

The Role of Emotional Resilience in Maintaining Work–Life Balance: A Phenomenological Study of Morticians Working in Nairobi City Mortuaries, Kenya

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ABSTRACT

Mortuary attendants work within emotionally demanding environments characterized by continuous exposure to death, grief, trauma, and occupational stress, factors that may compromise psychological well-being and disrupt work–life balance. Despite the essential nature of their role within health systems, limited qualitative research in Kenya has explored how mortuary attendants develop and sustain emotional resilience while navigating these occupational demands. This study explored the role of emotional resilience in maintaining work–life balance among mortuary attendants in Nairobi City, Kenya. A qualitative phenomenological design was employed to examine participants lived experiences. Thirty-four mortuary attendants were recruited through purposive and snowball sampling techniques. Data were collected using semi-structured interviews and focus group discussions and analyzed through thematic analysis. The findings revealed that emotional resilience emerged as a dynamic and evolving process shaped by repeated exposure to death, emotional regulation, meaning-making, peer relationships, and adaptive professional identity. Participants described using personal coping mechanisms to manage emotional strain; however, resilience was strengthened or constrained by the availability of institutional support. Limited access to psychological services, inadequate workplace support structures, and persistent occupational pressures negatively influenced participants' ability to maintain work–life balance. The findings suggest that emotional resilience alone is insufficient to sustain employee well-being in high-emotional-burden environments and that organizational contexts play a critical role in supporting adaptive functioning. This study provides practical insights for strengthening psychosocial support systems within mortuary institutions through counselling services, structured debriefing, resilience-building initiatives, and supportive workplace policies.

Keywords: emotional resilience; work–life balance; mortuary attendants; occupational stress; qualitative research; Kenya

INTRODUCTION

Emotional resilience refers to an individual's capacity to adapt to adversity, manage psychological stress, and recover from emotionally demanding experiences without long-term disruption to well-being (Southwick et al., 2014). It does not imply the absence of emotional distress, but rather the ability to withstand pressure, regulate emotions, and recover from traumatic experiences. In high-stress occupations such as mortuary work, where employees are routinely exposed to death, grief, trauma, and societal stigma, emotional resilience serves as a critical protective factor that supports psychological stability, professional functioning, and healthy personal relationships.

Mortuary attendants frequently encounter traumatic stimuli, including handling decomposed or disfigured bodies, interacting with grieving families, and working within emotionally intense environments. Without emotional resilience, such experiences may spill over into workers' personal lives, resulting in emotional exhaustion, strained relationships, and disruption of family and social functioning. Consequently, emotional resilience has

increasingly been recognized within empirical literature as an important factor in promoting healthy work–life balance among deathcare professionals.

Globally, studies have consistently established that emotionally resilient workers are better able to cope with occupational stress while maintaining psychological well-being and stable personal relationships. McCann et al. (2013), in a study conducted among mortuary professionals in the United States, found that workers with higher levels of emotional resilience demonstrated significantly lower levels of post-traumatic stress disorder (PTSD) symptoms and were better able to compartmentalize traumatic workplace experiences. The study established that resilience, particularly active coping and meaning-making, was inversely related to PTSD symptoms and emotional exhaustion. Additionally, resilient workers were more likely to engage in restorative activities such as hobbies, family bonding, and social interaction, thereby supporting healthier work–life balance and emotional recovery outside the workplace. Similarly, Flynn et al. (2015), in a qualitative study conducted among military mortuary personnel at Dover Air Force Base and Fort Lee in the United States, explored how workers emotionally recovered from repeated exposure to traumatic death experiences. Through semi-structured interviews with 34 participants, the study established that emotionally resilient workers were more capable of disengaging psychologically from trauma after work, preventing emotional spillover into their personal lives. The findings further indicated that resilience strengthened emotional regulation, improved personal functioning, and reduced long-term psychological distress among mortuary personnel.

