



COUNSELLING SERVICES AND OCCUPATIONAL PLACEMENT AS CORRELATES OF PSYCHOLOGICAL WELL-BEING AMONG POLICE PERSONNEL IN THE FEDERAL CAPITAL TERRITORY POLICE COMMAND, ABUJA

ALIYU, MUSA RIBAH AND PROF. K. L. KPANJA

Department of Counselling and Human Development, Nasarawa State University, Keffi, Nasarawa State, Nigeria.

*Corresponding author: ribahmusa55@gmail.com

ABSTRACT

The study examined counselling services and occupational placement as correlates of psychological well-being among police personnel in the Federal Capital Territory (FCT) Police Command, Abuja. Descriptive survey design was adopted, and 350 police personnel were selected through a multistage sampling technique. Data were collected using the Counselling Services, Occupational Placement and Psychological Well-Being Questionnaire (CSOPPWQ). Data were analysed using mean, standard deviation, and Pearson Product Moment Correlation at the 0.05 level of significance. The findings revealed that police personnel had a favourable perception of counselling services ($M = 3.70$, $SD = 0.86$), occupational placement ($M = 3.67$, $SD = 0.85$), and the combined relevance of counselling services and occupational placement to psychological well-being ($M = 3.81$, $SD = 0.82$). Pearson correlation analysis showed a significant positive relationship between counselling services and psychological well-being ($r = 0.62$, $p = 0.000$), leading to the rejection of the first null hypothesis. Similarly, occupational placement had a significant positive relationship with psychological well-being ($r = 0.59$, $p = 0.000$), resulting in the rejection of the second null hypothesis. The study concluded that favourable counselling services and appropriate occupational placement are significantly associated with better psychological well-being among police personnel. It recommended strengthening accessible and confidential counselling services, reducing stigma around psychological support, and adopting competence-based occupational placement practices within the Nigeria Police Force.

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INTRODUCTION

Policing is widely recognized as one of the psychologically demanding occupations due to continuous exposure to operational hazards, traumatic incidents, and high-stakes decision-making. Officers routinely manage violent crime scenes, terrorism-related threats, civil unrest,



and emergency responses while maintaining emotional control and professional judgment. These cumulative demands may increase vulnerability to occupational stress, burnout, anxiety, depression, and post-traumatic stress symptoms, positioning psychological well-being as a central concern in contemporary policing and occupational health research (UNODC, 2022; Haugen et al., 2020; Jetelina et al., 2023). Psychological well-being is understood as a multidimensional construct encompassing effective functioning, emotional stability, purpose in life, autonomy, and quality interpersonal relationships, rather than merely the absence of mental illness (Diener et al., 2021). In organizational settings, higher psychological well-being is associated with improved job performance, adaptive coping, organizational commitment, and reduced turnover intentions, whereas lower well-being may be associated with emotional exhaustion, impaired decision-making, absenteeism, and counterproductive work behaviour (WHO, 2022; Meyer et al., 2021).

Within policing environments, these outcomes are particularly consequential given the need for rapid and accurate decision-making under conditions of uncertainty. Empirical evidence indicates that police personnel experience considerable occupational stress, yet they may be reluctant to seek psychological support because of stigma, confidentiality concerns, and fear of professional consequences (Violanti et al., 2020; Fox et al., 2022). Such barriers may delay access to appropriate support and contribute to the persistence of psychological difficulties. The Job Demands-Resources Theory and Conservation of Resources Theory provide useful perspectives for understanding psychological well-being in this context. The Job Demands-Resources model posits that high job demands, such as trauma exposure, workload, and shift work, may deplete psychological resources, while job resources such as supervisory support and counselling services may buffer these demands and be associated with better well-being (Bakker & Demerouti, 2017; Schaufeli, 2021). Similarly, Conservation of Resources Theory argues that stress arises from actual or threatened loss of valued resources, including emotional stability, social support, and competence, while the availability and acquisition of resources may support resilience and adaptation (Hobfoll, 2018; Hobfoll et al., 2021).

