

**WORK ENVIRONMENT AND JOB SATISFACTION AT THE NATIONAL
POLICE SERVICE, KENYA**

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DECLARATION

This is my original research project and was not submitted to any other institution for examination.

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SUPERVISOR

I confirm that the work reported in this project was carried out by the Candidate under my supervision as the appointed University Supervisor.

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DEDICATION

I would like to dedicate my mother to this project, husband and children for support they gave me during this time of proposal undertaking. As a family you supported me financially and understood my busy schedules.

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My acknowledgment goes to God Almighty for the strength and gift of life, the management of National Police Service who promised to grant me a chance to carry out this study in their institution, not forgetting the Kenyatta University Management as they provided a pleasant environment during the time I was taking my post graduate degree in Human Resource Management. Finally, I am grateful to my supervisor Dr. Kiiru as he tirelessly guided me and the academic guidance he has accorded me.

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OPERATIONAL DEFINITION OF TERMS

Physical Environment	The work environment encompasses both the physical location and the workplace's immediate environment, For example, a construction site or an office building.
Organizational constraints	This is a major source of occupational pressure. It represents the atmosphere of work aspects that impede or interfere with the quality of work tasks in the workplace by an employee. Culture, management and business models are examples.
Interactional Justice	It is the norm for how workers in the workplace relate to each other. This is not only about how managers treat their team members; it can also be about how partners and colleagues communicate with each other.
Organizational justice	This refers to workers ' perceptions of workplace fairness. These perceptions can be divided into four categories: distributive, procedural, informative and interactive.
Job Satisfaction	A sense of satisfaction or pleasure that a person derives from his or her job
Interpersonal conflict	Interpersonal conflict takes place at the time an individual or group of people irritates or interferes with the efforts of another person to achieve a goal.

ABBREVIATIONS AND ACRONYMS

AET	Affective Events Theory
CBD	Central Business District
CCIO	County Criminal Investigations Officer
DCI	Directorate of Criminal Investigations
DCIO	Divisional Criminal Investigations Officer
DCP	Deputy Commissioner of Police
KU	Kenyatta University
RCIO	Regional Criminal Investigations Officer
USA	United States of America

ABSTRACT

Poor work environment is an issue when brings a major risk to the well-being and quality of staff and job satisfaction. Job satisfaction to employees is very crucial to the organizational performance which can be affected by the environmental concerns. This research sought to evaluate the role of work environment on job satisfaction at National Police Service with reference to Directorate of Criminal Investigations Department. The specific objectives of the study included: to determine the effect of organizational justice on employee job satisfaction at National Police Service, to establish the effect of interpersonal conflict on employee job satisfaction at National Police Service, to establish the effect of organizational constraints on employee job satisfaction at National Police Service and to assess the effect of physical environment on employee job satisfaction at National Police Service. The research made use of descriptive research design. The strata included; Chief Inspectors of police, Inspector of police, Police corporal, Police sergeant and Police Constables. The research used the approach of stratified sampling. The target population was 2000 workers, 322 respondents made up the final sample size collected. Primary data was used in the analysis. As part of the primary source, the questionnaires were used as a method of data collection. Content validity has been used to determine whether the study questionnaire content contains representative samples of the field to be evaluated. The internal accuracy of the test instrument was calculated using the reliability value of the Cronbach Alpha system of 0.7 and above. The quantitative information gathered was analysed utilizing Descriptive statistics using version 21 of the Social Sciences Statistical Package (SPSS). The study established that that organizational justice, interpersonal conflict, organizational constraints and physical environment was positively related to employee job satisfaction. The study concludes on organizational justice that favorable results are likely to happen when employees perceives organizational justice, meaning that they think their business is fair to them. The research concludes on interpersonal conflict that interpersonal conflict is something that often happens in a group of staff, particularly in a high-pressure scenario such as the workplace. Interpersonal conflict inspires employees' members to compete. The research concludes that elevated levels of human resources and infrastructure constraints influence job satisfaction of employees on organisational constraints. On the physical environment, the research concludes that an appropriate workplace climate assists to lower the absenteeism rate and can therefore boost the job satisfaction of the staff. The research advises on organizational justice that comprehension of the organization is important to the behavior and decision-making operations of its staff that affect organizational justice. The research recommends that the national police service create measures to control conflict so as to eliminate adverse effects of interpersonal conflict. It can be important for better organizational progress to maintain a good level of interpersonal disagreement. Organizational constraints it is recommended that the National Police Service know how to respond to this constantly changing environment by learning how to manage the dynamics of varied uncertainties, advocating fresh learning and leadership technologies that are both innovative and flexible, and easier to enforce. In the physical environment, the research proposes that the national police department develop a favorable job climate, pay its staff according to industry norms, use suitable reward and recognition programs to demonstrate the organisation to its staff, provide training and development possibilities and offer their staff the opportunity to be creative and innovative.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The success of any company is closely linked to the job satisfaction of its workers. The work environment's performance affects the worker's level of motivation and therefore efficiency (Heath, 2016). If workers have the desire to work physically and emotionally, they may improve their efficiency (Boles, 2014). They also noted that having a good workplace environment leads to reducing the number of absenteeism and can increase performance in today's competitive and dynamic business world. The set-up process in the workplace has a positive and negative impact on employee performance, efficiency and commitment (Chandrasekar, 2011). He states that factors in working environment play a key role in the productivity of employees. The effects of the workplace environment have a direct impact on the performance of workers, either in terms of negative outcomes or positive results.

