

## Moderating Role of Perceived Organizational Support on the Effect of Occupational Stress Management Practices on Employee Engagement amongst Law Enforcement Officers in Uasin Gishu County, Kenya

George Boy Joshua<sup>1</sup>  
Eglay Tsuma<sup>2</sup>  
Robert Egessa<sup>3</sup>  
Robert Onyango<sup>4</sup>

<sup>1</sup>georgejoshua203@gmail.com

<sup>2</sup>etsuma@mmust.ac.ke

<sup>3</sup>regessa@mmust.ac.ke

<sup>4</sup>robertonyango29@gmail.com

<sup>1</sup>Student, <sup>2</sup>PhD, <sup>3</sup>Associate Professor, <sup>4</sup>PhD, Lecturer, <sup>1,2,3</sup>Masinde Muliro University of Science and Technology, Kenya, <sup>3</sup>Researcher, Dr Atwoli International Centre for Labour and Leadership Studies, <sup>4</sup>Eldoret National Polytechnic, Kenya

### ABSTRACT

*Excessive stress that law enforcement officers are exposed to not only threatens their physical and mental health but also affects professionalism, organisational effectiveness, and public safety. This invokes the need for the adoption or strengthening of occupational stress management practices amongst law enforcement officers to abate the consequences of operational and occupational stressors they are exposed to for the purposes of their engagement. However, there is still a limited understanding of how occupational stress management practices and perceived organisational support may work together to effect employee engagement based on social exchange theory and job demands-resource theory. In this regard, the study adopted a correlational research design. The target population consisted of 620 law enforcement officers from 34 police posts and stations in Uasin Gishu County, with a sample size of 248 officers calculated using Krejcie and Morgan Table 1970. The study adopted simple and stratified sampling techniques to identify the officers from the top, middle, and lower levels of management. Data was collected using questionnaires and interview schedules. Reliability was ensured through internal consistency techniques. The data was analysed using descriptive and inferential statistics. The results of moderated regressions revealed that occupational stress management practices jointly and independently influenced employee engagement among law enforcement officers in Uasin Gishu County, Kenya. Safety and health programmes jointly explained 70.7% of the of the variation in engagement amongst law enforcement officers in Uasin Gishu County, Kenya, without a moderator. However, with a moderator, the variables jointly explained 73.5% ( $R^2 = 0.735$ ) of the of the variation in employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya ( $F = 62.364$ ;  $p < .05$ ). Therefore, there is a significant moderating role of perceived organisational support in the relationship between occupational stress management practices and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. These findings are premised on both social exchange theory and job demand resource theory. This implies that when the management of law enforcement officers embraces occupational stress management practices and proactively formulates policies ingrained with perceived organisational support, employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya, will improve. In the strategic orientation of these occupational stress management practices, perceived organisational support remains the cornerstone for enhancing employee engagement amongst law enforcement officers.*

**Keywords:** Employee Engagement, Occupational Stress Management, Perceived Organizational Support

### I. INTRODUCTION

The extent of employee engagement amongst law enforcement officers remains key to the reduction of crime rates and their positive relationship with the community. When officers feel valued and supported by their department, they are more likely to treat citizens with respect and empathy, leading to better communication and trust between the community and law enforcement (Deuchar et al., 2019). However, law enforcement officers are engaged in a stress-intensive occupation full of risks and adverse events (Chen & Wu, 2022). This excessive stress that law enforcement officers are exposed to not only threatens their physical and mental health but also affects professionalism, organizational effectiveness, and public safety (Purba & Demou, 2019). This invokes the need for the adoption or strengthening of occupational stress management practices amongst law enforcement officers to abate the consequences of operational and occupational stressors they are exposed to for the purposes of their engagement. In consequence of

their level of engagement, they remain energetic and positively connected to their work and feel they are doing their jobs effectively.