In Brazil, Batista et al. (2018), in a qualitative study conducted among funeral professionals in São Paulo State, found that emotional resilience was strengthened through meaning-making and positive occupational identity. The study established that workers who reframed their duties as a meaningful social service to grieving families developed stronger emotional stability and greater professional pride. Strategies such as resignification, reframing, and reorientation enabled workers to psychologically reinterpret their work in a positive manner, thereby reducing emotional burden and promoting healthier transitions between work and personal life. Similarly, Clarke et al. (2015), in a study conducted in palliative care and mortuary settings in the United Kingdom, found that emotionally resilient workers relied on reflective coping strategies, peer discussions, and meaning-making practices to process emotionally distressing experiences. The findings established that workers who demonstrated resilience experienced improved emotional clarity, stronger emotional boundaries between work and home life, and healthier interpersonal relationships outside the workplace. Collectively, global studies demonstrate that emotional resilience enhances workers' ability to regulate emotions, recover from traumatic experiences, maintain meaningful relationships, and sustain healthy work–life balance despite exposure to emotionally demanding occupational environments.

Within Africa, studies have similarly established that emotional resilience plays a critical role in helping mortuary attendants cope with occupational stress and maintain emotional stability. Nakakuwa et al. (2024), in a qualitative study conducted among mortuary attendants in Namibia's Kavango and Zambezi regions, found that emotionally resilient workers commonly relied on spiritual grounding, emotional detachment, and peer support to manage workplace stress. The study established that these resilience-based strategies enabled workers to “switch off” psychologically after work, thereby reducing emotional exhaustion and preserving energy for personal and family life. In South Africa, Nöthling et al. (2015), established that workers who demonstrated stronger emotional resilience reported lower levels of burnout and emotional fatigue despite exposure to emotionally distressing work conditions. The study further found that resilient workers were more likely to seek social support, engage in adaptive coping strategies, and maintain healthier interpersonal relationships compared to workers who relied primarily on emotional suppression and avoidance-based coping mechanisms. Similarly, Akotia et al. (2018), in a study conducted in Ghana, found that spiritual practices such as prayer, scripture reading, and participation in religious activities enhanced emotional resilience among mortuary attendants. The findings established that spirituality promoted emotional regulation, strengthened psychological endurance, and enabled workers to maintain emotional balance despite constant exposure to death-related duties. These findings suggest that emotional resilience within African mortuary settings is often reinforced through spirituality, peer connectedness, and adaptive coping strategies that help workers maintain psychological well-being and healthier work–life integration.

Within Kenya, studies have increasingly highlighted the importance of emotional resilience in helping mortuary attendants cope with workplace stigma, occupational stress, and emotional exhaustion. Wandati and Githae

(2025), in a mixed-methods study conducted among mortuary workers in Nairobi County, examined the relationship between perceived stigma and psychological distress. Using the Kessler Psychological Distress Scale (K10) and the Everyday Discrimination Scale (EDS), the study found that 67.4% of participants experienced anxiety while 43.5% reported depressive symptoms associated with stigma surrounding mortuary work. The findings further revealed a moderate positive correlation ($r = .37$) between perceived stigma and psychological distress. However, workers who demonstrated higher levels of emotional resilience were more likely to maintain social relationships, seek emotional support, and resist internalizing stigmatizing experiences, thereby promoting healthier work–life balance. Similarly, Mwinami et al. (2025), in a cross-county study involving mortuary attendants from Nairobi, Kisumu, Mombasa, Nakuru, Machakos, Kakamega, and Meru Counties, found that 45% of respondents identified stigma as their greatest psychosocial challenge, while 36% reported difficulties maintaining work–life balance. The study further established that workers who demonstrated emotional resilience, particularly through spirituality and supportive peer relationships, experienced lower levels of burnout, emotional isolation, and psychological exhaustion.

Kirongo and Mbithi (2024), in a qualitative study conducted in Machakos and Kakamega Counties, explored the lived experiences of mortuary workers in relation to stigma, emotional exhaustion, and family relationships. The study found that many participants experienced rejection and social avoidance from relatives and community members due to the nature of their work. However, workers who developed emotional resilience through mentorship, faith, and professional pride were better able to establish healthy emotional boundaries between work and personal life, thereby preserving family relationships and emotional stability. Similarly, Ng'ang'a et al. (2025) established that emotionally resilient mortuary attendants were more likely to utilize adaptive coping strategies such as peer support, emotional regulation, and spirituality compared to workers with lower resilience levels. The study found that resilient workers demonstrated stronger psychological adjustment and improved ability to balance occupational responsibilities with family and social life.

