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Working Hours, Work-Family Conflict and Mental Health of National Police Service Officers in Southrift, Kenya

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WORKING HOURS, WORK-FAMILY CONFLICT AND MENTAL HEALTH OF NATIONAL POLICE SERVICE OFFICERS IN SOUTH-RIFT, KENYA

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ABSTRACT

The study examined the relationship between employee working hours, work-family conflict and mental health of Kenya National Police Service officers in South Rift, Kenya. The study was motivated by the rising mental health cases of Kenya National Police Service officers. The study adopted correlational and cross-sectional research design. A sample size of 384 respondents were selected from a target population of 13,230 using multi-stage sampling technique and simple random technique. Data was collected using a structured questionnaire and analyzed using both descriptive and inferential statistics. A pilot study was conducted on the data collection instrument to pre-test its validity before the main survey, while data reliability was measured using Cronbach's Alpha coefficient. The study showed significant negative associations between working hours and mental health of Kenya National Police officers. Moreover, work-family conflict significantly moderated the link between working hours and mental health. The study concludes that addressing mental health requires reduction of employee working hours. Given the findings, the study recommends adoption of flexible duty rosters and rotational shifts that would enable police officers to balance professional obligations with personal and family needs. Furthermore, family-inclusive counseling is essential to mitigate conflict spillovers.

Keywords: Employee, mental health, working hours, work-family conflict

1.0 INTRODUCTION

Globally, the mental health problems have been on the increase leading to untimely death, suicides, strokes and other health complications among employees. In most organizations, work conditions often exhibit a demanding work culture with long hours, limited vacation time and a focus on productivity (Azevedo, Shi, Medina, & Bagwell, 2022). This intense work condition can contribute to higher stress levels, burnout and negatively impact mental health. Organizations that prioritize work-life balance, shorter workweeks and generous vacation

policies tend to reduce work-related stress and promote mental well-being (Bouwmeester, Atkinson, Noury, & Ruotsalainen, 2021).

Park et al., (2020) reveals that extended working hours was associated with negative mental well-being among employees. This is due to increase in stress level and mental health issues associated with increase in working hours. According to Härmä and Karhula (2020), working hours play a pivotal role, impacting work-life balance and overall well-being, especially when excessively long or irregular.

Long working hours, irregular schedules, and the nature of the job, which exposes officers to traumatic incidents and high-risk situations, can lead to chronic stress, anxiety, and other mental health concerns. The Kenya National Police Service has recognized the need to address mental health concerns among its officers and has initiated some efforts to provide support. However, there is still a long way to go in establishing a comprehensive and accessible mental health support system within the force to adequately address the mental well-being of its personnel.

1.1 Statement of the Problem

The importance of mental health of employees in organizations cannot be overemphasized. Good mental health and stability of employees assist both the organization and employees to achieve their full potential. The mental health of police officers is important in enabling them to effectively discharge their key mandate of maintaining law and order. However, there are rising cases of suicides, homicides and general brutality involving police officers across Kenya as revealed by the Kenya National Police Service reports. Police officers operate in dynamic and high-stakes environments, often facing unpredictable situations that need quick decision-making and response. The working hours for police officers are long and unpredictable. This aspect points to the increase in work stress and mental illness resulting to physical and mental paralysis and loss of life among other health complications. There is a general outcry of mental health stress affecting the National Police Service officers which might be linked to working hours. If this worrying trend is allowed to persist, it may lead to loss of more lives and increased cases of mental health deterioration among the National Police Service officers; and consequently, negating their responsibility of safeguarding the Kenyan population. Therefore, there was need to carry out a study on the relationship of working hours, work-family conflict and mental health of National Police Service officers in South Rift, Kenya. This study helped to identify the most significant employee working hours approaches critical for the mental wellbeing of the National Police Service officers in South Rift, Kenya, and consequently informs formulation of policies that would help in creating more supportive employee working hours.