Organizational counselling services constitute structured psychological support mechanisms designed to help employees manage stress, trauma exposure, and emotional difficulties. In policing contexts, such services have been associated with coping capacity, emotional regulation, and resilience where they are adequately available and utilized (Papazoglou & Andersen, 2020; Syed et al., 2023). However, utilization may be limited by stigma, confidentiality concerns, and

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perceptions of organizational judgment, potentially reducing the preventive and supportive value of such services (Ricciardelli et al., 2021). Occupational placement refers to the assignment of personnel to roles or units that correspond with their competencies, training, experience, and psychological readiness. Evidence from human resource research indicates that person–job fit is associated with job satisfaction and psychological well-being, whereas poor fit may be associated with role conflict, stress, and emotional exhaustion (Kristof-Brown et al., 2020; Edwards & Shipp, 2021). In policing contexts, inappropriate deployment to high-risk units without adequate preparation may therefore be associated with increased psychological strain.

In Nigeria, the Nigeria Police Force operates within a complex security environment characterized by terrorism, kidnapping, armed robbery, cybercrime, and communal conflict, particularly in urban centres such as Abuja in the Federal Capital Territory. These operational demands may be compounded by organizational challenges including limited welfare support, frequent redeployments, heavy workloads, and resource constraints, which may be associated with occupational stress and psychological strain among personnel. Despite growing international attention to police mental health, many existing studies have focused primarily on occupational stress, burnout, post-traumatic stress disorder, resilience, and coping strategies. Comparatively less attention has been given to the relationship between organizational counselling services, occupational placement, and psychological well-being, particularly within low- and middle-income policing contexts. In addition, evidence generated in high-income countries may not be directly transferable to Nigeria because of differences in institutional structures, resource availability, organizational culture, and policing conditions.

The Job Demands–Resources (JD-R) Theory provides a framework for understanding the relationship between counselling services and psychological well-being among police personnel. The theory proposes that employees are exposed to job demands, such as heavy workloads, traumatic experiences, operational risks, and emotional pressure, which may increase psychological strain, while job resources such as counselling services, organizational support, and access to psychological assistance may help employees manage these demands (Bakker & Demerouti, 2017; Schaufeli, 2021). In the context of the present study, counselling services represent an organizational resource that may support coping, emotional regulation, resilience, and psychological adjustment among police personnel exposed to demanding policing conditions. The theory therefore provides a basis for examining the relationship between counselling services and psychological well-being among personnel of the FCT Police

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Command, Abuja.

Holland's Theory of Vocational Personalities and Work Environments (1959; 1997) provides the basis for understanding the relationship between occupational placement and psychological well-being. The theory proposes that individuals function more effectively when their abilities, interests, competencies, and characteristics are congruent with their work environments. Greater person-environment fit is associated with satisfaction, motivation, and adjustment, whereas poor fit may be associated with stress, dissatisfaction, and emotional strain. This is relevant to policing because personnel perform different roles, including investigation, intelligence, patrol, traffic, operations, and administrative duties, which require varying competencies and psychological capabilities. Appropriate occupational placement may therefore be associated with better role adjustment and psychological well-being. Together, the JD-R and Holland theories provide a complementary basis for examining how organizational counselling support and appropriate occupational placement are related to psychological well-being among police personnel in the FCT Police Command, Abuja.

The study therefore examines counselling services and occupational placement as correlates of psychological well-being among police personnel in the Federal Capital Territory Command of the Nigeria Police Force, Abuja. Guided principally by the Job Demands-Resources perspective and supported by the person-environment fit perspective, the study seeks to provide context-specific evidence concerning the relationship between organizational counselling support, occupational placement, and psychological well-being among police personnel..

STATEMENT OF THE PROBLEM

Police personnel operate in demanding environments characterized by exposure to traumatic events, operational uncertainty, life-threatening situations, heavy workloads, and other organizational pressures. These conditions may be associated with psychological distress, burnout, anxiety, depression, and reduced psychological well-being. Within the Nigeria Police Force, particularly the Federal Capital Territory Police Command, Abuja, personnel also contend with terrorism, kidnapping, violent crime, communal conflict, personnel shortages, welfare concerns, and frequent redeployments. Although counselling services are available as a means of providing psychological support, their utilization may be constrained by stigma, confidentiality concerns, and fear of professional consequences. Similarly, inappropriate occupational

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placement may be associated with role ambiguity, job strain, emotional exhaustion, and reduced job satisfaction.