According to Ndunda (2013) coming up with an active global workforce for global institutions is a daunting yet important task. It is difficult to create a culture of shared values in a domestic environment; it is more challenging to sustain an ethical and cohesive culture across national boundaries. Understanding what to expect from a prosperous global employer as a prospective employee will better prepare you for the right opportunity to succeed. A successful global workplace has a uniform code of conduct that addresses how professionally and ethically the company's employees are expected to behave. Although obstacles involve differing ethical standards around the world, a consistent working environment requires all workers to be held to the same

standards. This may mean finding a middle ground on some issues between cultures. In the global community as well as at home, the company must adhere to generally accepted ethical standards. Typically, a global workplace has a massive infrastructure for technology and communication. Employees in operational organizations include colleagues working in different countries in a true global workplace. Efficient Internet access is provided for laptops, mobile devices. Digital offices with computers and mobile communication systems are also common; there are on-site meeting places where workers can use video and audio uplink technologies to collaborate with team members at other locations in real time.

Not only do international workplaces make use of work teams, they often organize them frequently differently from domestic businesses. Once teams are formed on the basis of common roles, such as sales or logistics, employees working in those fields work together across geographic locations. Another solution is to geographically organize teams by assigning to each regional market you represent one cross-functional team. This can make a more focused effort on each of the markets and also encourages workers who share cultural understanding and language skills to work together to meet a business (Joel, 2013).

1.1.1 Work Environment

According to Tripathi (2014), the working environment can be defined as the atmosphere in which individuals work, including physical setting, job profile, community, and market situation. Each factor is interconnected and influences the overall performance and efficiency of the employees. The value of the employees ' workplace environment is the

greatest effect on their level of motivation and subsequent efficiency. Work environment can be considered simply as the environment in which people work (Briner, 2010) as such; it is a very large category that includes the physical setting, job characteristics themselves, such as workload, task complexity. He adds that it also includes broader organizational characteristics and even elements of the current organizational environment, such as conditions on the local labor market, company and work life balance.

According to Farh (2012), workers will always be questioned when they think their immediate state of the world is in line with their obligations. Chandrasekar (2011) argues that organizations ' productivity is determined by the type of workplace environment in which workers function. The workplace environment includes physical factors such as office layout and architecture, while the psychosocial factors include working conditions, job quality and social support. Many aspects of the workplace environment are laws that include employment conditions. A better physical workplace environment can improve the productivity of workers. Ergonomics, which studies the efficiency of people in their working environment, reduces obstacles to quality, productivity and healthy human performance by adapting goods, tasks and environments to individuals.

Employees in many businesses face social and physical work-related issues in the workplace. Pech and Slade (2006) have argued that employee disengagement is that, and having workplaces that have a positive influence on the workforce has become significant. Workers ' satisfaction at work, determined by working conditions and environment, has been identified as a key factor in their success evaluation (Leblebici,

2012). With today's diverse and competitive business climate, a healthy working atmosphere makes good business sense. Managers should not just concentrate on employees' pay packages but ensure that they are proportionate to value (Heath, 2016). Organizations perceived to be a good place of work will have a competitive edge over others.

1.1.2 Job Satisfaction

Job satisfaction describes how content their current job is to workers. Research shows literature, discussing various job satisfaction theories. Locke's (2007) most popular is one that describes job satisfaction as a pleasurable or positive emotional reaction to an individual's job experiences. Job satisfaction can be defined as a series of feelings and beliefs about a current job (Hill, 2000) as a positive attitude that is expected to lead to high performance (Daft & Marcic, 2001), or as a reflection of an employee's feelings about various aspects of work (Stone, 2005). Observing job satisfaction, it is very important to note two different expressions that are used similarly in literature, i.e. job satisfaction with regard only to the task itself or the critical operation of one's regular work, and job satisfaction in particular, which includes a variety of different elements such as pay satisfaction, employee satisfaction, supervision or working conditions.

Several scholars have been involved in job satisfaction over the past several decades (Hackman & Oldhman, 2001). In fact, job satisfaction was one of the most studied theories in organizational psychology. Belief in job satisfaction derives from an employee's relationship with efficiency and long-term performance. Kornhauser (2005) observed that job satisfaction is directly related to a person's happiness and that there is a

positive correlation between work and satisfaction. Kornhauser (2005) also noted concern in job satisfaction because it could affect a worker's performance, absence, turnover and quality (Mottaz, 2005).

According to Podsakoff et al. (2006), job satisfaction is essentially the satisfaction and pleasure with the type of work that is allocated to a specific worker, resulting in the employee's success increasingly. It makes sense because in the work environment, because success in any type of work is only possible if the work person accepts and enjoys the nature of the work. There are various factors that influence the job satisfaction of an employee. Some of them may be defined as individual factors (personality, employment, marital status, age); many categories may be affected individually, while social factors and organizational factors are less likely to be affected individually.

1.1.3 National Police Service

National Police Services jurisdiction is derived from the National Police Service Act of 2011. It consists of the semi-autonomous directorate of Kenya Police, Administration Police and Criminal Investigations. Article 245(4) of the Constitution requires the National Police Service to strive for the highest standards of professionalism and discipline among its members, to prevent corruption, to encourage and exercise transparency and accountability, to comply with constitutional human rights and fundamental freedoms requirements and to train its workers to the highest standards of competence and integrity.

The National Police Service is still organized at national level as a national law enforcement agency in Kenya, with each arm reporting to a regional police authority

which currently divides the force into County Police Divisions, headquartered in each county in Kenya. Operations in this country with several police stations are further split among the divisions. All these elements report to the headquarters of the Nairobi National Police and several specialized elements such as the Kenya Police College, Kiganjo, and DCI Academy are directly commanded from here. The Administration Service is regulated separately from the Kenya Police and Criminal Investigations Department through a hierarchy. Another specialist unit created is the Internal Affairs Unit, which acts as the Administrative Police directly under the Inspector General (Briner, 2010).

The new Kenyan police force is made up of three powers reporting to the Inspector General of Police and are all governed by the Commission of the National Police Service. As of October 2003, approximately 35,000 officers were fielded by the force and are divided into 11 service and one divisional training courses in each of the eight provinces. The Regional Criminal Investigations Officer (RCIO) leads the DCI region; each county is headed by a County Criminal Investigations Officer (CCIO); the district is further divided by a District Criminal Investigation Officer (DCIO) into police divisions. The Criminal Investigation Bureau is housed in Mazingira Building, Kiambu Road (Briner, 2010).