Collectively, the reviewed studies demonstrate that emotional resilience functions as a protective psychological resource that enables mortuary attendants to cope effectively with occupational stress while maintaining healthier work–life balance. Emotional resilience strengthens emotional regulation, promotes adaptive coping, enhances social connectedness, and reduces the negative psychological effects associated with stigma, trauma, and emotional exhaustion. Despite increasing recognition of resilience within occupational health literature, limited empirical research has specifically examined how emotional resilience contributes to work–life balance among mortuary attendants within the Kenyan public health sector, particularly in urban settings such as Nairobi City County. Most existing studies primarily focus on occupational stress, trauma, and coping mechanisms without adequately examining emotional resilience as a dynamic protective factor that supports personal well-being and emotional stability. This study therefore sought to address this empirical gap by examining how emotional resilience contributes to coping with work–life balance demands among mortuary attendants in Nairobi County.

METHODOLOGY

Study Design

This study adopted a qualitative phenomenological design to explore the lived experiences of mortuary attendants and understand how emotional resilience contributes to maintaining work–life balance within emotionally demanding work environments. The interpretivist epistemological perspective guided the study, recognizing that participants construct meaning from their personal and occupational experiences.

Study Setting and Participants

The study was conducted in selected public and private mortuaries within Nairobi City County, Kenya. Nairobi was considered appropriate due to its concentration of mortuary facilities and the diverse occupational experiences represented across institutional settings. Participants comprised male and female mortuary attendants actively engaged in handling, preparing, and managing deceased bodies. Eligibility criteria included current employment within a mortuary setting and a minimum of one year of professional experience to ensure adequate exposure to occupational demands.

Sampling and Recruitment

Participants were recruited using purposive sampling with maximum variation to capture diverse perspectives across gender, institutional setting, educational background, and years of experience. Snowball recruitment was additionally used to access eligible participants within this specialized occupational group. Data collection continued until thematic saturation was achieved. A total of 34 participants were included in the study. Fifteen participants took part in individual semi-structured interviews, while nineteen additional participants participated in three focus group discussions (FGDs). Participants in the FGDs were different from those interviewed individually to maximize diversity of experiences and minimize duplication of perspectives.

Data Collection

Data were collected through semi-structured interviews and focus group discussions conducted in private and mutually agreed settings. Interviews explored participants' experiences of occupational stress, coping mechanisms, emotional resilience, institutional support, and work-life balance. Individual interviews lasted approximately 45–60 minutes and were audio-recorded with participants' consent. Focus group discussions included six to seven participants and were facilitated using the same thematic guide to generate collective reflections and shared experiences. Ethical approval was obtained from the relevant institutional review bodies and national regulatory authorities before data collection commenced. Participation was voluntary, and written informed consent was obtained from all participants. Confidentiality and anonymity were maintained throughout the study.

Data Analysis and Trustworthiness

Audio recordings were transcribed verbatim and analyzed using thematic analysis following Braun and Clarke's six-phase framework. Analysis involved familiarization with the data, coding, development and review of themes, theme definition, and interpretation of findings. To enhance trustworthiness, the study employed methodological triangulation through interviews and FGDs, member checking during data collection, reflexive journaling, peer debriefing, and maintenance of an audit trail. These procedures strengthened credibility, dependability, confirmability, and transferability of the findings.

RESULTS AND DISCUSSION

The study sought to explore the role of emotional resilience contribution to coping with work-life balance demands among mortuary attendants in Nairobi County. The section began with a description of the demographic characteristics of the participants, followed by the presentation of findings. Verbatim excerpts from participants are used to illustrate key themes and to preserve the authentic voices and lived experiences of mortuary attendants. Furthermore, the themes emerged from the data discussed using literature.

Demographic Characteristics of the Respondents

The study involved a total of thirty-one (34) participants drawn from public and private mortuary facilities within Nairobi City County. Fifteen (15) participants took part in in-depth individual interviews, while nineteen (19) participants participated in three focus group discussions (FGDs). The FGDs comprised six (6) participants in Group One, seven (7) in Group two, and six (6) in group three. This combination of individual interviews and FGD, enabled an in-depth exploration of personal experiences while also capturing shared meanings and collective perspectives. Participants were purposively selected based on their direct involvement in mortuary work and their length of service, which ensured that they had sufficient experience managing emotional demands and work-life challenges associated with mortuary practice. Conducting FGDs in staff tea rooms within the mortuary facilities provided a familiar and comfortable environment that facilitated open discussion. The demographic characteristics of the respondents are provided in Table 1.