Despite growing research on police stress, burnout, trauma, resilience, and coping, limited empirical attention has been given to the relationship between counselling services, occupational placement, and psychological well-being among Nigerian police personnel. Evidence from other countries may also have limited applicability because of differences in policing structures, organizational cultures, and available resources. This gap makes it necessary to examine the relationships between counselling services, occupational placement, and psychological well-being among personnel of the FCT Police Command. The study therefore seeks to provide context-specific evidence that may inform psychological support, personnel deployment practices, and strategies for promoting police personnel well-being and operational effectiveness.

Research Questions

The study was guided by the following research questions:

1. What are the perceptions of police personnel regarding counselling services in the Federal Capital Territory Police Command, Abuja?
2. What are the perceptions of police personnel regarding occupational placement in the Federal Capital Territory Police Command, Abuja?
3. What are the perceptions of police personnel regarding the combined relevance of counselling services and occupational placement to psychological well-being in the Federal Capital Territory Police Command, Abuja?

Objectives of the Study

The study specifically sought to:

1. Describe police personnel's perceptions of counselling services in the Federal Capital Territory Police Command, Abuja.
2. Describe police personnel's perceptions of occupational placement in the Federal Capital Territory Police Command, Abuja.

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3. Describe police personnel's perceptions of the combined relevance of counselling services and occupational placement to psychological well-being in the Federal Capital Territory Police Command, Abuja.

Research Hypotheses

The following null hypotheses were tested at the 0.05 level of significance:

1. There is no significant relationship between counselling services and psychological well-being among police personnel in the FCT Police Command, Abuja.
2. There is no significant relationship between occupational placement and psychological well-being among police personnel in the FCT Police Command, Abuja.

METHODOLOGY

This study adopted a descriptive survey design to examine the relationships between counselling services, occupational placement, and psychological well-being among personnel of the Nigeria Police Force in the Federal Capital Territory (FCT) Command, Abuja. The design was considered appropriate because it enables the researcher to collect data from respondents on their perceptions, experiences, and conditions as they exist naturally, without manipulating the study variables. It is particularly suitable for describing existing conditions and examining relationships among variables within an organizational setting.

Population and Sample of the Study

The population of the study comprised all serving police personnel within the FCT Police Command, including commissioned and non-commissioned personnel across operational, investigative, intelligence, traffic, and administrative units. A sample of 350 police personnel was selected for the study. The sample was considered adequate for obtaining responses from personnel across different ranks, departments, and operational units of the FCT Police Command.

A multistage sampling technique was used to select respondents for the study. At the first stage, the FCT Police Command was stratified into relevant categories based on Area Commands, Divisions, and specialized units to ensure adequate coverage of the organizational structure. At

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the second stage, the required sample size was proportionately allocated to the selected units based on their respective personnel strength. At the final stage, simple random sampling was used to select individual police personnel from the sampling frames of the respective units. This procedure ensured representation across the different units while giving eligible personnel an opportunity to participate in the study.

Instrument for Data Collection

Data were collected using a researcher-developed instrument titled Counselling Services, Occupational Placement and Psychological Well-Being Questionnaire (CSOPPWQ). The questionnaire was divided into four sections. Section A obtained demographic information such as age, sex, marital status, educational level, rank, years of service, and departmental assignment. Section B measured counselling services in terms of availability, accessibility, utilization, effectiveness, confidentiality, and perceived responsiveness to occupational stress. Section C assessed occupational placement through items reflecting job fit, alignment with training and experience, competence match, interest congruence, role clarity, and psychological readiness. Section D measured psychological well-being through indicators such as emotional stability, resilience, self-acceptance, environmental mastery, interpersonal functioning, personal growth, and coping effectiveness. Sections B, C, and D were rated on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), with higher scores indicating more favourable perceptions or outcomes.