Both matters are the responsibility of the Inspector General relating to management and training that affect the entire police force. The DCI is regulated by the force-standing orders defining the structure and range of different units. The Kenya Police Service and DCI group is now being qualified in the advanced officer corps by world-class experts. Among the international police training agencies that have been given this arduous task

are the World Police Academy in Canada and the Dallas Police Department in the USA. The World Police Academy, which is also a think tank on global security and police, is a major police training body. This offers governments in developing economies the ability to integrate Canadian police practices into the senior ranks of their police forces (Boles, 2014). By getting this academy to undergo this practice, the radical vision of former Kenyan police officers has been accomplished. The Dallas Police Department has a familiar police identity and its services are known in many parts of the United States. A positive approach to Kenya's future security is to receive training from such renowned learning institutions. China is also another country supplying police force with quality training (Briner, 2010).

Amid Kenya Police's history of human rights abuses, efforts are being made to strengthen the force. In December 2018 the police officers were given house allowances and are no longer forced to live in deplorable state but despite this having been done they still exit. Extortion and bribery are not uncommon activities, and Kenyans list police among the most corrupt officials in the country. The salaries have further been adjusted with effect 1st July 2018. This shows it's not all about the remuneration, but other factors also affect job satisfaction. Early this year a biometric exercise was done at the National Police Service and findings indicate quite a number of desertion and resignation cases with DCI still investigating the whereabouts of officers on desertion (Kenya Police Report, 2019).

1.2 Statement of the Problem

Poor working climate is a problem that presents a great risk to employees ' well-being and productivity and job satisfaction. Many employees often struggle to balance their

work environment with their social life (Piotrkowski, 2009). Globally, developments in the current economy and the resulting work environment such as interpersonal conflict and increasing number of corporate injustices have brought pressure to bear on employees. The organization should meet the needs of its workers by ensuring good working conditions to improve employee satisfaction, efficiency, performance and dedication to work. Many police officers in Kenya leave the front line for police positions in other industries (Mutune & Orodho, 2014). The National Police Service has been faced by a problem of high labour turnover making the police officers leave the job before their retirement age (Ingersoll, 2006). Completing positions, finding qualified candidates and introducing new police officers and mentoring them all entail financial costs (Brenner, 2007).

According to study by Joshua (2011), on environmental factors affecting employee performance in Middle East business performance brought about conclusion that, failure to understand the work environment can generate to poor performance due to constraints to the staff. Another study by Kairu (2013) on challenges facing employee job satisfaction in Ethiopia public institutions brought about the understanding that, management efforts to control environmental impacts to employees enhances satisfaction which translates to improved work performance within the public institutions.

Generally, in police departments, the goal for management is to come up with high motivated police officers who are aggressively concerned in security issues, who are ready for new ideas and solutions, and who are dedicated to community security and improve their jobs throughout their lives. Nevertheless, negative work habits such as

lateness, absenteeism, lack of commitment in executing assigned tasks and sneaking out of office to operate private businesses are also present (Nyakundi, 2012). This negative attitude towards duty seems to suggest that these police officers are very unhappy with their work.

A lot has been done towards reforming the National Police Service but still exits are being experienced. The salaries of officers across ranks have been revised and still being revised, house and commuter allowances have also been introduced but the force is still experiencing premature exits. It was therefore based on these challenges that the research is going to assess how work environment influences job satisfaction among policemen in National Police Service.

1.3 Objectives of the Study

1.3.1 General Objectives

To evaluate the influence of work environment on job satisfaction at National Police Service, with reference to the Directorate of Criminal investigations.

1.3.2 Specific Objectives

- (i) To evaluate the effect of organizational justice on employee job satisfaction at National Police Service.
- (ii) To find out effect of interpersonal conflict on employee job satisfaction at National Police Service.
- (iii) To identify the effect of organizational constraints on employee job satisfaction at National Police Service.

- (iv) To assess the effect of physical environment on employee job satisfaction at National Police Service.

1.4 Research Questions

- (i) How does organizational justice affect employee job satisfaction at National Police Service?
- (ii) How does interpersonal conflict affect employee job satisfaction at National Police Service?
- (iii) How do organizational constraints affect employee job satisfaction at National Police Service?
- (iv) How does the physical environment affect employee job satisfaction at National Police Service?

1.5 Scope of the Study

The research was conducted at the Directorate of Criminal Investigations, headquarters in Nairobi County. It targeted all the staff within the department who total to 2000 employees. The research focused on the effect of organizational justice, interpersonal conflict, organizational constraints and physical environment on job satisfaction. It was conducted for duration of three months, which was done between the months of August 2019 to October 2019.

1.6 Significance of the Study

The study would be significant to the leadership of National Police Service. By providing information to the leadership concerning how work environment relates to job

satisfaction the administration would know the several ways that the institution can improve in order to come up with better ways of satisfying employees, through creation of better working environment that suites them all, which would enable them to perform to their best and remain satisfied and attached to the organizational daily operations.

The research study would be of significant to several researchers whoever conducts research on various issues by showing them the protocols to be followed will thus produce better research results. Moreover, the future researchers who would need more detailed information would be assisted by this research study, by ensuring that they have the basis of the study since it would act as the literature review material for them.

1.7 Limitations of the Study

The research was restricted to the Kenya headquarters of the National Police Service. In this study, due to general expectations associated with data security, the author faced challenges throughout obtaining confidential information from police officers. The report sent a transmittal note to police headquarters to resolve this problem in order to notify them that the data is only gathered for academic purposes.

Due to the short data collection duration, the study faced a challenge of time constraints, ensuring it meet the deadline for overtime work. Since considering all factors affecting job satisfaction was impractical, analysis was intended to create critical understanding of the working environment aspect. It has been mentioned in the current study that the work environment impacts job satisfaction. This project meant that the lack of a favorable working environment could hinder the National Police Service from achieving its job satisfaction.