Work-related stress, or occupational stress, is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope, as attested to by the World Health Organization (WHO) in the “2023 Progress Report on the Global Action Plan for Healthy Lives and Well-Being for All” (WHO, 2023). Occupational stress is the inability to handle job pressures (Rees, 1997). Occupational stress is experienced by an individual because of an imbalance between his or her abilities and work demands. It is a condition that influences an individual’s output, efficiency, work quality, and personal physical and mental health (Dextras-Gauthier et al., 2012). Work-related stress can be caused by poor work organization (the way we design jobs and work systems and the way we manage them), poor work design (for example, a lack of control over work processes), poor management, unsatisfactory working conditions, and a lack of support from colleagues and supervisors. A lapse in perceived organizational support leads to occupational stress, which negatively affects employee engagement. Stress management refers to all the means used to objectively or subjectively respond to a stressful situation perceived by the individual (Baciu, 2007). Officers develop a variety of coping strategies to handle stress resulting from their official duties. According to Singh et al. (2021), some coping strategies are maladaptive, such as alcohol misuse and withdrawal from social support. Proactive coping strategies include participating in counseling, peer support programs, and awareness training. There is a need to strengthen the coping strategies for enhancing employee engagement among law enforcement officers. This is justified by the fact that personnel with high occupational stress show significantly low levels of engagement at work (Eseadi et al., 2022). In contrast, those with low levels of occupational stress show significantly high levels of engagement at work. Work engagement can be defined as “a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli & Salanova, 2008). Employees with higher levels of perceived organizational support (POS) tend to be more dedicated and maybe more eager to hold extra roles or organizational citizenship behaviors (OOrgan, 988). Unlike those employees who do not feel themselves secure and valuable to their organization, empirical evidence shows that POS is associated with a number of positive organizational consequences that have been categorized into three main categories. These outcomes include subjective employee well-being, positive employee attitudes towards organizations and work, and favorable employee behavior (Caesens & Stinglhamber, 2020). Rhoades and Eisenberger (2002) indicate that three major categories, namely fairness, supervisory support, organizational rewards, and favorable job conditions, are associated with POS. In turn, POS is related to positive outcomes such as improved mood and satisfaction for individual employees, as well as increased affective commitment and reduced withdrawal behavior from an organizational perspective.

Perceived organizational support acts as a moderator in the relationship between different organizational stressors and employee wellbeing, as well as buffering the magnitude of the organizational stress experienced by employees. However, as most research is focused on the direct impact of organizational stressors on employee wellbeing, satisfaction, and performance, there is a lack of understanding of moderators and mediators that may reduce the impact of organizational demands on job performance in general, as well as specifically on organizational citizenship behaviors. POS is explored because factors such as role clarity, participation in decision-making, and colleague support may act as buffers against organizational demands and subsequently impact organizational citizenship behaviors (Alcover et al., 2018). This is reported in a study by Van Schlkwyk et al. (2011), whose findings suggest that POS moderates the relationship between experiences of bullying by superiors and turnover intention. Perceived organizational support significantly moderated the relationship between occupational stress and affective wellbeing (Malik & Noreen, 2015). However, there is still a limited understanding of how occupational stress management practices and perceived organizational support may work together to effect employee engagement. In this regard, the study was designed to fill the existing gap in the literature by investigating the moderating role of perceived organizational support on the relationship between occupational stress management practices such as work-life balance, employee counseling and safety and health, and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya.

### **1.1 Objective**

To determine the moderating effect of perceived organizational support on the relationship between occupational stress management practices and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya.

## II. EMPIRICAL REVIEW

Accordingly, Amin (2018) investigated the effects of job stress on employee engagement and organizational commitment among operational rescuers of Emergency Rescue Service Rescue 1122 District Peshawar. Data were collected from 100 operational emergency rescuers, including both fire rescuers and emergency medical technicians (BPS 11); age ranges from 26 to 35; education ranges from professional diploma to master degree. Subjective job stress scales (Urdu), Utrecht work engagement scales, and organizational commitment questionnaires (Urdu) were used. The results of this study report a negative correlation between job stress and employee engagement. Job stress and organizational commitment were also negatively correlated. However, the study was conducted in a non-Kenyan context. Besides, the sample size is too small, limiting the generalization of the findings. Additionally, Reynolds and Helfers (2018) studied job characteristics and perceived organizational support among police officers. The study adopted exploratory research to describe how police officers' job characteristics (duty assignment, rank, tenure, and department size) might be associated with perceptions of organizational support. The study adopted OLS regression, and the findings revealed that perceived organizational support varied across different job characteristics. This study extends our understanding of how the aforementioned job characteristics are associated with police officer attitudes. The study focused on USA police officers, whose findings may not be generalized to the Kenyan context.

Comparatively, Sehresh and Maryam (2015) studied the effect of perceived organizational support on the retention of employees through the mediation of psychological empowerment in higher educational institutions in Pakistan. The study used a questionnaire to collect data. From the findings, there is an effect of perceived organizational support on employee retention through the partial mediation of psychological empowerment. However, the study looked at employee retention as an outcome of perceived organization support and not employee engagement. Besides, the study was conducted in a non-Kenyan context, thus limiting the generalization of the findings. The study also did not use POS as a moderator of occupational stress management practices and employee engagement but as a predictor of employee retention.