1.2 Purpose of the Study

The purpose of the study was to establish the relationship between employee working hours, work-family conflict and mental health of Kenya National Police Service officers in South Rift, Kenya.

1.3 Objectives of the Study

The study was guided by the following objectives:

- i. To examine the relationship between work duration and mental health of National Police Service officers in South Rift, Kenya.
- ii. To analyse the relationship between rotating shifts and the mental health of National Police Service officers in South Rift, Kenya.
- iii. To evaluate the relationship between flexible working time and the mental health of National Police Service officers in South Rift, Kenya.
- iv. To examine the moderating effect of work-family conflict on the relationship between working hours and mental health of National Police Service officers in South Rift, Kenya.

1.4 Significance of the Study

The study is beneficial to the Kenya National Police Service as it may help in improving the working schedules of the police officers and consequently reducing mental health cases among the officers. Additionally, the study provides more information that may be adopted by other employees who encounter trauma and unfavourable working hours since it recommends solutions to work related mental health conditions. The Kenya National Police Service may gain more insight on how to solve the problem of increase in mental health cases as well as find strategies that can be applied to reduce the effect on individual police officers.

The study also assists in development of policies and legislation that promote work-life balance as well as stress management practices in solving mental, psychological and emotion related problems. Mental health research holds immense significance for policymakers and legislators as it provides vital evidence-based insights crucial for informed decision-making and policy formulation. Understanding the solution to the rising cases of mental health issues within Kenya National Police Service aids policymakers in identifying priority areas for intervention and resource allocation. The study also benefits scholars and researchers as it offers more information that may assist in research work.

2.0 LITERATURE REVIEW

2.1 Empirical Literature

Li, Dai, Jia, Gao, and Fu (2019) conducted a study in Shanghai to examine the impact of extended work hours on depression and mental health in workers. The purpose of the study was to investigate the correlations that were found between working long hours and depression and mental health in Shanghai's working population, as well as the influence of hobbies on these interactions. The findings showed that an extended workday may have a detrimental effect on employees' mental well-being. The current study focused on working hours and mental health among National Police Service officers in South Rift, Kenya.

2.2 Theoretical Literature

This study was guided by the following theories: Spillover Theory, Work-Family Border Theory, and Person-Environment Fit Theory (P-E Fit Theory).

2.2.1 Spillover Theory

This theory, proposed by Donald T. Campbell in the 1960s, posits that experiences in one domain of life can influence or "spill over" into another domain, thereby affecting various aspects of an individual's well-being. If work-family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. The central tenet of the Spillover Theory lies in the idea that events or experiences in one domain can impact the individual's mood, energy levels, and behavior in another domain. Positive experiences in one area can lead to positive spillover, enhancing well-being across different life domains, while negative experiences may result in negative spillover, contributing to stress and dissatisfaction.

A positive employee working hours with enriching and supportive work environment can generate positive spillover at home. Conversely, long and rigid working hours may lead to negative spillover, affecting family relationships and overall mental health of the employee.

2.2.2 Work-Family Border Theory

According to Clark (2000), Work-Family Border Theory is based on the idea that individuals actively manage and negotiate the boundaries between their work and family domains. The theory suggests that individuals establish mental and physical boundaries to navigate the demands and responsibilities in both work and family life. It highlights the distinct nature of workplace and home, acknowledging their potential influences on each other (Hughes & Silver, 2020).

Working hours play a crucial role in the Work-Family Border Theory, with the concept of segmentation suggesting that individuals prefer to keep work and family time separate. Flexible working hours or telecommuting options can aid in maintaining clearer boundaries between work and family, positively influencing overall well-being (Carvalho, Santos, Ribeiro, & Chambel, 2021).

