers.
5. Adhering to the principles of the happy-productive worker hypothesis is likely to result in improved retention, increased efficiency, and higher productivity within the police force.

Recommendations

1. Police managers should prioritize the psychological wellbeing and job satisfaction of police officers as essential components of a healthy and effective work force.
2. Implementing job satisfaction strategies should be a proactive measure within the police service, focusing on factors that can enhance officers' overall wellbeing.
3. Encourage open communication and collaboration within the police force to address the challenges and stressors faced by officers and promote a supportive a work environment
4. Regularly assess the impact of job satisfaction initiatives on the psychological wellbeing of police officers through surveys, feedback mechanisms and data collection
5. Consider incorporating mental health and wellness programs specifically tailored to the needs of police officers to provide them with necessary resources and support.
6. Continue to align police management strategies with the principles of the Happy-productive worker hypothesis to achieve better outcomes in terms of retention, efficiency, and productivity within the police service

Declaration of Conflicting Interests

I declare no conflicting interests with respect to the research, authorship or publication of this article

REFERENCES

- Alsaigh, R. & Coyne, I. (2021). Doing Hermeneutic Phenomenology Research Underpinned by Gadamer's Philosophy: A Framework to Facilitate Data Analysis. *International Journal of Qualitative Methods*. Vol 20: 1 -10.
- Anjum, Z., Fan, L., Javed, M.F., & Rao, A. (2014). Job characteristics model and job Satisfaction. *International Journal of Education and Research*. Vol. 2 No. 11
- Armstrong (2006). *Human Resource Management Practice 10th Edition*. London: Kogan Page
- Baker, W. K. (2004). Antecedents and Consequences of Job Satisfaction: testing a Comprehensive model using integrated Methodology. *Journal of Applied Business Research*. Vol. 20 No. 3
- Bauer, T. & Erdogan, B. (2015). *Organizational Behaviour*. Flat World Knowledge, Inc. One NY Bridge Street Irvington
- Boell, S. K., & Cecez-Kecmanovic, D. (2014). A Hermeneutic Approach for Conducting Literature Reviews and Literature Searches. *Communications of the Association for Information Systems*, 34, pp-pp. <https://doi.org/10.17705/1CAIS.03412>
- Cabrita, J. & Perista, H. (2006). Measuring Job satisfaction in surveys: comparative. Analytical report. EU countries. Psychosocial factors, quality of work indicators. European Foundation for the Improvement of Living and Working Conditions <file:///E:/Measuringjobsatisfactioninsurveys-.pdf>
- Dachapalli, L.P. (2016). An investigation into the levels of job satisfaction and Organizational commitment amongst South African police service employees *Problems and Perspectives in Management*, Volume 14, Issue 3
- Demou, E., Hale, H., Hale, H. & Hunt, K. (2020) Understanding the mental health and Wellbeing needs of police officers and staff in Scotland. *Police Practice and Research. An International Journal* vol. 21, no. 6, 702–716 <https://www.tandfonline.com/loi/gppr20>
- Erol, T., Morland, S. (2023 August 21st). Kenyan officials meet with Haiti police to Discuss gang fighting force. <https://www.reuters.com/world/americas/kenyan-delegation-meeting-haitian-police-chief-assess-security-force-source-2023-08-21/>
- Furuzawa, Y. (2011). Two Police Reforms in Kenya: Their implications for Police Reform policy. ci.nii.ac.jp
- Gau, J. M. & Gaines, D.C. (2012). Top-Down Management and Patrol Officers' Attitudes about the Importance of Public Order Maintenance: A Research Note. *Police Quarterly Volume: 15 Issue: 1 Pages: 45-61*.
- Greenberg, J. (1997) *Behaviour in Organizations*. London Prentice Hall.
- Kular, S. & Guler, A. (2014). Influence of Supervisor Support on Job Satisfaction Levels: An Evaluation of Turkish National Police (TNP) Officers in the Istanbul Police Department. *International Journal of Criminal Justice Sciences* .Vol, 9 Issue 2