Accordingly, Dai and Qin (2016) constructed the relationship model of perceived organizational support, organizational identification, employee engagement, and organizational justice. The study empirically tested that organizational identification plays a mediating role and organizational justice has a moderating effect by using correlation analysis, structural equation modeling, and regression analysis. The results show that, firstly, perceived organizational support and employee engagement have a significantly positive correlation; perceived organizational support has a direct positive influence on employee engagement. Secondly, perceived organizational support can also play a role in employee engagement through organizational identification; in other words, organizational identification has a partial mediating effect between perceived organizational support and employee engagement. Thirdly, this paper verified that organizational justice plays a moderating role in the relationship between perceived organizational support and organizational identification. However, the study was not conducted in the Kenyan context amongst the law enforcement officers. Besides, the study did not explore the moderating role of POS.

Al-Omar et al. (2019) explored pharmacists' perceptions of organizational support and the impact of resilience and perceived organizational support on employee engagement in a stressful and competitive work environment. The study was carried out using a cross-sectional survey of 81 pharmacists, who were selected as a random sample in Saudi Arabia. Demographic variables, resilience, and perceived organizational support predicted approximately 29.2%, 29.6%, and 36.2%, respectively, of the variance in employee engagement. The study also found a significant correlation between the pharmacists' perceptions of organizational support and their engagement ( $\beta = 0.31$ ,  $p < 0.05$ ), but no statistically significant relationship between resilience and employee engagement. However, the study was conducted in the pharmaceutical industry and not among law enforcement officers in the Kenyan context. The study did not look at POS as a moderator. Besides the sample size, it was low, compromising the generalization of the study.

Ugargol (2014) explored the influence of perceived organizational support on employee engagement by ascertaining the evolution of current policies in organizations, measuring how engaged employees are with their respective organizations, and exploring differences across categories of employees. The study used a pre-tested questionnaire and qualitative methods to further disentangle the engagement paradigm. The findings of the study indicated that there is a correlation between perceived organizational support and employee engagement. An association between employee pro-offerings and low intention to quit was also found. However, the study did not focus on law enforcement officers, providing a gap for the study. Besides, the study did not focus on POS as a moderator.

Abdul et al. (2014) studied the impact of perceived organizational support (POS) on employee engagement in the banking sector of Pakistan. For this purpose, this study has proposed a single hypothesis. Primary data was collected with the help of a structured questionnaire. The questionnaire was composed of 21 statements. This study also confirms

that perceived organizational support is a stronger predictor of employee engagement. In future research, some important predictors of employee engagement, like perceived supervisory support, job autonomy, and job security, may be included. However, the findings of the study were limited to the Pakistan banking sector and thus cannot be generalized among law enforcement officers. Besides, the study did not focus on POS as a moderator.

Zeng et al. (2020) studied the influence of perceived organizational support on police job burnout using a moderated mediation model. A total of 784 police officers were surveyed with the POS Scale, the Job Burnout Questionnaire, the RES Scale, and the Minnesota Job Satisfaction Questionnaire. After controlling for gender, seniority, age, police classification, education, and marital status, regression analysis showed a significant negative correlation between POS and burnout, and the former had a significant negative predictive effect on job burnout. The mediating effect test shows that job satisfaction plays a partial role in mediating the relationship between POS and job burnout. Through the analysis of the moderated mediation model test, RES moderates the first half of the path of “POS → job satisfaction → job burnout. POS not only directly affects police job burnout but also indirectly affects police job burnout through job satisfaction. RES enhances the influence of organizational support on job satisfaction. This study indicates the combined effect of POS, job satisfaction, and RES on job burnout and has certain guiding significance for alleviating police job burnout. However, the study did not focus on perceived organizational support and employee engagement amongst Kenyan police officers, providing a gap for the current study because of context. Besides, the study was quantitative, thus limiting triangulation, a departure from the current study, which will adopt a mixed-methods approach. Besides, the study did not study POS as a moderator.

Boateng (2014) studied perceived organizational support and police officer effectiveness: Testing the organizational support theory in Ghana. The study surveyed 145 police officers selected randomly from five police districts in Accra, Ghana, to investigate how officers' perceptions of organizational support influence their effectiveness in performing their assigned duties. The study further examined the influence of officers' demographic characteristics on their perception of organizational support. Findings of the study revealed that the perception of organizational support among officers influenced their perception of effectiveness and that older and shorter-tenured officers expressed perceptions of greater support. However, the study sample size and context limit the generalization of the findings in other areas. The study did not focus on the POS as a moderator. Besides, the study did not focus on employee engagement as an outcome but on effectiveness.