The validity of the Counselling Services, Occupational Placement and Psychological Well-Being Questionnaire (CSOPPWQ) was established through face and content validation. The questionnaire was reviewed by experts in counselling psychology, organizational psychology, and measurement and evaluation. The experts assessed the items for clarity, relevance, adequacy of construct coverage, and alignment with the objectives and theoretical framework of the study. Their observations and recommendations were used to revise the instrument before the final administration. The reliability of the Counselling Services, Occupational Placement and Psychological Well-Being Questionnaire (CSOPPWQ) was assessed through a pilot study conducted outside the study area to avoid sample contamination. Data obtained from the pilot study were analysed using Cronbach's alpha to determine the internal consistency of the instrument. The questionnaire yielded an overall Cronbach's alpha reliability coefficient of 0.87, indicating a high level of internal consistency and confirming the suitability of the instrument for

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the study.

Prior to data collection, ethical approval was obtained from the relevant authorities within the Nigeria Police Force and the FCT Police Command. The researcher administered the questionnaires personally, with assistance from trained research aides where necessary. Questionnaires were completed during non-operational hours to avoid disruption of official duties. Completed questionnaires were retrieved immediately or at agreed collection times to enhance the response rate and minimize loss of instruments. All returned questionnaires were screened for completeness before coding and analysis.

RESULTS

Research Question One

What is the perception of police personnel regarding counselling services in the Federal Capital Territory Police Command, Abuja?

Table 1: Police Personnel's Perception of Counselling Services in the Federal Capital Territory Police Command, Abuja (N = 350)

S/N	Counselling Services Items	Mean	SD	Decision
1	Counselling services are readily available whenever police personnel require psychological support.	3.81	0.84	Agree
2	Confidentiality is adequately maintained during counselling sessions.	3.65	0.91	Agree
3	Counselling services help me cope effectively with occupational stress.	3.92	0.79	Agree
4	Professional counsellors are accessible to personnel experiencing work-related difficulties.	3.58	0.88	Agree
5	Counselling services have improved my emotional resilience in performing my duties.	3.73	0.83	Agree
6	Management encourages personnel to utilize available counselling services without fear of stigmatization.	3.42	0.95	Agree
7	Counselling interventions contribute positively to my psychological well-being.	3.79	0.81	Agree
Grand Mean		3.70	0.86	Agree

Key: Cut-off mean: 3.00; means ≥ 3.00 = Agree (favourable perception), while means < 3.00 = Disagree (unfavourable perception)

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Table 1 shows that respondents generally had a favourable perception of counselling services, as indicated by the grand mean of 3.70 (SD = 0.86). The highest mean score was recorded for the statement that counselling services help personnel cope effectively with occupational stress (M = 3.92, SD = 0.79), followed by the availability of counselling services (M = 3.81, SD = 0.84) and their contribution to psychological well-being (M = 3.79, SD = 0.81). The lowest mean score was recorded for management encouragement to utilize counselling services without fear of stigmatization (M = 3.42, SD = 0.95), suggesting that stigma and organizational encouragement may remain areas requiring attention. Overall, the findings indicate that respondents generally viewed counselling services positively.

Research Question Two

What is the perception of police personnel regarding occupational placement in the Federal Capital Territory Police Command, Abuja?

Table 2: Police Personnel's Perception of Occupational Placement in the Federal Capital Territory Police Command, Abuja (N = 350)

S/N	Occupational Placement Items	Mean	SD	Decision
1	My current job assignment matches my training and professional competencies.	3.76	0.82	Agree
2	I am placed in duties that align with my skills and experience.	3.68	0.87	Agree
3	My work assignment reflects my psychological readiness for the job demands.	3.54	0.90	Agree
4	I am satisfied with the unit or department where I am currently deployed.	3.61	0.85	Agree
5	Proper occupational placement has reduced unnecessary job stress for me.	3.83	0.80	Agree
6	I experience role clarity in my current job assignment.	3.70	0.83	Agree
7	My current placement enhances my motivation and job effectiveness.	3.58	0.88	Agree
Grand Mean		3.67	0.85	Agree

Key: Cut-off mean: 3.00; means ≥ 3.00 = Agree (favourable perception), while means < 3.00 = Disagree (unfavourable perception)

Table 2 indicates that respondents generally perceived occupational placement positively, with a grand mean of 3.67 (SD = 0.85). The highest mean score was recorded for the statement that proper occupational placement reduces unnecessary job stress (M = 3.83, SD = 0.80), followed

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by alignment of current assignments with training and professional competencies ($M = 3.76$, $SD = 0.82$) and role clarity ($M = 3.70$, $SD = 0.83$). The lowest mean score was recorded for the extent to which current placement enhances motivation and job effectiveness ($M = 3.58$, $SD = 0.88$). Overall, respondents agreed that occupational placement practices were reasonably aligned with their competencies and contributed to clearer roles and reduced occupational strain.