Table 1: Demographic Characteristics of Respondents (Individual Interviews)

Participant Code	Age (Years)	Gender	Marital Status	Level of Education	Religious Affiliation	Type of Facility	Years of Experience	Role in Mortuary
IDI001	25	Male	Married	Diploma	None	Public	2	Mortuary Attendant
IDI002	58	Male	Married	Form 4	Christian	Public	22	Mortuary Supervisor
IDI003	42	Female	Married	Form 4	Christian	Private	10	Mortuary Technician
IDI004	40	Male	Single	Form 4	Christian	Private	8	Mortuary Attendant
IDI005	60	Male	Single	Form 4	Christian	Public	25	Mortuary Supervisor
IDI006	32	Female	Married	Diploma	Christian	Private	4	Mortuary Attendant
IDI007	36	Male	Married	Diploma	Christian	Public	6	Mortuary Technician
IDI008	62	Male	Married	Form 4	Christian	Private	24	Mortuary Supervisor
IDI009	55	Female	Married	Form 4	None	Private	18	Mortuary Technician
IDI010	50	Male	Married	Form 4	Christian	Public	15	Mortuary Attendant
IDI011	34	Female	Married	Diploma	Christian	Private	5	Mortuary Attendant
IDI012	47	Male	Married	Form 4	Christian	Private	12	Mortuary Technician
IDI013	51	Female	Married	Form 4	Christian	Public	17	Mortuary Attendant
IDI014	37	Male	Married	Diploma	Christian	Private	7	Mortuary Attendant
IDI015	44	Female	Married	Form 4	Christian	Public	11	Mortuary Technician

Table 1 presents the demographic characteristics of the 15 participants who took part in the individual interviews. The information includes age range, gender, type of mortuary facility, years of experience, and professional role. The ages of the participants ranged from young adulthood to late middle age, reflecting the active workforce within Nairobi mortuaries. Participants with longer years of service often described having developed stronger emotional coping mechanisms compared to those who were relatively new to the profession. Older and more experienced attendants reported that emotional resilience was gradually cultivated through repeated exposure to death-related tasks and through informal peer support within the mortuary setting. The diversity in age and experience contributed to rich descriptions of how emotional resilience develops over time and how it influences work–life balance. In addition, the demographic characteristics of the respondents participated in focus group discussion is provided in table 2.

Table 2: Demographic Information of Focus Group Discussion Participants

FGD	Number of Participants	Gender Composition	Type of Facility	Average Years of Experience
1	6	Male/Female	Public	5–15 years
2	7	Male/Female	Private	3–20 years
3	6	Male/Female	Public	7–25 years

Table 2 summarizes the demographic characteristics of participants in the three focus group discussions. The inclusion of both public and private mortuary attendants ensured variation in organizational context, workload, and exposure to different operational pressures.

Role of Emotional Resilience Contribution to Coping with Work–Life Balance Demands Among Mortuary Attendants in Nairobi County

Several themes emerged from the data on role of emotional resilience contribution to coping with work life balance demands among the mortuary attendants in Nairobi County. The themes were presented and supported with verbatim from the participants. The four major themes emerged from the data were: *acceptance and meaning-making as foundational to resilience*, *emotional regulation as a core resilience skill*, *gradual cultivation of resilience through experience*, and *resilience as a protective mechanism for work–life balance*. Together, these themes illustrate how mortuary attendants adapt to the emotional realities of their work while striving to preserve personal well-being and family relationships.

Theme 1: Acceptance and meaning making as foundational to resilience

Acceptance and meaning making as foundational to resilience emerged strongly in participants' accounts. Participants frequently described resilience as rooted in their ability to accept the inevitability of death and construct meaningful interpretations of their work. Many respondents emphasized that developing a sense of purpose helped them cope with the emotional realities of handling the deceased. One participant explained: *"Resilience, for me, is not being unaffected by death. It is about being able to carry on with my duties and still help families who are grieving. I have learned to accept that each case teaches me strength."* (IDI 003) Another respondent noted: *"I see resilience as surviving emotionally while continuing to serve. It's about holding my feelings without letting them overwhelm me. Every day I remind myself that my work is important for the families I serve"* (FG1 02).