Gillet et al. (2013) studied perceived organizational support, motivation, and engagement among police officers. The research tested a model that incorporates: police officers' perceptions of organizational and supervisory support (i.e., the degree to which organizations or supervisors' value the police officers' contributions and care about their well-being); global, domain-specific (i.e., work) and situational (i.e., in a training session) motivation; and engagement. The hypothesized model was tested using two samples of police officers. In Study 1, results revealed that work motivation was significantly related to both intraindividual (global motivation) and contextual (organizational support) factors. In addition, self-determined work motivation was positively related to work engagement. Using a cross-sectional design with multiple measurement points, these results were replicated at the situational level (i.e., in a training session) in Study 2. The present results underscore the importance of understanding the mechanisms through which work engagement can be enhanced. Specifically, to improve police officers' work engagement, organizations and supervisors must attempt to promote the police officers' self-determined motivation. However, the study did not focus on the POS as a moderator.

Oduor (2015) investigated how teamwork and perceived organization support influence work engagement, with a focus on the media industry in Kenya. The study employed a descriptive research design. The target population was drawn from the major television station players in the media industry. These were Citizen TV, Kenya Broadcasting Corporation (KBC), Kenya Television Network (KTN), and Nation TV (NTV). The target population was 188 anchors, editors, researchers, and reporters on the selected TV stations. A sample of 56 selected employees was selected using proportionate sampling, where 30% of the target population was taken as a sample. The study relied on primary data collected from structured questionnaires that were dropped and later picked up. The data was analyzed using descriptive statistics and multivariate analysis conducted with the help of the statistical package for social sciences (SPSS). The study found that there was no clarity on the nature or levels of work engagement, teamwork, or perceived organizational support in the media houses surveyed. The study found that some aspects of the variable's studies were favorable while others were unfavorable. The study found that teamwork and perceived organizational support have a positive and significant influence on work engagement. However, the study did not focus on law enforcement officers; besides, the study only used quantitative methods without adopting qualitative data, thus avoiding triangulation. Besides, the study did not look at POS as a moderator.

Malik and Noreen (2015) studied perceived organizational support as a moderator of the relationship between occupational stress and affective well-being among teachers. A sample size of 210 was drawn from schools, colleges, and university teachers, including both male and female teachers. The purposeful sampling technique was used to identify a specific age range, education, marital status, nature of the institute, and job experience. A survey research design was used. The results suggested a relationship between occupational stress, perceived organizational support, and well-being among teachers. Perceived organizational support works as a moderator for the well-being and occupational stress of teachers. However, the study was not conducted among the law enforcement officers in the Kenyan context. Besides, the study did not focus on employee engagement as an outcome of occupational stress.

Jain et al. (2012) studied the impact of organizational stressors on organizational citizenship behavior (OCB) and how perceived organizational support (POS) moderates the relationship. The sample for this research involved operators from call center organizations located around the national capital of India. A questionnaire survey was carried out involving 402 operator-level employees from five different organizations. The results highlight a significant negative relationship between organizational stressors and OCB, a significant positive relationship between POS and OCB, and the conclusion that POS moderates the relationship between organizational stressors and OCB. This research was carried out in an emerging economy and in a sector that is seen as an attractive area of work. However, as this study is limited to the BPO sector in India, these results may not be generalized to other areas such as the public and manufacturing sectors and in other national contexts. Besides, the study focused on OCB as a dependent variable but not employee engagement.

Duke et al. (2009) investigated the interactive effects of perceptions of organizational support on two emotional labor outcomes: job satisfaction and job performance. POS attenuated the negative effects of emotional labor/job satisfaction and emotional labor/performance relationships. However, the study did not focus on the employee engagement of law enforcement officers in the Kenyan context, providing a gap for the current study. In addition, Rineer et al. (2017) examined the moderating role of perceived organizational support (POS) on the relationships between organizational justice and three objective cardiovascular health measures, namely, heart rate, systolic blood pressure, and diastolic blood pressure, among a population of 290 public construction workers. The interaction between justice and POS was statistically significant using procedural justice, demonstrating that procedural justice is associated with improvements in the three health outcomes only when POS is relatively high. In other words, higher levels of both procedural justice and POS were needed for a reduced heart rate and reduced systolic and diastolic blood pressure. However, the interaction between distributive justice and POS did not significantly relate to health outcomes. However, the study did not focus on law enforcement officers but on public construction workers in a non-Kenyan context.

Lartey et al. (2019) established the link between emotional labor (surface and deep acting) and job attitudes (job satisfaction and organizational commitment) by introducing perceived organizational support as a moderating variable. The study adopted a cross-sectional design by sampling three hundred and forty-two (342) nurses and midwives from six health facilities in Ghana. The study used a quantitative approach to examine the relationships between the study variables. According to the findings of the study, surface acting was negatively related to job satisfaction but not to organizational commitment; deep acting did not relate significantly to both job satisfaction and organizational commitment. Perceived organizational support as a moderating variable showed a significant moderating effect between surface acting and job attitudes. However, perceived organizational support moderated the relationship between deep acting and organizational commitment, but not job satisfaction. However, the study was limited in terms of context and sample size, limiting the generalizability of the findings.