1.8 Organization of the Study

This project is divided in to five areas or chapters. Chapter one is a buildup of the introductory background to the study, and there after there is the research problem which presents the reason or the need as to why the study should be carried out and thereafter the research questions to guide the study. The chapter also contains the scope, the significance of the study and the organization of the chapter. Chapter two is comprised of theoretical and the empirical literature that gives clarity to work environment on job satisfaction. The link to the study is discussed by the theories of the study. The conceptual framework is there in to present the connection between independent and dependent variables to the study. The proposed research methodology is discussed in chapter three which include: research design, the target population, research instruments, sampling and the data collection procedure, and data analysis methods to be employed. Chapter four focuses on research findings and discussions of the data obtained from the field. Chapter five entails summary of the findings, conclusions, recommendations proposed from study outcome and suggested areas to further the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical review, the empirical study review in relation to the problem that needs investigation. There is still summary to the literature review and the conceptual framework to the study not forgetting the research gaps.

2.1 Theoretical Review

This section covers theories guiding the study which include Maslow's Hierarchy of Motivation Theory, The Equity Theory, McGregor's X and Y Theories, Herzberg's Two-Factor Theory/Motivator-Hygiene and Discrepancy Theory

2.1.1 Maslow's Hierarchy of Motivation Theory

The hierarchy of needs of Maslow is a philosophy of psychology developed in his 1943 essay by Abraham Maslow as a theory of human motivation in psychological analysis. Maslow also extended the concept to include his natural curiosity encounters in humans. His findings agree with many other theories in human developmental psychology, some of which concentrate on human growth stages decided to create a classification system that represented the basic needs of society as its base and then advanced to more emotions obtained. Maslow's hierarchy of needs is used to examine how people engage actively in social motivation (McLeod, 2007).

Maslow used the terms; security, belonging, and love, confidence, and self-actualization to describe the typically moving cycle of human motivations. This means that each

degree of motivation to occur at the next stage must be achieved within the individual himself. The principle is also a primary basis for explaining the relationship between drive and motivation while discussing human behaviour. Each of these individual levels includes a certain amount of internal feeling that needs to be met to complete an individual's hierarchy. The goal of the philosophy of Maslow is to achieve the fifth level or stage: self-actualization (Huitt, 2007).

Through his 1954 book *Motivation and Personality*, Maslow's theory was fully expressed. In sociology studies, leadership education and secondary and higher psychology teaching, hierarchy remains a very common structure. Over time, the category system of Maslow has been revised. The initial hierarchy notes that, before progressing to a higher goal, a lower level must be fully satisfied and completed. Today, however, researchers prefer to think that these grades parallel each other continuously. It ensures that at any point in time the lower levels will take precedence back over the other grades. Maslow's hierarchy of needs is often described as a pyramid with the biggest, most basic needs at the bottom and the need to upgrade and conquer at the top. In other words, the crux of the idea is that peoples' most basic needs must be addressed before they are empowered to fulfill higher-level needs (Maslow & Lewis, 2001).

The concept is applicable to the analysis because the initial focus of an employee on the physiology and security needs of the lower order is important. Typically a person who starts his or her career will be very concerned with physiological needs such as appropriate wages and stable income and security needs such as health and a safe working environment. Both workers want a good salary to meet the needs of their

families and want to work in a stable environment. Employees who have not reached the lowest level of qualifications can make job decisions based on pay, health and security issues. Employees will also return to meet their lowest needs if they no longer meet or challenge these needs (Benson & Dundis, 2003).

2.2.2 The Equity Theory

Adams' equity theory requires a fair balance between an employee's inputs (hard work, skill level, acceptance, excitement, etc.) and an employee's outputs (wages, benefits, intangibles such as appreciation, etc.). The theory suggests that achieving a fair balance helps to ensure a good and successful workplace relationship with contented, inspired employees. Adams' equity theory is named for John Stacey Adams, a management psychologist and behavioral scientist, who developed his job motivation theory in 1963. Like many of the more popular motivation theories (such as Maslow's Needs Hierarchy and Herzberg's Two-Factor Theory), Adams' Equity Theory acknowledges that subtle and complex factors affect the assessment and understanding of the relationship between a worker and his work and employer (Folger, 1986).

The theory is based on the belief that workers are de-motivated if they believe their input is greater than outputs, both in relation to their job and their supervisor. Employees can be expected to respond through various means, including de-motivation (generally to the degree that the employee perceives the difference between inputs and outputs), decreased effort, being dissatisfied or even disruptive in more extreme cases. The concept is important to the analysis as it describes how to increase the job satisfaction of an employee, the level of motivation, and what can the promotion of each higher level be

done? Consider the current balance or discrepancy between the employee's inputs and outputs as follows: typically inputs include: initiative, loyalty, hard work, dedication, competence, adaptability, versatility, acceptance of others, motivation, enthusiasm, superior confidence, colleagues ' support and personal sacrifice. On the other hand, the inputs usually include: financial rewards, intangibles typically including: appreciation, prestige, accountability, empowerment, anticipation, sense of progress / growth and job security (Adams & Freedman, 2016).

2.2.3 McGregor's X and Y Theories

The theory X and Y models of McGregor (1960) classify workers as one of two groups based on two assumptions. Theory X theories take people from a negative perspective: people can have "an inherent dislike for work and avoid it if possible; therefore they need to be controlled, supervised, directed and threatened with punishment to make them work. They prefer to be motivated, avoid responsibility, have little incentive and want protection.

The ideas of Y theory take the opposite view: mental and physical organizational interactions are equated at the same time with rest and function. The primary result of action may not be external factors or any external threats. Workers or individuals may be careful and vigilant in achieving goals, but motivation in their desire to commit to goals depends on how big the incentives are as allocated to such achievement. In normal circumstances, individuals will adjust and take responsibility and not just accept it. Applying these hypotheses to a school environment, one could argue that two of the main causes of teacher frustration are problem students and rigid and inconsiderate leadership,

for example, a ruthless leader who does not value the efforts of teachers or a boss who never transfers or allows teachers to make independent decisions (McGregor, 1960).