- Heller, D. J., (2002). The confounding Role of personality and trait affectivity in the Relationship between job and Life Satisfaction. *Journal of Organizational Behaviour*, 815 - 835.
- Guanya, C. R., Oruta, E. M. & Lidiva, M. K. (2016). An Evaluation of Factors Influencing Perceptions of Job satisfaction among Police Officers in Kenya. *Public policy and administrative Research*. Vol. 6, no. 10.
- Hilal, S. & Litsey, B. (2020). Reducing police turnover: Recommendations for the law Enforcement agency. *International Journal of Police Science & Management* Volume 22, Issue 1 Pages 73-83
- Johansson, E. (2004). Job Satisfaction in Finland. Some Results from the European Community Household Panel. *ELTA Discussion Papers, The Research Institute of the Finnish Economy (ELTA)*, No. 958, <http://hdl.handle.net/10419/63640>
- Judge, T. A., Heller, D. & Mount M. K. (2002). The Five Factor Model Of Personality and Job Satisfaction. *APA Journal of Applied Psychology June 2002*. Vol.87, No. 3, 530 - 541.
- Kakkori, L. (2020). Hermeneutics and Phenomenology Problems When Applying Hermeneutic Phenomenological Method in Educational Qualitative Research. *Paideusis* vol.18 (2).pp.19-27
- Karasek, R., Baker, D., Marxer, F. Ahlbom A. & Theorell, T. (1981). Job decision Latitude, job demands, and cardiovascular disease: a prospective study of Swedish men. *Am J Public Health*. 71(7): 694–705.
- Karasek, R., Theorell, T., Schwartz, J.E., Schnall, P.L., Pieper, C.F., & Michela, J.L. (1988). Job characteristics in relation to the prevalence of myocardial infarction in the US Health Examination Survey (HES) and the Health and Nutrition Examination Survey (HANES). *Am J Public Health*; 78(8):910-8.doi: 10.2105/ajph.78.8.
- Kiage, N. (2021, April 14th). Why Stress and Trauma Push police to the edge. The people daily: Online edition <https://www.pd.co.ke/news/why-stress-and-trauma-push-police-to-the-edge-71908/>
- Kumar, T. K. (2021). The Influence of Demographic Factors and Work Environment on Job Satisfaction among Police Personnel: An Empirical Study. *International Criminal Justice Review* Vol. 31, Issue 1, pp.59-83
- Laffaldano, M.T. & Muchinsky P.M. (1985). Job satisfaction and job performance: A Metaanalysis. *Psychological bulletin* 97, 251 - 273.
- LaMontagne, A., Milner, A., Allisey, A.F., Page, K.M., Reavly, N. J., Martin, A., & Tchemitskaia, I. (2016). An integrated workplace mental health Intervention in a Policing context: Protocol for a cluster randomized control trial. *BMC Psychiatry*.16 49. <https://doi.org/10.1186/s12888-016-0741-9>
- Laurie (2005). *Management and Organizational Behaviour*. London: Prentice Hall
- Laurence, J. (2023 July 14th). Comment by UN Human Rights Office spokesperson Jeremy Laurence on Kenya protests. <https://www.ohchr.org/en/press-briefing-notes/2023/07/comment-un-human-rights-office-spokesperson-jeremy-laurence-kenya>

- Nakao, M. (2010). Work-related stress and psychosomatic medicine. *BioPsychosocial Medicine*. Vol.4.
- Ndungu, S. K., & Muoka, B. (2021). Police Transfers and job Satisfaction: Case of Nairobi City County, Kenya. *Public policy and administrative Research*. Vol. 11 no. 5
- Ngai, M. M. (2022). Effect of restructuring on Employee job satisfaction at the National Police Service Commission in Kenya.
<http://erepository.uonbi.ac.ke/bitstream/handle/11295/164113/>
- Maran, D.A., Magnavita, N. & Gabarino, S. (2022). Identifying Organizational Stressors That Could Be a Source of Discomfort in Police Officers: A Thematic Review. *Int J Environ Res Public Health*19 (6):3720. Doi: 10.3390/ijerph19063720
- Michie, S. & Williams, S. (2003). Reducing work related psychological ill *health and Sickness absence: a systematic literature review*. *Occup Environ Med*; 60:3–9
- Miner, B.M. (2005). Organizational Behaviour. Essential Theories of motivation and Leadership. 1 New Delhi: M.E. Sharpe/ Inc.
- Ministry of Health (2022). *The task force on mental health*. Mental Health (MoH Kenya)
<http://www.health.go.ke>
- Mullins, L. J. (2005). *Management and Organizational Behavior*. London: FT Pitman.
- Ndikaru, J. T. (2021). Evaluation of homicide in the police force: The Kenyan Perspective. *International Journal of Current Research*. Vol. 13, Issue, 07, pp.18216-18224. DOI: <https://doi.org/10.24941/ijcr.41929.07.2021>
- Nina, T., Janko, S., & Aleksander, A. (2014). Factors Influencing Employee Satisfaction in the Police Service: The Case of Slovenia. *Munich Personal RePEc Archive*.
<https://mpra.ub.uni-muenchen.de/62037/>
- Obondo, P. A., Okwonkwo, E. A. & Abo, U.J. (2019). Job Characteristics and Job Satisfaction among police officers in Enugu urban. *Practicum Psychologia* 9(1), 139-157
- Ombati, C. (2022 December 16th). 57 police, prison officers killed in line of duty this year – Koome. The star: Online edition <https://www.the-star.co.ke/news/2022-12-16-57-police-prisons-officers-killed-in-line-of-duty-this-year-koome/>
- Ometo, B. (2020). Improving Police Accountability in Kenya: Curing the Shortcomings Of the IPOA in Bringing an End to Police Brutality in the Country. *Columbia Human Rights Law Review*, SSRN: <https://ssrn.com/abstract=3568251>(1st Ed.) Lexington, Massachusetts/Toronto.
- Osse, A. (2016). Police Reform in Kenya: a process of ‘meddling through’. *Policing and Society. An international Journal of Research and Policy*. Vol. 26, no. 8, 907-924.
- Otory, W. & Kiiru, D. (2020). Work Environment and Job Satisfaction at National Police Service, Kenya. *International Journal of Business Management Entrepreneurship and Innovation* 2(4):33-51
- Peccei, R.E., (2004). Human Resource Management and the Search for the Happy Workplace. ERIM Inaugural Address Series Research in Management EIA-2004-021-ORG, *Erasmus Research Institute of Management (ERIM)*.
<https://repub.eur.nl/pub/1108/EIA-2004-021-ORG.pdf>