### III. METHODOLOGY

The study adopted a correlational research design. This design was appropriate for the current study because provides the researcher with the desired information and understanding of the relationship between the study variables. Target population (also known as theoretical population) is the group to whom we wish to generalize our findings (Polit & Beck, 2010). The target population was all law enforcement officers in Kenya and beyond. The accessible population of the study was 620 law enforcement officers who were drawn from 34 gazetted police stations and Posts in Uasin Gishu County (Mwangi, 2020). The Sample frame consisted of OCPD, OCS, Police officers and women from the 34 gazetted police stations and Posts in Uasin Gishu County. The study used Krejcie and Morgan table, (1970) to calculate the sample size which was 242 law enforcement officers as per the table. The sample proportions from each category of law enforcement officer was determined using the formula according to Cochran, (2007) below:

$$n_h = (N_h / N) * n$$

Where



$n_h$  is the sample size for stratum h,  $N_h$  is the population size for stratum h,  $N$  is total population size, and  $n$  is total sample size

**Table 1**  
**Sample Size**

Category	Number of officers	Sample Size
OCPD	2	1
OCS	23	9
Police officers	595	232
<b>Total</b>	620	242

**Source:** (The Kenya Gazette, 2022).

The study used questionnaire as well as reviewing existing literature in collection of data. These instruments supplemented each other and give a deeper and wider exploration to research perspective. Pre-testing of the questionnaire was done at Kilibwoni Police station in Nandi County in order to identify whether the developed instrument is in agreement with the contents of the research questions. It involved 10% of the size of the sample population (Kothari & Garg, 2014). This means that 25 respondents drawn from sample population participated in the pre-testing of the data instrument but will not take part in final study. Data was analyzed using moderated regression analysis techniques using the Statistical Package for Social Sciences (SPSS) version 25.0 package.

The regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 * M + \beta_2 X_2 * M + \beta_3 X_3 * M + \epsilon \dots \dots \dots \text{Equation 3.1}$$

Where:  $y$  is employee engagement, dependent variable,  $X$  represents occupational stress management practices ( $X_1$  represent work life balance,  $X_2$  represent employee counselling,  $X_3$  represent safety and health),  $\beta$  is the standardized regression coefficients and,  $M$  represent perceived organizational support as the moderator.

Quantitative data was extracted from the questionnaires by use of frequency tables. Data from interviews was analyzed based on themes and subthemes.

#### IV. FINDINGS & DISCUSSIONS

##### 4.1 Moderating role of perceived organizational support on the effect of occupational stress management practices on employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya

The study established the moderating role of perceived organizational support on the effect of occupational stress management practices on employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya as presented in Table 2.

From the model summary of multiple regression model in Table 2 below, the results showed that all the three predictors (work life balance, employee counselling and safety and health programs) jointly explained 70.7 per cent variation on employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. This showed that considering the three study independent variables, there is a probability of 70.7% ( $R^2 = 0.707$ ) in predicting employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya without a moderator. F-value of 129.713 and a p-value of 0.00 significant at 5% level of confidence indicate that the overall regression model is significant; hence, the joint contribution of the independent variables was significant in predicting employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. This implies that when the management of law enforcement officers embrace occupational stress management practices and proactively formulate policies ingrained with perceived organizational support, hence improving employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. Results of the regression coefficients presented in Table 4. 1 show the estimates of Beta values and give an individual contribution of each predictor to the model. The Beta value tells us about the relationship between with each predictor. The positive Beta values indicate the positive relationship between the predictors and the outcome. The Beta value for work life balance (.290), employee counselling (.126), safety and health (.130) were all positive without perceived organizational support as a moderator. The positive B values indicate the direction of relationship between predictors and outcome. From the results in Model 1 Table 4. 1, the model can then be specified as: -

$$Y = 4.315 + .290X_1 + .126X_2 + .130X_3 + \epsilon \dots \dots \dots \text{Equation 4.1}$$



Where:

Y= employee engagement

X<sub>1</sub>= Work life balance, X<sub>2</sub>= Employee counseling, X<sub>3</sub>= Safety and health

**Table 2**  
**Hierarchical Regression Results for Moderating Role of Perceived Organizational Support on the Effect of Occupational Stress Management Practices on Employee Engagement amongst Law Enforcement Officers**