2.2.3 Person-Environment Fit Theory (P-E Fit Theory)

Herzberg's Two-Factor Theory identifies two distinct categories of motivation, namely: motivators and hygiene factors. Herzberg Theory explains that the two factors are independent and does not affect the other (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). The theory suggests that when there is alignment between an individual's personality and the demands and rewards of the work environment, positive outcomes such as job satisfaction, performance, and well-being are more likely to be realized. The overarching tenet of P-E Fit Theory is that individuals are more likely to thrive and perform optimally when there is congruence between their personal characteristics and the characteristics of their work environment.

The Person-Environment Fit Theory has implications for working hours. Matching work hours to an individual's preferences and lifestyle contributes to a better fit, promoting work-life balance. A mismatch between an individual's personality and the demands of the working hours may lead to stress, dissatisfaction, and even mental health challenges. Conversely, a positive fit can act as a buffer against workplace stressors, contributing to better mental well-being.

2.3 Conceptual Framework

This provides the interaction of variables which link the relationship between independent, moderating and dependent variables.

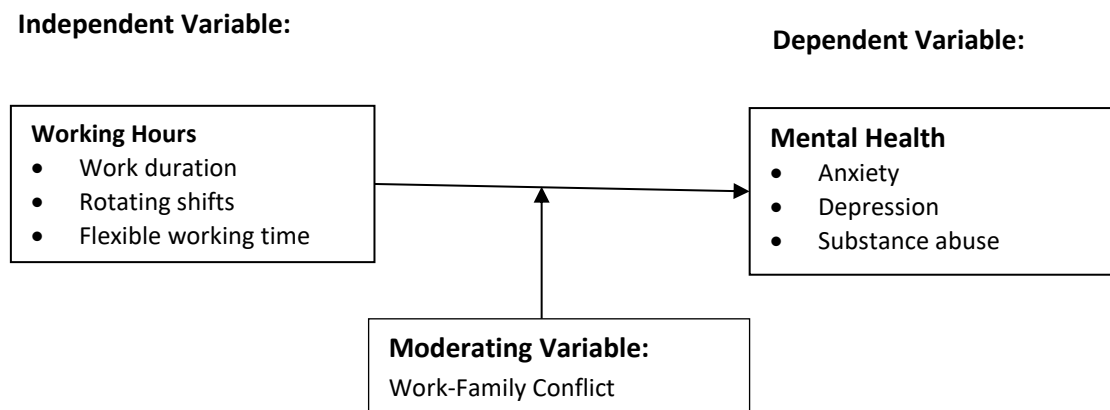


Figure 1: Conceptual Framework

Source: Researcher, 2025

3.0 RESEARCH METHODOLOGY

The study adopted correlational and cross-sectional research design. Correlational research examines the degree of association between variables, aiming to identify and measure the strength and direction of relationships (Mohajan, 2020). Cross-sectional research design, on the other hand, analyzes data collected at a single point in time, seeking to understand associations between variables within a specific population. This design was appropriate due to the constant changes in the deployments and postings of National Polices Service officers from one area to another.

The target population comprised of 13,230 Kenya National Polices Service officers across the five counties in the South-Rift Region: Nakuru, Kericho, Bomet, Narok and Kajiado Counties. The distribution of the target population of the study is shown in Table 1.

Table 1: Target Population

Region	Population
Nakuru County	3,260
Kericho County	2,830
Bomet County	2,290
Narok County	2,310
Kajiado County	2,540
Total	13,230

Source: Kenya National Police Service Report, 2023

3.1 Sample Size and Sampling Procedures

The sample size was determined using Cochran's formula, a standard method for estimating sample sizes in large populations (Cochran, 1977). The study adopted a confidence level of 95%, a margin of error of 5%, population proportion of 50% and population size of 13,230.

A sample of 384 study participants was extracted from a population of 13,230 using multi-stage simple random sampling technique. The size of sample population from the five counties were based on proportion of the target population. Counties formed the first stage of sampling to select sub-counties. Sub-counties then formed the second stage of sampling to select police stations/posts. Police stations/posts then formed the third stage of sampling to select individual police officers who formed the sample population. In the three stages, samples were picked using simple random method in order to give equal chances to all sub-counties, police stations and National Police Service officers in the region. The study sample framework is shown on Table 2.