A combination of Theory X and Theory Y is likely to be used by other administrators. But you may find that you actually prefer each other. You might have a tendency to micromanage, for instance, or you might prefer a more hands-off approach, conversely. While both types of management can motivate people, success will largely rely on your team's needs and desires and organizational objectives. For new starters, you can use a Theory X management style that will likely need a lot of guidance, or in a situation where you need to take control like a crisis. But if you're running a team of professionals who are used to working on their own initiative and need no feedback, you wouldn't be using it. If you did that, it would likely have a demotivating impact and could even damage your relationship with them (Kopelman, Protzas, & Davis, 2008).

Nevertheless, all ideas have their own problems. For example, if your method is too rigid, the restrictive nature of Theory X can lead to people being demotivated and non-cooperative. This can result in a high staff turnover and can hurt your image in the long run. On the other hand, when you adopt a Theory Y strategy that gives people too much control, it can cause them to withdraw from their key goals and lose focus. Thanks to this more comfortable working atmosphere, less motivated people can also benefit from shirking their jobs. If this happens, you may need to take some power back to ensure everybody meets team or organizational goals. Circumstance may also influence the management style. Theory X, for example, is more common in large organisations or teams where work can be focused and repetitive (Carson, 2005).

The theory's relevance to the study is that people in their jobs are unlikely to achieve happiness or fulfillment, so a "carrot and stick" solution would continue to inspire them more effectively than an approach to theory Y. Theory Y, on the other hand, appears to be preferred by organisations with a simpler system and where lower-level people are involved in decision-making and some transparency. The theory explains that team members hate their jobs and have little motivation, so according to McGregor, you'll likely use an authoritarian style of management (Hofstede, 2007).

2.2.4 Herzberg's Two-Factor Theory/Motivator-Hygiene

In 1959, Frederick Herzberg, a behavioral psychologist, proposed a theory of two variables or the motivator-hygiene principle. According to Herzberg, there are some factors of work that contribute to joy, while there are other factors of work which stop disappointment. According to Herzberg, the opposite of "no enjoyment" is "pleasure," and the opposite is "no disappointment." Herzberg divided these causes of work into two groups, hygiene and motivation factors. Considerations of hygiene are variables that are critical for the morale of the workplace. These will not lead to long-term optimistic satisfaction. But if these triggers are absent / if they don't occur at work, they lead to unhappiness (Harris, 1972).

Hygiene considerations are factors that pacify workers when they are appropriate / fair in a job and not disappointed with them. To deal with these variables is extrinsic. Hygiene factors are also referred to as factors of dissatisfaction or maintenance when necessary to avoid unhappiness. Such variables describe the working environment / scenario. The

hygiene factors symbolized the individuals' desired and anticipated physiological needs. Hygiene considerations include: appropriate and fair pay and wage structure. It must be on a level playing field and competitive with those in the same industry. These should not be too restrictive in company policies or operational policies. Conditions for physical work should be secure, clean and hygienic. It is important to upgrade and maintain the work equipment. Employee status within the company should be recognized and preserved. Employee interpersonal relationships with supervisors, superiors and subordinates should be reasonable and necessary. There should be no aspect of controversy or embarrassment, and the company must provide job security (Lee, Kim, Lee, & Park, 2007).

Motivational factors-According to Herzberg, hygiene factors can not be considered as motivators. Positive feedback comes from the factors of motivation. Such variables are inherent in function. Workers were motivated to superior performance by these factors. These variables are referred to as satisfiers. These are job value variables. Employees find these aspects positively rewarding. The motivators symbolized as an additional benefit the perceived psychological needs. Motivational factors include: supervisors should respect and reward workers for their achievements. Employees need a sense of achievement, a sense of accomplishment. It's up to the task. To inspire its staff to perform well, an organization must have opportunities for growth and advancement. Employees must be responsible for the work. They should be given job ownership by the managers. They should reduce authority, but they should be accountable. The job itself should be important, exciting and difficult for the employee to carry out and be motivated (Kumar & Singh, 2011).

The hypothesis of two variables is not free from the limitations. It overlooks the variables of the situation. A correlation between happiness and efficiency was believed by Herzberg. Yet Herzberg's work emphasized happiness and neglected efficiency. The validity of the hypothesis is unclear. The raters should make an assessment. The raters can ruin the results in different ways by evaluating the same answer. No systematic satisfaction test has been used. Even though he may dislike part of his job, an employee will consider his job appropriate. The hypothesis of two variables is not bias-free Because it is based on the natural reaction of workers as they investigate the causes of satisfaction and dissatisfaction at work. We would blame external factors such as wage structure, business policies, and frustration with peer relationships. Employees will also give credit for the productivity variable at work, and in theory blue-collar jobs are dismissed. Despite these shortcomings, the two-factor theory of Herzberg is largely appropriate (Maidani, 1991).

The two-factor hypothesis on job satisfaction in relation to the work environment suggests that managers should prioritize maintaining the adequacy of hygiene considerations in order to prevent discontent of workers. The leaders also need to make sure the job is fun and rewarding to inspire the employees to work and perform harder and better. To order to motivate workers, this principle emphasizes job enrichment. The work should make maximum use of the abilities and expertise of the worker. Focusing on motivational factors may enhance work performance (Lundberg, Gudmundson & Andersson, 2009).