	Model 1	Model 2	Model 3	Model 4	Model 5
	B(sig)	B(sig)	B(sig)	B(sig)	B(sig)
(Constant)	4.135(.000) **	4.315(.000) **	4.350(.000) **	4.350(.000) **	4.350(.000) **
Zscore: WLB	.290(.000) **	0.253(.000) **	0.242(.000) **	0.239(.000) **	0.239(.000) **
Zscore: EC	.126(.000) **	0.131(.000) **	0.135(.000) **	0.139(.000) **	0.139(.000) **
Zscore: SAF	.130(.000)**	0.130(.000)**	0.123(.000)**	0.122(.000)**	0.121(.000)**
Zscore (POS)		0.064(.013)*	0.071(.005)**	0.073(.004) **	0.073(.005) **
Zscore (WLB*POS)			0.068(.002) **	-0.053(.060)	(-0.053(0.061)
Zscore (EC*POS)				0.025(.033) **	(-0.026(.412)
Zscore (SAF*POS)					(0.001(.015) **
<b>Model Summary</b>					
R	0.841	0.848	0.857	0.858	0.858
R Square	0.707	0.718	0.734	0.735	0.735
Adjusted R Square	0.702	0.711	0.726	0.725	0.724
Std. Error of the Estimate	0.284	0.280	0.272	0.273	0.274
<b>Change Statistics</b>					
R Square Change	0.707	0.011	0.016	0.001	0.000
F Change	129.713	102.081	87.887	73.220	62.364
df1	3	4	5	6	7
df2	161	160	159	158	157
Sig. F Change	0.000	0.000	0.000	0.000	0.000

Dependent Variable: Zscore (Employee Engagement )

\*\*p<.01, \*p.05

**KEY:**

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

The main objective was to assess the moderating role of perceived organizational support on the relationship between occupational stress management practices (work life balance, employee counselling, safety and health) and employee engagement in Uasin Gishu County. The findings of hierarchical regression showed. In model three the interaction term for work life balance and perceived organizational support would be statistically significantly related to employee engagement ( $\beta = 0.068$ ;  $F = 87.887$ ;  $\rho < .05$ ). This implies that perceived organizational support significantly moderates the relationship between work life balance on employee engagement. The use of available policies that gives importance to help employees meet work and family needs and thus helps in reducing strain experienced due to lack of organizational support hence employee engagement (Thakur & Kumar, 2015).

In model four the interaction term for employee counselling and perceived organizational support have a statistically significant relationship with employee engagement when statistically controlling for work life balance, employee counseling, safety and health and the interaction term of work life balance and perceive organizational support ( $\beta = 0.025$ ;  $F = 73.220$ ;  $\rho < .05$ ). This implies that perceived organizational support significantly moderates the effect of employee counselling on employee engagement. Employee Counselling is based on the premise that employee performance can be enhanced if the employee is properly counselled by skilled managers.

In model five the interaction term for safety and health and perceived organizational support have a statistically significant relationship with employee engagement ( $\beta = 0.001$ ;  $F = 62.364$ ;  $\rho < .05$ ) when statistically controlling for work life balance, employee counseling, safety and health, the interaction term of work life balance and perceive organizational support and the interaction term employee counselling and perceive organizational support. Therefore, perceived organizational support significantly moderates the effect of safety and health on employee engagement. In conclusion perceived organizational support moderate the effect of occupational stress management practices on

employee engagement in Uasin Gishu County as in equation 4.2. This is premised on social exchange theory and job demands- resource theory.

$$Y = 4.315 + .290X_1 + .126X_2 + .130X_3 + M + 0.068X_1 * M + 0.025X_2 * M + 0.001X_3 * M + \varepsilon \dots\dots\dots \text{Equation 4.2}$$

#### 4.2 Discussion of Results

The study investigated the relationship between occupational stress management practices and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya as moderated by perceived organizational support. A lapse in perceived organizational support leads to occupational stress, which negatively affects employee engagement. The results of multiple regressions further revealed that occupational stress management practices jointly and independently influence employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. Without a moderator, 70.7% of the variation in engagement amongst law enforcement officers in Uasin Gishu County, Kenya, was explained jointly by work-life balance, employee counseling, safety, and health programs. However, with a moderator, the variables jointly explained 73.5% ( $R^2 = 0.735$ ) of the variation in employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya ( $F = 62.364$ ;  $p < .05$ ). In this regard, we reject the null hypothesis, stating that there is no significant moderating role of perceived organizational support on the relationship between occupational stress management practices and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. Instead, the alternative hypothesis holds true, stating that there is a significant moderating role of perceived organizational support in the relationship between occupational stress management practices and employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya.