Research Question Three

What is the perception of police personnel regarding the combined relevance of counselling services and occupational placement to psychological well-being in the Federal Capital Territory Police Command, Abuja?

Table 3: Police Personnel's Perception of the Combined Relevance of Counselling Services and Occupational Placement to Psychological Well-Being in the Federal Capital Territory Police Command, Abuja (N = 350)

S/N	Statement	Mean	SD	Decision
1	Counselling services and occupational placement together improve my psychological well-being at work.	3.84	0.81	Agree
2	When counselling support is available and I am properly placed, I experience less occupational stress.	3.90	0.78	Agree
3	The combination of counselling services and appropriate job placement enhances my emotional stability.	3.77	0.84	Agree
4	My psychological well-being improves when I receive counselling and my duties match my competencies.	3.82	0.82	Agree
5	Counselling services and good occupational placement jointly increase my job satisfaction.	3.69	0.87	Agree
6	The absence of either counselling support or proper placement negatively affects my well-being.	3.74	0.85	Agree
7	The combined effect of counselling services and occupational placement supports my overall mental health.	3.88	0.80	Agree
	Grand Mean	3.81	0.82	Agree

Key: Cut-off mean: 3.00; means ≥ 3.00 = Agree (favourable perception), while means < 3.00 = Disagree (unfavourable perception)

Table 3 shows that respondents generally agreed that counselling services and appropriate occupational placement are jointly relevant to psychological well-being, as reflected by the grand mean of 3.81 ($SD = 0.82$). The highest mean score was recorded for the statement that the availability of counselling support alongside appropriate placement is associated with less

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occupational stress ($M = 3.90$, $SD = 0.78$), followed by the view that their combined effect supports overall mental health ($M = 3.88$, $SD = 0.80$) and improves psychological well-being at work ($M = 3.84$, $SD = 0.81$). The lowest mean score was recorded for the statement concerning job satisfaction ($M = 3.69$, $SD = 0.87$). Overall, the responses indicate a favourable perception of the combined relevance of counselling services and occupational placement to psychological well-being.

Hypothesis Testing

Hypothesis One

There is no significant relationship between counselling services and psychological well-being among police personnel in the FCT Police Command, Abuja.

Table 4: Pearson Product Moment Correlation between Counselling Services and Psychological Well-Being (N = 350)

Variables	N	Mean	SD	r	p-value	Remark
Counselling Services	350	3.70	0.86	0.62	0.000	Ho Rejected
Psychological Well-Being	350	3.74	0.83			

Table 4 shows a significant positive relationship between counselling services and psychological well-being among police personnel in the FCT Police Command, Abuja ($r = 0.62$, $p < 0.05$). The positive correlation indicates that higher levels of perceived counselling services were associated with higher levels of psychological well-being. Since the p-value is less than the 0.05 level of significance, the null hypothesis was rejected. Therefore, there is a statistically significant positive relationship between counselling services and psychological well-being among police personnel.

Hypothesis Two

There is no significant relationship between occupational placement and psychological well-being among police personnel in the FCT Police Command, Abuja.

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**Table 5: Pearson Product Moment Correlation between Occupational Placement and Psychological Well-Being (N = 350)**

Variables	N	Mean	SD	r	p-value	Remark
Occupational Placement	350	3.67	0.85	0.59	0.000	Ho Rejected
Psychological Well-Being	350	3.74	0.83			

Table 5 indicates a significant positive relationship between occupational placement and psychological well-being among police personnel in the FCT Police Command, Abuja ($r = 0.59$, $p < 0.05$). The positive correlation suggests that more favourable perceptions of occupational placement were associated with higher levels of psychological well-being. Since the p-value is less than 0.05, the null hypothesis was rejected. Therefore, there is a statistically significant positive relationship between occupational placement and psychological well-being among police personnel.