Table 2: Sample Framework

Region	Population	Sample
Nakuru County	3,260	95
Kericho County	2,830	82
Bomet County	2,290	66
Narok County	2,310	67
Kajiado County	2,540	74
Total	13,230	384

Source: Adopted and modified from Kenya National Police Service Report, 2023

3.2 Data Collection Instruments

Primary data, that is qualitative and quantitative, was obtained using structured questionnaires. Structured questionnaires are a fundamental tool for primary data collection, offering a systematic approach to gather information in a standardized format (Aithal & Aithal, 2020).

A pilot test for the study was done by carrying out mock research in Nandi County and data entered into Statistical Package of Social Science (SPSS). This assisted to confirm the suitability of the research instrument.

3.3 Testing for Validity and Reliability

According to Sürücü and Maslakci (2020), validity refers to accuracy of research instrument. Validating the efficacy of structured questionnaires is paramount in ensuring robust research outcomes. Construct validity was achieved through questionnaire's alignment with the intended theoretical constructs, and a comprehensive literature review. Face validity, ensures that the questionnaire appears relevant and comprehensive. This was achieved through pilot testing and expert evaluation.

Reliability is crucial in ensuring the consistency and stability of measurements within structured questionnaires (Sürücü & Maslakci, 2020). The current study adopted Cronbach's Alpha coefficient to assess internal consistency by indicating how closely related a set of items within the questionnaire. A higher Cronbach's Alpha value of above 0.7 suggests stronger internal consistency among the items, indicating that they measure the same underlying construct reliably.

3.4 Data Collection Procedures

A questionnaire was used in collecting primary data for the study. It was structured to capture the study objectives and indicators. After data collection, the collected responses underwent meticulous scrutiny, including data entry, verification, and cleaning to rectify any inconsistencies or errors. Statistical Package for Social Science was used to aid in organizing and analyzing the data to identify relationships within the dataset.

3.5 Data Analysis and Presentation

Data analysis for quantitative research involves utilizing descriptive and inferential statistical methods to derive insights and draw conclusions from the collected data (Cooksey, 2020). Descriptive statistics was used to provide a summary of the central tendency and variability within the dataset, offering a clear understanding of the distribution and characteristics of the variables. Inferential statistical techniques were also adopted where simple linear, multiple linear, and moderated multiple regression models were utilized to examine direct and moderated relationships between variables.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

The researcher began the questionnaire by seeking demographic information from the respondents to reveal their suitability in providing relevant information for the study. The following areas were covered under basic information:

4.1 Demographic Information

4.1.1 Gender

Table 3. Gender of Respondents

	N	%
Male	235	71.0%
Female	96	29.0%

Table 3 shows that 235 respondents (71.0%) were male and 96 respondents (29.0%) were female. This gender imbalance reflects the traditional male dominance in policing roles in Kenya, though the increasing female participation indicates gradual progress toward gender inclusivity in law enforcement.

4.1.2 Age Bracket

The respondents age distribution obtained from the field were presented in Table 4.

Table 4: Age Bracket

	N	%
Below 30 years		
30-40 years		47
40-50 years		
Above 50 years		

From Table 4, the largest proportion of respondents were aged 30–40 years (47.1%), followed closely by those aged 40–50 years (40.2%), while only 4.2% were above 50 years and 8.5% were below 30 years. This indicates that the majority of police officers in South Rift are in their mid-career stages, likely possessing considerable experience in policing but also facing heightened work and family pressures that could influence their mental health.