These findings are supported by Rineer, Truxillo, Bodner, Hammer, and Kraner (2017) and Malik and Noreen (2015), who also found a relationship between occupational stress, perceived organizational support, and well-being. These findings are premised on both social exchange theory and job demand resource theory. This implies that when the management of law enforcement officers embraces occupational stress management practices and proactively formulates policies ingrained with perceived organizational support, employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya, will improve. In the strategic orientation of these occupational stress management practices, perceived organizational support remains the cornerstone for enhancing employee engagement amongst law enforcement officers.

### V. CONCLUSION & RECOMMENDATIONS

#### 5.1 Conclusions

Occupational stress management practices significantly affect employee engagement among law enforcement officers. In addition, perceived organizational support significantly moderates the effect of occupational stress management practices such as work-life balance, employee counseling, and safety and health on employee engagement amongst law enforcement officers in Uasin Gishu County, Kenya. Work-life balance had the highest contribution, though this does not devalue the role of employee counseling, safety, and health programs in enhancing employee engagement amongst law enforcement officers. The perceptions of law enforcement officers' of organizational support are a driver for their self-determined work motivation, which is a recipe for positive work attitudes and a reduction of stress in the workplace, occasioning a high level of employee engagement.

#### 5.2 Recommendations

The National Police Service should explore ways such as delegation, training, leave policy, time for leisure, and flexible working schedules, among others, to improve the ability of law enforcement officers to balance work and family responsibilities. Provide employee counseling with the goal of discussing their emotional problems to reduce their psychosocial impact in the long run. Law enforcement officers should have extensive safety and health training to avoid the various health and safety hazards of their job. In fine, the National Police Service should strengthen policies on the preservation of good health amongst officers, such as managing injuries and poor health among police officers; supporting individuals who have been ill, whether at work or not, in returning to full performance; and reducing sick leave retirements. However, occupational stress management practices should be bundled through mutually consistent policies to enhance their synergy in achieving employee engagement amongst law enforcement officers. In the fine, strategic orientation of this occupational stress, management practices in consonance with their potentiation of perceived organizational support remain the cornerstone for enhancing employee engagement amongst law enforcement officers.



## REFERENCES

- Abdul, K. A., Abdus, S. A., & Rizwan, H. (2014). Relationship of perceived organizational support and employee engagement. *Sci.Int. (Lahore)*, 26(2), 951-954.
- Alcover, C. M., Chambel, M. J., Fernández, J. J., & Rodríguez, F. (2018). Perceived organizational support-burnout-satisfaction relationship in workers with disabilities: The moderation of family support. *Scandinavian journal of psychology*, 59(4), 451-461.
- Al-Omar, H. A., Barakat, J. M., Almutairi, R. D., Khurshid, F., & Alsultan, M. S. (2019). The impact of perceived organizational support and resilience on pharmacists' engagement in their stressful and competitive workplaces in Saudi Arabia. *Saudi Pharmaceutical Journal*, 27(7) 1044-1052.
- Amin, M. (2018). Effects of job stress on employee engagement and organizational commitment: a study on employees of emergency rescue service rescue 1122 district Peshawar. *City University Research Journal*, 8(2), 200-208.
- Baciu, C. (2007). *Particularități ale stresului la șomeri*. Cluj. University Press, Cluj Napoca,.
- Boateng, F. D. (2014). Perceived organizational support and police officer effectiveness: Testing the organizational support theory in Ghana. *International Criminal Justice Review*, 24(2), 134-150.
- Caesens, G., & Stinglhamber, F. (2020). Toward a more nuanced view on organizational support theory. *Front. Psychol.*, 11:476. 10.3389/fpsyg.2020.00476.
- Chen, P. F., & Wu, L. (2022). Impact of job demands on police stress response—the roles of basic psychological needs and job autonomy. *BMC public health*, 22(1), 1-10.
- Cochran, W. (2007). *Sampling techniques*. John Wiley & Sons.
- Dai, K., & Qin, X. (2016). Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Identification and Organizational Justice. *Open Journal of Social Sciences*, 04(12),46-57.
- Deuchar, R., Fallik, S. W., & Crichlow, V. J. (2019). Despondent officer narratives and the 'post-Ferguson' effect: exploring law enforcement perspectives and strategies in a southern American state. *Policing and Society*, 29(9), 1042-1057.
- Dextras-Gauthier, J., Marchand, A., & Haines III, V. (2012). Organizational culture, work organization conditions, and mental health: A proposed integration. *International Journal of Stress Management*, 19(2), 81.
- Duke, A. B., Goodman, J. M., Treadway, D. C., & Breland, J. W. (2009). Perceived organizational support as a moderator of emotional labor/outcomes relationships. *Journal of Applied Social Psychology*, 39(5), 1013-1034.
- Eseadi, C., Onyishi, C. N., & Ossai, O. V. (2022). Influence of Occupational Stress on Work Engagement among Nigerian Library Personnel. *Journal An-Nafs. Kajian Penelitian Psikologi*, 7(2), 254-268.
- Gillet, N., Huart, I., Colombat, P., & Fouquereau, E. (2013). Perceived organizational support, motivation, and engagement among police officers. *Professional Psychology. Research and Practice*, 44(1), 46–55.
- Jain, K., & Cooper, C. (2012). Stress management and organizational Citizenship Behavior in Indian Business Process Outsourcing Organizations. *IBM Management Review*, 24,155-163.
- Kothari, C. R., & Garg, G. (2014). *Research methodology Methods and Techniques*. New Delhi: New Age International (P) Ltd.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Lartey, J. K. S., Amponsah-Tawiah, K., & Osafo, J. (2019). The moderating effect of perceived organizational support in the relationship between emotional labour and job attitudes: A study among health professionals. *Nursing Open*, 6(3), 990-997.
- Malik, S., & Noreen, S. (2015). Perceived organizational support as a moderator of affective well-being and occupational stress. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 9(3), 865-874.
- Mwangi, V. (2020). *List Of Newly Gazetted Police Stations In Kenya's 47 Counties*. Retrieved from sokodirectory.com
- Oduor, S. A. (2015). Influence of Teamwork and Perceived Organisation Support on Work Engagement in Kenyan Media Houses. *Strategic Journal of Business & Change Management*, 2 (75), 854-882.
- Polit, D. F., & Beck, C. T. (2010). Generalization in quantitative and qualitative research: Myths and strategies. . *International journal of nursing studies*, 47(11), 1451-1458.
- Purba, A., & Demou, E. (2019). The relationship between organizational stressors and mental wellbeing within police officers: a systematic review. *BMC Publ Health*, 19, 1286.
- Rees, W. D. (1997). Managerial stress –dealing with the causes, not the symptoms. *Industrial and Commercial Training*, 29(2), 35-40.