DISCUSSION OF FINDINGS

The findings of this study indicate that counselling services have a significant positive relationship with psychological well-being among personnel of the Nigeria Police Force in the Federal Capital Territory (FCT) Police Command, Abuja. The Pearson Product Moment Correlation analysis revealed a positive relationship between counselling services and psychological well-being ($r = 0.62$, $p = 0.000$), which is significant at the 0.05 level of significance. Since $p = 0.000$ is less than $\alpha = 0.05$, the null hypothesis was rejected. This finding indicates that police personnel who reported more favourable perceptions of the availability, accessibility, responsiveness, and effectiveness of counselling services also tended to report higher levels of psychological well-being. The result reflects the importance of structured psychosocial support in addressing the emotional and occupational demands associated with policing.

This finding is consistent with the empirical evidence reported by Papazoglou and Andersen (2020), who found that counselling-oriented interventions enhance emotional regulation, resilience, and stress management among law enforcement officers. The present finding of a significant positive relationship ($r = 0.62$, $p = 0.000$) therefore supports their observation that psychological support services are relevant to the emotional adjustment of police personnel. Similarly, Syed et al. (2023) reported that access to organizational counselling services is

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associated with reduced psychological distress and stronger coping mechanisms among security personnel operating in high-stress environments. The present study reinforces this evidence by demonstrating a statistically significant positive relationship between perceived counselling services and psychological well-being among police personnel in the FCT Command. Ricciardelli et al. (2021) further emphasized that the usefulness of counselling services in policing is influenced by accessibility, organizational culture, and personnel willingness to seek help. This is also reflected in the present descriptive finding, where counselling services recorded a favourable overall perception ($M = 3.70$, $SD = 0.86$), although management encouragement to utilize counselling services without fear of stigmatization recorded the lowest item mean ($M = 3.42$, $SD = 0.95$). Thus, the current study supports previous evidence while highlighting the continuing relevance of organizational encouragement and stigma reduction.

From a theoretical perspective, the finding aligns with the Conservation of Resources theory, which posits that individuals strive to acquire, maintain, and protect valued psychological resources such as emotional stability, social support, and coping capacity. Within this framework, counselling services can be understood as resource-enhancing mechanisms that provide psychological and emotional support to personnel facing occupational stress and trauma exposure. The significant positive relationship obtained in the present study suggests that favourable perceptions of counselling support are associated with better psychological well-being. In policing environments characterized by frequent exposure to critical incidents, counselling may therefore serve as an important organizational resource for supporting psychological adjustment and resilience. The finding consequently provides empirical support for the relevance of the Conservation of Resources perspective to the counselling services variable in the present study.

The study also found a significant positive relationship between occupational placement and psychological well-being among police personnel in the FCT Police Command. The Pearson correlation result showed a positive relationship between occupational placement and psychological well-being ($r = 0.59$, $p = 0.000$), which is significant at the 0.05 level of significance. Since $p = 0.000$ is less than $\alpha = 0.05$, the second null hypothesis was rejected. The finding indicates that police personnel who reported more favourable perceptions of their occupational placement also tended to report higher levels of psychological well-being. In particular, the descriptive results showed a favourable perception of occupational placement, with a grand mean of 3.67 ($SD = 0.85$). The highest-rated item was that proper occupational

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placement reduces unnecessary job stress ($M = 3.83$, $SD = 0.80$), while alignment of job assignments with training and professional competencies also received a high mean score ($M = 3.76$, $SD = 0.82$). These results demonstrate the relevance of appropriate deployment, competence alignment, and role clarity to the psychological functioning of police personnel.

This finding is supported by the Job Demands–Resources theory, which explains employee well-being in terms of the relationship between job demands and available resources. Appropriate occupational placement may help personnel manage job demands more effectively by improving alignment between their competencies and assigned responsibilities. The present finding is also consistent with Kristof-Brown et al. (2020), who established that person–job fit is associated with job satisfaction, psychological adjustment, and reduced occupational stress. The significant positive relationship obtained in the present study ($r = 0.59$, $p = 0.000$) provides support for this position within the Nigerian policing context. Similarly, Edwards and Shipp (2021) reported that poor alignment between employees and their job roles may contribute to role conflict, emotional exhaustion, and reduced well-being, particularly in demanding occupational environments. The present study complements this evidence by showing that more favourable perceptions of occupational placement are significantly associated with better psychological well-being among police personnel.