Others connected resilience to spiritual beliefs and moral purpose: *"I see this work as helping families in their worst moments"* (FG2 03). Viewed through a reflective analytical lens, these narratives suggest that resilience among mortuary attendants is deeply connected to meaning making. Participants appeared to reinterpret distressing experiences in ways that allowed them to maintain purpose and emotional stability. Existing research supports this observation, indicating that individuals who can attach meaning to their work demonstrate greater psychological adaptability (Martínez-Martí & Ruch, 2017; Rees et al. (2015); Ungar, 2012). In my interpretation as the researcher, framing their work as service to grieving families enables mortuary attendants to transform emotionally challenging experiences into sources of personal strength and professional commitment.

Theme 2: Emotional regulation as a core resilience skill

Emotional regulation as a core resilience skill was consistently emphasized by participants as central to their capacity to cope with mortuary work. Managing emotional responses was described as essential not only for effective job performance but also for preventing work-related stress from spilling over into personal life. One participant explained: *"You must control your emotions, or this job will control you."* (IDI 004). Another noted: *"It is not that I don't feel. I just manage what I feel"* (FG2 01). Several participants highlighted the importance of maintaining emotional boundaries at home: *"When I reach home, I change my mindset."* (IDI 009) *"I don't carry mortuary emotions to my family."* (FG3 04). Viewed through a reflective analytical lens, these accounts show that emotional regulation is an active strategy that preserves both occupational functioning and family well-being. Prior studies indicate that adaptive emotional regulation supports psychological stability and mitigates the effects of stress in death-related professions (Flynn et al., 2015; Geyer, 2019; Jackson et al., 2007)). In my interpretation, emotional regulation allows mortuary attendants to remain professionally competent while safeguarding personal relationships, establishing it as a cornerstone of resilience.

Theme 3: Gradual cultivation of resilience through experience

Gradual cultivation of resilience through experience also emerged as a significant theme. Participants emphasized that resilience is developed progressively through repeated exposure to the realities of mortuary work rather than being an innate trait. Initial encounters with death were described as overwhelming, yet continued engagement fostered psychological strength and adaptability. One participant noted: *"At the beginning it was very hard"* (IDI 001). Another stated: *"With time, you adapt slowly..."* (FG1 05). Similarly, another respondent added: *"Experience teaches you how to survive."* (IDI 008). Participants clarified that adaptation did not equate to emotional detachment: *"...you don't become cold; you become stronger"* (FG2 04). Through a reflective analytical lens, these findings illustrate that resilience evolves over time as mortuary attendants learn to manage emotional demands while remaining sensitive to the experiences of others. Previous studies similarly highlight resilience as a dynamic process shaped by exposure and adaptive coping (Martínez-Martí & Ruch, 2017; Dartey et al., 2021). From my perspective as the researcher, experiential learning enables participants to transform initial distress into enhanced emotional competence, benefiting both professional performance and personal well-being.

Theme 4: Resilience as a protective mechanism for work-life balance

Resilience as a protective mechanism for work-life balance was described by participants as essential for preserving family relationships and maintaining psychological stability outside the workplace. One participant explained: *"If you are not strong, this job can destroy your family life."* (IDI 007). Another noted: *"Resilience helps you separate work and home."* (FG3 01)

Several participants emphasized mental stability: *“You must be mentally stable for your family” (IDI 010)*. Analyzed through a reflective lens, these narratives reveal that resilience functions as a psychological buffer, reducing the impact of competing work and personal demands. Previous studies on mortuary and death-related professions consistently show that emotional resilience supports the ability to manage occupational stress while maintaining personal well-being (Flynn et al., 2015; &Geyer, 2019). In my interpretation, emotional resilience not only enables effective functioning in the workplace but also preserves family stability and overall psychological health, underscoring its centrality to sustaining work–life balance among mortuary attendants. Taken together, these findings highlight that emotional resilience in mortuary work is a multifaceted, dynamic process involving meaning-making, emotional regulation, experiential learning, and psychological boundary-setting. Through these mechanisms, mortuary attendants maintain both professional effectiveness and personal well-being. Viewed in relation to broader organizational practices, these observations point to the need for institutional recognition of the emotional demands of mortuary work, as resilience alone may not fully compensate for structural limitations in workplace support systems.