- Reynolds, P., & Helfers, R. (2018). Job Characteristics and Perceived Organizational Support Among Police Officers. *Criminology, Criminal Justice, Law & Society*, 19(1), 46–59.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Rineer, J. R., Truxillo, D. M., Bodner, T. E., Hammer, L. B., & Kraner, M. A. (2017). The moderating effect of perceived organizational support on the relationships between organizational justice and objective measures of cardiovascular health. *European Journal of Work and Organizational Psychology*, 26(3), 399-410.
- Schaufeli, W., & Salanova, M. (2008). Enhancing work engagement through the management of human resources. In: K. Naswall, J. Hellgren & M. Sverke (Eds.) *The individual in the changing working life*. Cambridge: Cambridge University Press, 380–402.
- Sehresh, I., & Maryam, S. H. (2015). Impact of Perceived Organizational Support on Employee Retention with Mediating Role of Psychological Empowerment. *Pakistan Journal of Commerce and Social Sciences*, 9(1), 18-34.
- Singh, S., Gupta, B., & Mishra, P. C. (2021). Coping strategies and social support as moderators of occupational stress and mental health link among police personnel. *Industrial Psychiatry Journal*, 30(1), 67–73. [https://doi.org/10.4103/ipj.ipj\\_207\\_20](https://doi.org/10.4103/ipj.ipj_207_20)
- Thakur, A., & Kumar, N. (2015). The effect of perceived organizational support, role related aspects and work involvement on work-life balance: Self-efficacy as a moderator. *International Journal of Scientific and Research Publications*, 5(1), 1-8.
- Ugargol, J. (2014). *Perceived Organizational Support and Its Influence on Employee Engagement*. Retrieved from [papers.ssrn.com](http://papers.ssrn.com)
- Van Schalkwyk, L. M., Els, C., & Rothmann, I. (2011). The moderating role of perceived organisational support in the relationship between workplace bullying and turnover intention across sectors in South Africa. *SA Journal of Human Resource Management*, 9(1), 1-13.
- WHO. (2023). *2023 progress report on the Global Action Plan for Healthy Lives and Well-being for All*. World Health Organization. <https://www.who.int/publications/i/item/9789240073371>
- Zeng, X., Zhang, X., Chen, M., Liu, J., & Wu, C. (2020). The Influence of Perceived Organizational Support on Police Job Burnout: A Moderated Mediation Model. *Frontiers in Psychology* 11(948), 1-11.