Furthermore, the descriptive findings indicate that respondents perceived the combined relevance of counselling services and occupational placement to psychological well-being favourably, as reflected in the grand mean of 3.81 ($SD = 0.82$). The highest-rated item was the perception that when counselling support is available and personnel are properly placed, they experience less occupational stress ($M = 3.90$, $SD = 0.78$), followed by the perception that the combination supports overall mental health ($M = 3.88$, $SD = 0.80$). These findings suggest that respondents recognize the complementary relevance of psychological support and appropriate occupational placement to their well-being. However, because the present study did not conduct a multiple regression or other joint inferential analysis, the descriptive result should not be interpreted as statistical evidence that counselling services and occupational placement jointly predict or cause psychological well-being. Rather, it demonstrates respondents' favourable perceptions of their combined relevance.

The descriptive finding on the combined relevance of counselling services and occupational placement is conceptually consistent with both the Job Demands–Resources framework and the

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Conservation of Resources theory. The Job Demands–Resources framework emphasizes the importance of balancing occupational demands with adequate organizational resources, while the Conservation of Resources theory emphasizes the protection and replenishment of psychological resources. In the context of the present study, counselling services represent an important psychosocial resource, whereas appropriate occupational placement may reduce unnecessary job demands and role strain by improving person-job fit. The favourable combined perception reported by respondents therefore provides contextual support for the theoretical proposition that organizational support and appropriate job assignment are relevant to psychological well-being, although the present descriptive evidence does not establish a statistically tested joint effect.

Within the Nigerian policing context, these findings are particularly relevant given the complex operational realities faced by personnel, including exposure to violence, insecurity, workload pressure, and limited welfare support structures. The significant relationships observed between counselling services and psychological well-being ($r = 0.62$, $p = 0.000$) and between occupational placement and psychological well-being ($r = 0.59$, $p = 0.000$) suggest that these organizational factors are important correlates of psychological well-being among personnel in the FCT Command. The results therefore support the need to strengthen counselling services and improve deployment practices as organizational strategies for supporting personnel well-being and occupational functioning. However, because the study employed a descriptive survey design and Pearson correlation analysis, the findings should be interpreted as relationships rather than evidence of direct causation or prediction.

Thus, the study contributes to existing literature by providing empirical evidence from a developing-country policing environment in which institutional constraints and occupational stressors may differ from those documented in more resourced contexts. The findings are broadly consistent with previous studies emphasizing the importance of psychological support, person–job fit, and organizational resources in police well-being. Specifically, the significant positive relationship between counselling services and psychological well-being ($r = 0.62$, $p = 0.000$) and the significant positive relationship between occupational placement and psychological well-being ($r = 0.59$, $p = 0.000$) extend existing evidence to the Nigeria Police Force within the FCT Command. The study therefore contributes to understanding how organizational counselling support and occupational placement are associated with psychological well-being among law enforcement personnel, while the favourable descriptive finding on their combined relevance provides further contextual evidence for strengthening organizational support and personnel

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deployment practices.

CONCLUSION

The study concludes that counselling services and occupational placement have significant positive relationships with psychological well-being among police personnel in the FCT Police Command, Abuja, highlighting the importance of accessible counselling support and appropriate personnel placement in promoting officers' psychological well-being.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made in line with the specific objectives:

1. The Nigeria Police Force should strengthen accessible, confidential, and continuous counselling services across all units, supported by qualified professionals and sensitization programmes to reduce stigma and encourage early help-seeking.
2. Police authorities should adopt competence-based deployment practices that align personnel with their training, skills, experience, and psychological readiness, supported by appropriate assessments and balanced rotation of high-stress assignments.
3. Counselling services and occupational placement should be integrated into a coordinated personnel well-being framework, with priority psychological support, assessment, and stress-management programmes for officers in high-stress operational units.

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