CONCLUSION

The study concludes that emotional resilience is a central factor in enabling mortuary attendants to maintain work–life balance despite the demanding nature of their work. Resilience functions as an ongoing adaptive process through which individuals regulate emotions, create psychological boundaries, and sustain daily functioning. This resilience is not static but develops progressively through repeated exposure, experience, and emotional adaptation. Despite these adversities, mortuary attendants demonstrate considerable emotional resilience developed through lived experience, peer relationships, emotional regulation, spirituality, and meaning-making processes. This resilience enables continued occupational functioning and partial preservation of family and social life. However, the findings clearly indicate that resilience alone is insufficient to ensure sustainable work–life balance in high-stress death-care environments

RECOMMENDATIONS

Mortuary Attendants: Mortuary attendants should be supported and encouraged to strengthen adaptive coping strategies such as emotional regulation, social support seeking, and healthy boundary-setting between work and personal life. Training programs focusing on self-awareness and coping skills can enhance their capacity to manage stress more effectively while reducing over-reliance on emotional suppression.

Hospital Management and Mortuary Administrators: There is a need for hospital management and mortuary administrators to recognize the emotionally demanding nature of mortuary work and take deliberate steps to reduce occupational strain. This can be achieved through improved staffing levels, regulated working hours, and the provision of adequate rest periods. Addressing structural and workload-related challenges would help reduce burnout and support better work–life balance among mortuary attendants.

Families of Mortuary Attendants: Families of mortuary attendants should be encouraged to provide emotional support, understanding, and open communication to their relatives working in mortuary settings. Given the emotionally demanding nature of mortuary work, supportive family relationships can play an important role in strengthening emotional resilience and promoting healthier work–life balance among mortuary attendants. Family members should also be sensitized on the psychological and emotional challenges associated with mortuary work in order to reduce stigma, misunderstanding, and social isolation that some mortuary attendants may experience within their home environments. In addition, families should encourage healthy coping practices, adequate rest, and help-seeking behaviors whenever emotional distress or burnout is observed. Where possible, health institutions and counselling professionals should consider involving family members in awareness programs or psychosocial support initiatives aimed at enhancing emotional wellbeing and strengthening support systems for mortuary attendants beyond the workplace.

Mental Health Professionals and Counseling Departments: Mental health professionals should develop and implement targeted interventions aimed at strengthening emotional resilience among mortuary attendants. These may include resilience training programs, trauma-informed care approaches, and ongoing psychosocial support tailored to the unique challenges of mortuary work.

The General Public as Users of Mortuary Services: The public, as the primary users of mortuary services, should be encouraged to engage with mortuary attendants in a respectful, dignified, and empathetic manner. Given the emotionally demanding nature of mortuary work, respectful interaction from members of the public contributes to a more supportive and humane working environment, which in turn enhances the psychological wellbeing of mortuary attendants. The public should also be sensitized on the professional role of mortuary attendants and the emotional challenges associated with handling deceased persons and grieving families. Such awareness can help reduce stigma, negative perceptions, and emotionally distressing interactions that may arise during service delivery. In addition, families accessing mortuary services should be encouraged to communicate their needs clearly and cooperate with institutional procedures to facilitate smooth, respectful, and professional service delivery. Promoting public awareness on death, bereavement, and the role of mortuary services within the health system would further contribute to strengthening mutual respect between service users and providers.

Ministry of Health, Nairobi City County Government, and Health Sector Stakeholders: The Ministry of Health, Nairobi City County Government, hospital management boards, and other relevant health sector stakeholders should strengthen the integration of mental health and psychosocial wellbeing policies within occupational health frameworks for high-risk professions such as mortuary work. These institutions should develop and implement structured workplace support systems, including psychological counselling services, stress management programs, routine mental health assessments, and staff wellness initiatives for mortuary attendants.

In addition, relevant government agencies and health institutions should establish clear workplace policies that promote healthy working conditions, manageable workloads, adequate staffing, and supportive supervision within mortuary settings. Strengthening policy implementation and institutional accountability would contribute to sustainable support systems that complement individual emotional resilience and enhance work–life balance among mortuary attendants.

SUGGESTIONS FOR FUTURE RESEARCH

Future research should adopt mixed-methods or longitudinal designs to examine how emotional resilience develops over time and influences work-balance among mortuary attendants. Researchers should consider incorporating validated psychological measures of resilience, stress, burnout, and well-being to strengthen methodological rigor. Comparative studies across different counties, healthcare institutions and occupational groups would improve the generalizability of findings. Greater attention should also be given to gender-specific experiences and organizational factors influencing resilience. Finally, the study could further strengthen its practical contribution by proposing a comprehensive resilience-support framework that integrates counseling services, peer support programs, structured debriefing sessions and workplace mental health policies for mortuary professionals.

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