4.1.3 Education Level

Table 5: Education Level

	N	%
Form Four	200	60.4%
Certificate	21	6.3%
Diploma	5	1.5%
Bachelor's Degree	88	26.6%
Master's Degree	17	5.1%

Table 5 reveals that 60.4% of respondents attained secondary education (Form Four), while 26.6% held Bachelor's degrees and 5.1% had Master's degrees. A smaller proportion held certificates (6.2%) and diplomas (1.5%). The predominance of secondary-level education aligns with the historical minimum recruitment requirements for police service in Kenya, though the presence of degree and postgraduate holders indicates improved professional qualifications among officers.

4.1.4 Duration of Service

Table 6: Duration of Working with Kenya Police

	N	%
0-5 years	44	13.3%
6-10 years	108	32.6%
11-15 years	73	22.1%
16-20 years	72	21.8%

Over 20 years	34	10.3%
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According to Table 6, 32.6% of respondents had worked between 6–10 years, followed by 22.1% with 11–15 years and 21.8% with 16–20 years of service. Only 13.3% had served for less than five years, while 10.3% had served for over 20 years. This suggests a workforce with diverse experience levels, providing insights into how long-term service and accumulated stressors may relate to mental health outcomes.

4.1.5 Position in Kenya Police

Table 7: Position in Kenya Police

	N	%
Junior Level	108	32.6%
Middle Level	188	56.8%
Senior Level	35	10.6%

As shown in Table 7, the majority of respondents were middle-level officers (56.8%), followed by junior-level officers (32.6%) and senior-level officers (10.6%). This reflects the hierarchical structure of the police service, where middle-level officers form the operational backbone of policing activities. It also suggests that perspectives on working conditions and mental health predominantly represent officers in operational and supervisory roles.

4.2 Descriptive Statistics

Descriptive statistics were used to summarize responses on the study variables, providing insight into the central tendencies and variability of opinions among National Police Service officers in South Rift, Kenya. The analysis was based on mean scores and standard deviations derived from responses on a five-point Likert scale, where 1 represented Strongly Disagree and 5 represented Strongly Agree.

4.2.1 Working Hours

Working hours was assessed using six indicate based on the level of agreeability as presented in Table 8.

Table 8. Working Hours Results

Work Hours	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Dev
I work for normal working hours that last for a maximum of eight hours.	151(45.6%)	37(11.2%)	101(30.5%)	8(2.4%)	34(10.3%)	3.50	.909
There are rotating shifts to ensure all officers work for same working hours.	50(15.1%)	164(49.5%)	102(30.8%)	10(3.0%)	5(1.5%)	3.73	.806
The work schedule is flexible and can accommodate personal emergencies.	160(48.3%)	118(35.6%)	28(8.5%)	12(3.6%)	13(3.9%)	3.40	.842

Work Hours	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Dev
The nature of my work is not prone to unforeseen emergencies.	63(19.0%)	203(61.3%)	38(11.5%)	15(4.5%)	12(3.6%)	3.88	.894
Average						2.59	.640

Key: 1 - Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 - Strongly Agree (SA).

The composite mean score for this construct was 2.59 (SD = 0.640), implying that most respondents disagreed that their working schedules were structured, though variations existed across specific aspects of scheduling and shift management. The relatively moderate standard deviation indicates a fair level of consistency in officers' responses.

In general, these findings indicate that while shift rotations provide some level of fairness and stability, challenges persist in managing long hours, night assignments, and limited schedule flexibility factors that may heighten work-family conflict and impact mental health outcomes among officers.

4.2.2 Work-Family Conflict

Work-Family Conflict which is a moderating variable in this study was assessed using five indicators.