- Pfeiffer, J. (1982). *Organizations and Organizational Theory*. Ballinger publishing Company, Cambridge, Massachusetts.
- Prysmakova, P., Vandenabeele, W. (2019). Enjoying Police Duties: Public Service Motivation and Job Satisfaction. *Journal of Police and Criminal Psychology* 35:304–317 <https://doi.org/10.1007/s11896-019-09324-7>
- Purba, A., Demou, E. (2019). The relationship between organizational stressors and Mental wellbeing within police officers: a systematic review. *BMC Public Health*, 1286 <https://doi.org/10.1186/s12889-019-7609-0>
- Porter & Lawler (1976). *Behaviour in Organizations*. Tokyo: McGraw Hill.
- Rao, G.V. (2017). The analysis of facets of job satisfaction of police personal. *Vishwakarma Institute of Management. Vishwakarma Business Review Volume VII, Issue 1 (January 2017)* 40-47
- Ransley, P. (2009). Report of the National Task Force on Police Reforms. <https://vdocuments.net/ransley-report.html>
- Erol, R, T., & Morland, S. (2023). Kenyan officials meet with Haiti police to Discuss gang fighting force. <https://www.reuters.com/world/americas/kenyan-delegation-meeting-haitian-police-chief-assess-security-force-source-2023-08-21/>
- Ryff, C. D. (2013). Psychological well-being revisited: Advances in the science and Practice of Eudemonia. *Psychotherapy and psychosomatics* 83, no. 1 10-28.
- Salancik, G.R. & Pfeffer, J. (1978). A social information Processing approach to job Attitudes and Task Design. *Administrative science quarterly vol.23* pp. 224- 253,
- Spector, P.E. (1997) *Job Satisfaction: Applications, Assessments causes and Consequences*. Sage, Thousand Oaks, CA.
- Taris, T.W., & Schreurs, P. J. (2009). Well-being and organizational performance: An Organizational-level test of the happy-productive worker hypothesis. *An international Journal of work, health and Organizations*. Vol. 23. Issue 2
- Wango, G., Wairire, G. G. & Odiemo, L. (2018). Counselling Interventions and the Use Of Counselling Skills in Police Services in Kenya. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)* Volume 23, Issue 7, Ver. 6 PP 39-52 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org.
- Warr, P. (1987). *Work, unemployment, and mental health*. Oxford: Oxford University Press.
- Warr, P. (2013). How to think about and measure psychological well-being. In R. R. Sinclair, M. Wang, & L. E. Tetrick (Eds.), *Research methods in occupational health psychology: Measurement, design, and data analysis* (pp. 76–90).
- World Health Organization (2022 June 16th). Mental state of the World 2021. Transforming mental Health for all. <https://www.who.int/teams/mental-health-and-substance-use/world-mental-health-report>
- Vinayak, S. & Judge, J. (2018). A study of psychological well-being among police Personnel. *International Journal of Health Science Research*. 2018; 8(9):190-198.

Zekavica, R., Simeunovic-Patic, B., Potgieter, P.J. and Roelofse, C.J. (2018), Police cynicism in Serbia: prevalence, nature and associations with job satisfaction, *Policing: An International Journal*, Vol. 41 No. 5, pp. 659-672.