2.2.5 Discrepancy Theory

Wilcock and Wright (1991) developed the concept of variance or, as it is also called, the model of value-percept disparity. This model hypothesizes that happiness depends on the degree to which work-related outcomes a person feels he / she derives contribute to the work-related outcomes. The model has three main elements: knowing some aspect of the job, an implicit or explicit value quality, and a conscious or subconscious assessment of the difference (discrepancy) between one's expectations and one's values. Perception is the knowledge of a subject's existence and a cognitive assessment of the subject against a cognitive criterion. A value assessment is described as an estimate of the relationship between some current (matter) or assessed relationship to one's standard of value (normative standards). Rhodes and Hammer (2000) identified a value as what one considers conducive to one's welfare. In the evaluation process, an individual measurement, either at a conscious or subconscious level, of the relationship between and isolation is performed.

Rode (2004), noted that among the most important values or conditions conducive to job satisfaction are: mentally challenging work that the worker is able to cope with effectively; personal interest in the work itself; work that is not too physically tiring; performance benefits that are just, informative and in line with the employee's personal expectations; working conditions that are compliant; worrying. Working conditions compatible with the individual's physical needs and encouraging the accomplishment of his or her job objectives; high self-esteem on the part of the employee; organizational agents that help the employee achieve values such as interesting work, salaries and

promotions whose fundamental values are similar to his or her own and minimize conflicts of position and uncertainty.

Job satisfaction is primarily focused on the extent to which employees have a positive or negative attitude about their work. An attitude is an individual employee's feeling (satisfaction, indifference or dissatisfaction) towards a specific situation, object or person. Job satisfaction is the net result of the good or bad behavior at a given time of an individual employee. It may vary from one extreme to the other, but usually returns to a frequency that may be good or bad. According to Luthans (2005), job satisfaction is the product of employees' perception of how well their job provides the things deemed important. The work expresses the theory that when people are aware of a lack of skills they are motivated to learn, and the anxiety caused by the disparity between what they know and what they need to know drives them to make the necessary effort.

2.3 Empirical Review

This section covers an empirical review of literature based on study variables which include organizational justice, Physical Environment, Organizational Constraints and Interpersonal Conflict. These are discussed as follows;

2.3.1 Organizational Justice and Employee Job Satisfaction

A research by Soon Yuan (2015) on the effect of organizational justice on employee satisfaction in Malaysia concluded that procedural justice focuses primarily on the equality of structured decision-making procedures utilized by a company to measure the employee contribution performance. The measurement criteria for the performance and those with the same obligation should have exactly the same dedication and strong

visibility should be given for the related measurement processes. The study did not incorporate other aspects of work environment like interpersonal conflicts

A pilot study by Kaithya (2013) on the relationship between organizational justice and quality worker performance, it was stated that organizational justice is an essential requirement for effective management of the organization. It is predicted that perceived organizational equality will have a significant impact on workers' attitudes towards their jobs and workplace. The results show that higher levels of organizational justice are positively related to job satisfaction and trust in managers and managers, whereas they are negatively related to employee turnover intentions. Distributive justice is the one most closely similar to job satisfaction; managerial confidence and staff turnover intention among three qualities of organizational justice. Women have higher rates of management confidence than men when perceiving procedural justice, while men have lower levels of confidence than women when perceiving distributive and relational justice.

Ansari 2016) report on employee performance contributions in Public Institutions showed that the lack of institutional equality is a critical issue for an organization's performance. It has a direct connection to its employees' results. Organizational justice was defined as "workplace fairness." Similarly, organizational justice means "Why workers decide if they have been treated fairly in their jobs and how they affect other work-related issues. Organizational Justice was seen as an important factor that plays an important role in enhancing an organization's employee performance. Since various studies have shown that if workers are not treated fairly, leading to lower employee performance as a natural

response to unfair treatment. Organizational equality was also considered to increase overall commitment. The research only focused on turnover intentions of employees.

According to Tulsan (2015) corporate fairness is the understanding of the workers of their corporate actions, decision-making and how they tend to affect the employee's own attitudes and behaviors in the workplace. The word is closely linked to the concept of fairness whereby workers are reactive to their employers' everyday decision-making, both on a small and large scale, making them judge the decisions as unjust or equal. This decision continues to affect an individual behavior and may result in deviation from the workplace in situations where the action remains to have personal effect on the worker and judgment as unjust.. The research only focused on justice on employee performance in public institutions. It did not incorporate employee job satisfaction as a dependent variable.

Losey (2015) suggested that it may occur that the understanding of corporate justice is affected or shaped by others who may include colleagues and even team members. It has been recognized that the understanding of justice at the team level shapes what is called the atmosphere of justice, which influences the view of justice of the individuals themselves. Individuals in an organization can learn from team members how to evaluate justice, and those can happen to lead to homogeneity of perceptions of justice within teams, creating a strong climate of justice among them. Therefore, the perception of justice at the group level can be consolidated as an antecedent to the perception of justice in the organization of the individual. The interpretation of the inequality in the company by the workers can sometimes or always result in a variety of both positive and negative

outcomes. Outcomes are primarily affected by perceptions of organizational justice as a whole or even by specific organizational justice variables. The commonly cited results of organizational justice still include the issue of trust, individual performance, institutional commitment, organizational citizenship behaviour, counterproductive work behaviour, absenteeism, turnover and emotional exhaustion. The study did not incorporate other aspects of work environment like interpersonal conflicts.

2.3.2 Interpersonal Conflict and Employee Job Satisfaction

Mike (2014) study on Interpersonal Conflicts in the Workplace and their Impact to Productivity indicated that, One of the most commonly reported stressors for workers has been shown to be interpersonal tension between people at work. Conflict was identified as an example of the broader concept of workplace harassment related to other stressors that may co-occur, such as conflict of status, role uncertainty, and workload. It also includes problems such as anxiety, depression, physical symptoms and low levels of job satisfaction. Unresolved organizational conflict was related to miscommunication arising from misunderstanding decreased creative cooperation and group problem solving, process disturbance, reduced customer satisfaction, mistrust, divided camps, and gossip. Conflict is not destructive at all times. But administrators need to realize and do something about it when it's harmful. A logical method should be designed to deal with the dispute. Such a system should include a prepared response by the director or the company, rather than relying on a quick reaction or improvement that happens without management taking specific action.