Table 9: Work-Family Conflict

Work-Family Conflict	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Dev.
My work-related duties does not interfere with my family responsibilities.	108(32.6%)	126(38.1%)	46(13.9%)	26(7.9%)	25(7.6%)	2.93	1.143
My family responsibilities does not affect my work-related duties.	104(31.4%)	90(27.2%)	97(29.3%)	16(4.8%)	24(7.3%)	3.06	1.027
I am able to communicate with my family members anytime freely as and when necessary.	16(4.8%)	132(39.9%)	169(51.1%)	7(2.1%)	7(2.1%)	3.46	.712
My family fully understands the nature and challenges of my profession.	65(19.6%)	171(51.7%)	43(13.0%)	36(10.9%)	16(4.8%)	3.63	.840
My family fully supports me in my day-to-day accomplishment of my duties.	48(14.5%)	137(41.4%)	78(23.6%)	44(13.3%)	24(7.3%)	3.63	.822
Average						2.42	.537

Key: 1 - Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 - Strongly Agree (SA).

The overall mean score for this variable was 2.12 (SD = 0.537), indicating disagreement among officers that they manage to balance family obligations with work demands. The relatively low standard deviation demonstrates consistent perceptions across respondents. The results reveal a duality in work-family dynamics: strong family understanding and support coexist with significant work interference in family life. These dynamic positions work-family conflict as a critical moderating factor that can either buffer or exacerbate the mental health impacts of challenging working conditions. Addressing work spillover through flexible scheduling and psychosocial support programs could enhance overall officer well-being.

4.2.3 Mental Health

Mental health among police officers was assessed using seven indicators focusing on emotional well-being, psychological disorders, and maladaptive coping behaviors.

Table 10: Mental Health Results

Mental Health	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Dev.
I occasionally experience anxiety during my discharge of duties.	12(3.6%)	12(3.6%)	12(3.6%)	125(37.8%)	170(51.4%)	4.30	.968
There are a number of police officers suffering from depression due to work related problems.	0(0.0%)	0(0.0%)	10(3.0%)	126(38.1%)	195(58.9%)	4.56	.555
There are a number of police officers engaging in substance abuse.	0(0.0%)	0(0.0%)	18(5.4%)	76(23.0%)	237(71.6%)	4.66	.578
Most of the police officers engaged in substance abuse started it while in the service.	0(0.0%)	20(5.6%)	19(5.7%)	90(27.2%)	202(61.0%)	4.43	.851
Average						4.28	.461

Key: 1 - Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 - Strongly Agree (SA).

The construct recorded a high overall mean score of 4.28 (SD = 0.461), indicating that most respondents strongly acknowledged the prevalence of mental health challenges within the National Police Service in South Rift. The relatively low standard deviation reflects a high level of consensus among officers regarding these issues. The results emphasize the urgent need for targeted mental health interventions, including counseling services, stress management programs, routine psychological assessments, and policies addressing work-related trauma to safeguard officer well-being and operational effectiveness.

4.3 Inferential Statistics

Inferential statistics were employed to examine the nature and strength of relationships among the study variables and to test the research hypotheses. The analyses conducted included

Pearson correlation analysis to establish bivariate associations and simple and multiple regression analyses to determine the predictive power of independent variables on the dependent variable (mental health) and test the moderating effect of work-family conflict.

4.3.1 Pearson Correlation Analysis

Pearson correlation analysis was used to determine the linear associations between the independent variables (work duration, rotating shifts, and flexible working hours), the moderating variable (work-family conflict), and the dependent variable (mental health).

Table 11: Pearson Correlation Coefficient Results

		WD	RS	FWT	WFC	MH
WD	Pearson Correlation	1	.719**	-.349**	.561**	-.522**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	331	331	331	331	331
RS	Pearson Correlation	.719**	1	-.429**	.439**	-.465**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	331	331	331	331	331
FWT	Pearson Correlation	-.349**	-.429**	1	-.348**	.556**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	331	331	331	331	331
WFC	Pearson Correlation	.561**	.439**	-.348**	1	-.500**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	331	331	331	331	331
MH	Pearson Correlation	-.522**	-.465**	.556**	-.500**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	331	331	331	331	331

n is significant at the 0.01 level (2-tailed).

Key: WD- Work Duration, RS- Rotating Shift, FWT- Flexible Working Time, WFC- Work-Life Conflict, MH- Mental Health.