Wafula and Musyoki (2014) studied the effects of interpersonal conflict on selected hotels in Kisii town's organizational efficiency. The report used both descriptive design of the survey and explanatory design of the sample. The sample size was one hundred and eighty-four. Results showed that interpersonal conflict approaches, relationship conflicts and work disputes have a significant impact on organizational performance, although interpersonal conflict studies have no major impact on the performance of the organization. To improve the performance of Kisii hotels, greater emphasis should be put on improving cost-control strategies, increasing task conflicts, conflicts of relationships and, eventually, conflict outcomes.

Cox (2011), investigated the correlation between interpersonal conflict and job satisfaction among intensive care nurses. The study sample was 150 professional nurses (150 out of 216) with a minimum of one year of experience; and ready to take part in the analysis. The research used a three-part researcher-made questionnaire, developed from the literature review. The study concluded that interpersonal conflict negatively correlates with job satisfaction, and there were significant differences among studied nurses regarding their socio-demographic characteristics concerning interpersonal conflict and job satisfaction level except for sex which showed no significant relation.

Ridlay (2011) indicated that, interpersonal conflict in the work place can remain to interfere with business operations. Interpersonal conflicts occur whenever an individual person or a number of people is disrupting or even interfering with the efforts of another person at achieving a given goal. Regarding some researches, conflict is said to consist of three different components. The behavioral components to conflict involve the process of

a person interfering with the objective of each person. Individuals are not the same, constant or consistent and may result in conflict. Additionally, their attributes are not interwoven and roles being different, ambiguous or incomplete, some individuals may feel dissatisfied.

According to Zwell (2010) the workplace is inevitable whenever the staff or employees of different background are brought to the same organization, yet they have different work styles to share business purpose. It is wise to be managed effectively by the leaders and resolved with a lot of wisdom to avoid more conflict and challenges. The role of employers and managers in prevention and resolution of conflicts is significant in Creation of a workplace culture to boost harmony. Such bases of culture remain to be good relationships between workers, justice, confidence and mutual respect at all levels.

Mark (2014) states that, the conflict in the work place and more so the interpersonal conflict can be conveyed in a variety of ways, including threats, non-cooperation, intimidation and frustration. The causes can vary from conflicts of personality and mistaken interaction to mismanagement of the organization. Also, the negative effect of organizational conflict may include job delays, issues of decreased efficiency, task failure, absenteeism, turnover, and work contract termination. The emotional stress may result from a workplace dispute both cause and effect.

According to Kotze (2014) in most cases or instances however, the human resource fails to learn of workplace interpersonal conflicts until the differences have escalated. The human resource stakeholders or officers should be informed of the workplace conflicts before they get to the worst points whereby they may have grown so much to challenge

the control process, of which the human resource professionals should immediately act as a working system. They must be informed of the workplace interpersonal conflicts among other conflicts especially those areas which may be involving the harassment among the staffs, the discrimination, unlawful practices or other problems that may result in litigation or law enforcement involvement.

2.3.3 Organizational Constraints and Employee Job Satisfaction

Jasmine Yasi Khosravi (2016) study on the association between organizational constraints and individual executive deficits on extra-role job behaviors of employees indicated that, organizational constraints represent situations or objects that prevent employees from performing up to their capabilities. Although much empirical scrutiny the relationship between organizational and task quality constraints, which largely shows a negative relationship between these two variables. Constraints are the factors that restrict what the job holder can do inside and outside the company. Examples include: resource constraints, available amounts and types of resources. Government laws, trade union contracts, technical constraints imposed by the manager's processes and equipment. The research focused primarily on organizational and efficiency constraints. This did not include employee satisfaction as a dependent variable.

According to Nzue (2013) noted that organisations are considered to have a core of all operations bound by different categories of constraints. Such organizational limitations derive from the increasing complexity of the dynamic environment in which companies function as a result of technological advancement and even globalization. The constraint factor states that organizational efficiency through employees is often hampered by some

form of constraint involving bottlenecks on institution, company and routine complementarily accounts that are increasingly becoming more complex alongside their varied cultural diversity and the organization's current environmental challenges and in order to cope with such conditions, organizations implement creative learning strategies with the goal of adapting and motivating their workers with cutting-edge market information in which they can compete with confidence in the global market situation.

According to Katuga (2013), public or private organizations often involve human factors as part of their complex dynamic environment. As such, we also learn how to adapt by learning how to deal with those problems that emerge to the ever-changing dynamics. The principle of restrictions, which is said to be a management method developed by Dr. George Friedman at the University of Southern California, can be focused on organizational limits. According to the concept, a limitation on business is anything that interferes with the institution's profits or even with organizational efforts. Improving organizational performance demands that organizational limitations be eliminated or reduced. The research only focused on organizational constraints and performance in public institutions. It did not incorporate employee job satisfaction as a dependent variable.

Katuga, (2013), found that time constraints in an organization may include not only the amount of time it takes to perform a specific duty or mission, but also the amount of time it takes to get supplies, hire staff and then travel to meetings. Once this is established as the main or primary organizational constraint, management is in a stronger position to take action to address time constraints and even improve operational efficiency by

aligning staff with daily operations. An example of the supply orders may occur in this regard to reduce the time constraints imposed by long waiting periods. Likewise, the allocation of office space to accommodate the rooms could also make it possible to hold more meetings at home, thereby minimizing the travel time between the clients, or the people being served by the institution (Katuga, 2013). The research only focused on organizational constraints and performance in the Workplace. It did not incorporate employee job satisfaction as a dependent variable

According to Nzisa (2012) the organizational constraints in terms of financial constraints, remains to be limited constraints for the institution. These range from inadequate allocations in the budget to excessive wages or overhead spending. When part of organizational restrictions, with an example related to these financial constraints, if a store does not have the money to buy more stock, its capacity to sell is somewhat limited. In similar cases, if there is a need for more staff, but the organizational budget can not accommodate additional wages, growth is limited, which is the same with the addition of bonuses and wages. It remains very difficult to have financial constraints. However, in the absence of increased overall allowance, shifts within the current existing budget are often possible. One example is that in favor of increased corporate stock sales, the bonus money can be delayed. If increased inventory purchases remove sufficient budgetary constraints to resume growth, bonuses can either be restored or even transformed into commission payments to enable strong workers to be recompensed and organizational operations to grow further.