The results reveal that work duration ($r = -0.522$, $p < 0.01$) has statistically significant negative relationship with mental health, suggesting that prolonged work duration is associated with increased psychological strain among officers. Conversely, rotating shift ($r = -0.465$, $p < 0.01$) and flexible working time ($r = 0.556$, $p < 0.01$) show statistically significant positive relationships with mental health. The moderating variable, work-family conflict ($r = -0.500$, $p < 0.01$), also exhibits a statistically significant negative correlation with mental health, highlighting that increased work-family conflict exacerbates psychological distress among officers. The correlation results demonstrate strong and statistically significant associations between working hours, work-family conflict, and mental health.

4.3.2 Test of Hypotheses

H0: There is no statistically significant relationship between working hours and mental health of National Police Service officers in South Rift, Kenya.

Table 12: ANOVA for Working Hours against Mental Health

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.138	1	15.138	90.686	.000 ^b
Residual	54.919	29	.167		
Total	70.057	30			

: Variable: MH
(Constant), WH

The ANOVA results show a F-statistic of 90.686 with $p < 0.001$. This confirms that the model is statistically significant and that working hours reliably predict mental health levels among the respondents. The high F-value further indicates that the predictor variable substantially improves model fit compared to a null model.

Table 13: Beta Coefficients of Working Hours against Mental Health

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	5.479	.128		42.740	.000
WH	-.335	.035	-.465	-9.523	.000

: Variable: MH

The regression coefficient for working hours is ($\beta = -0.335$, $p < 0.001$). The negative sign implies that longer or poorly structured working hours are associated with deteriorating mental health outcomes, such as increased stress, anxiety, or burnout. The standardized beta (-0.465) suggests a strong negative effect size, making working hours a critical variable in mental health management. Given the statistically significant negative relationship, the null hypothesis (H0) is rejected. Therefore, working hours significantly influence mental health, and reducing overtime or introducing flexible schedules could improve psychological well-being among officers.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

Descriptive statistics results showed that police officers frequently work for prolonged hours, including overtime and night shifts, which disrupt normal rest patterns and family life. Many officers reported fatigue and difficulty maintaining a healthy work-life balance. Inferential statistics demonstrated a strong negative association between extended or irregular working hours and mental health. Officers with excessive workloads were more likely to report heightened stress, depressive symptoms, and emotional exhaustion. These findings highlight the psychological toll of long working hours and point to the need for flexible scheduling and workload redistribution to safeguard mental health. Inferential analysis confirmed that work-family conflict significantly moderates the relationship between working hours and mental

health. This finding highlights the dual burden officers face and the importance of holistic interventions that address both workplace and family dynamics.

5.2 Conclusions

The study concludes that extended and irregular working hours are detrimental to mental health, with officers reporting fatigue, disrupted family life, and increased levels of stress and depressive symptoms. The inferential findings confirm that excessive work schedules, including night duties and overtime, are strongly associated with mental health deterioration. This suggests that long working hours' limit opportunities for rest and recovery, resulting in chronic psychological strain among officers. Further, the study concluded that work-family conflict significantly moderates the relationship between working hours and mental health. Officers with high family-related pressures experienced more severe mental distress when working hours were unfavorable, whereas those with flexible work schedules were better able to cope despite family conflicts. This highlights the complex interaction between occupational and personal life stressors and the need for holistic mental health interventions.

5.3 Recommendations

The study recommends that policy interventions should prioritize regulating work schedules to prevent prolonged overtime and ensure adequate rest periods. Flexible duty rosters and rotational shifts would enable officers to balance professional obligations with personal and family needs, reducing fatigue and associated mental health challenges. Further, programs that promote work-life balance should be instituted, such as family counseling services, peer support groups, and flexible deployment strategies. Addressing family-related stressors alongside workplace reforms will provide a comprehensive framework for enhancing officers' mental well-being.

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