Organizational constraints can be in accordance to its policies. The institutional policies Whether driven by culture or management, it sometimes acts as growth or profitability constraints. For example, a policy that sets out a dress code that may be too formal for the organizational climate may contribute to the public's perception that the institution is old-fashioned or rigid that may challenge the concern or growth issue. This happens to be an easy-to-change management policy. Cultural policies are often more intractable, for instance, the amount of time spent socializing may result in productivity being limited but may improve teamwork. Attempts to reduce socialization time can also lead to an angry work environment, which is said to be able to reduce productivity. Consequently, attempts to change social policies within the organization which is constraint, are often difficult and at times counterproductive (Nzisa, 2012).

As the company expands and evolves, according to Martine (2010), their personnel and leadership needs often change. This can happen to limit organizational growth and level of efficiency when the organization's workers are unable to adapt to the new demands or even when additional staff are necessary or needed but may not have the capital to pay them. Company management should recognize the constraints that the company is going through and adjust overtime, particularly with regard to poor management constraints that could encourage low employee morale or even improperly allocate resources.

Often organizational regulations limit productivity. It varies from legislative and statutory controls, imports and exports and environmental restrictions that limit the products and everything that needs to be used. While the regulations need to be followed, they sometimes have an effect on growth, so this can be mitigated. In line with this issue,

meeting environmental restrictions can be used as selling points in advertising that can ensure corporate development and reduce the cost incurred in compliance with the initial regulations. All of this organizational limitation can in one way or the other impact employee satisfaction at work. The research focused only on the workplace's organizational constraints and efficiency. It did not incorporate employee job satisfaction as a dependent variable

2.3.4 Physical Environment and Employee Job Satisfaction

The study done by Joshua (2013) on the impact of physical environment on employee commitment pointed out that individuals spend more time in their offices and in their workplaces in today's corporate world than in their homes. Therefore, it is of great importance to remember that an office's layout, form and design impacts entirely on efficiency as it is necessary to give the necessary and appropriate attention to the physical office environment. Working space for organizations, that is, an organization's The second largest financial expense for most human resources departments is the physical space offered for workers to carry out their work activities. Technology, devices and computers and general furniture and chairs define the current physical work environment. Therefore, in order to improve the productivity of workers, it is important that the organizations' physical environment is designed to support employees in their search for organizational objectives. Working environment helps to increase the productivity level of workers. The research only focused on physical environment and performance in the workplace.

The working environment is the most critical factor in keeping a worker happy in the corporate world of today, according to Krause (2015). The workforce of today is unique, dynamic, and ever-changing. Physical environment thus determines how an organization's workers communicate, carry out jobs, and push them. The physical environment directly affected the human sense as an aspect of the work environment and slowly altered social relationships and therefore efficiency. In office environments such as lighting, temperature, window life, free air movement, environmental features suggest that these physical environment elements influence employees ' mood, behaviour, satisfaction, efficiency and productivity.

Mako (2016) study focused on the effects of the physical environment on job performance: towards a theoretical model of pressure in the workplace. Descriptive research design was utilized. A study sample of 75 employees were used. The study found that the balance between environmental demands and user's willingness and ability to act on their environment is a way to define optimum innovation and flow workspace. On the other hand, environmental autonomy increases psychological comfort and, by increasing decision flexibility, reduces stress. Without some degree of environmental autonomy (control), the novelty and unpredictability of changes in the workplace in the modern corporate world of today is likely to increase discomfort and pressure.

Michael (2011), examined the effect of physical environment on employee engagement in call centers: the role of employee well-being mediation. A questionnaire instrument was performed by 65 front line call center workers based on previously approved measures. Baron and Kenny followed the four-step protocol of evaluating mediation

effects. The statistical analysis indicates that employee well-being affects the relationship between physical environment and employee engagement. Particularly important is the high positive correlation between participation and involvement with employee engagement. This suggests that greater employee engagement in company can lead to greater appreciation, bonding and communication with the organization itself.

Pandey (2013), described the effect of the work environment on job satisfaction and engagement of Nigerian nurses. A model was developed and tested using two hundred and twenty-eight detailed questionnaires completed by nurses in the public hospitals of Lagos, Nigeria. Modeling structural equation was introduced to check the theories and relationships between variables that are likely to exist. The findings show a strong correlation between job security and job satisfaction; and workers are not satisfied with the current conditions of the work environment. The analysis of the results suggests a good fit, which means that the studied dependent and independent structures have a strong correlation. Decision-makers must, however, try to make the work environment conducive to receiving the engagement of staff, which tends to increase organizational quality.

According to Kinne (2014), the physical environment has a direct impact on the human sense as a component of the workplace environment and can slowly change social relationships and thus efficiency. This is because the attributes of a work room or meeting place have an effect on performance and satisfaction levels. A significant number of work environment studies have shown that employees / users are happy with similar workplace characteristics. Such user-friendly features are of great importance for

their efficiency and employee satisfaction. The research only focused on physical environment and performance in the workplace. It did not incorporate employee job satisfaction as a dependent variable.

2.4 Conceptual Framework

A conceptual framework is a multi-variation and context analytical tool. It is used to differentiate conceptually and to organize concepts. Clear conceptual frameworks capture something concrete and do so in a way that can be quickly understood and implemented (Kerlinger, 2009). The independent variables influence the dependent variable and include social fairness, interpersonal conflict, institutional limitations and physical environment.

Independent Variables

Dependent Variable

Work Environment

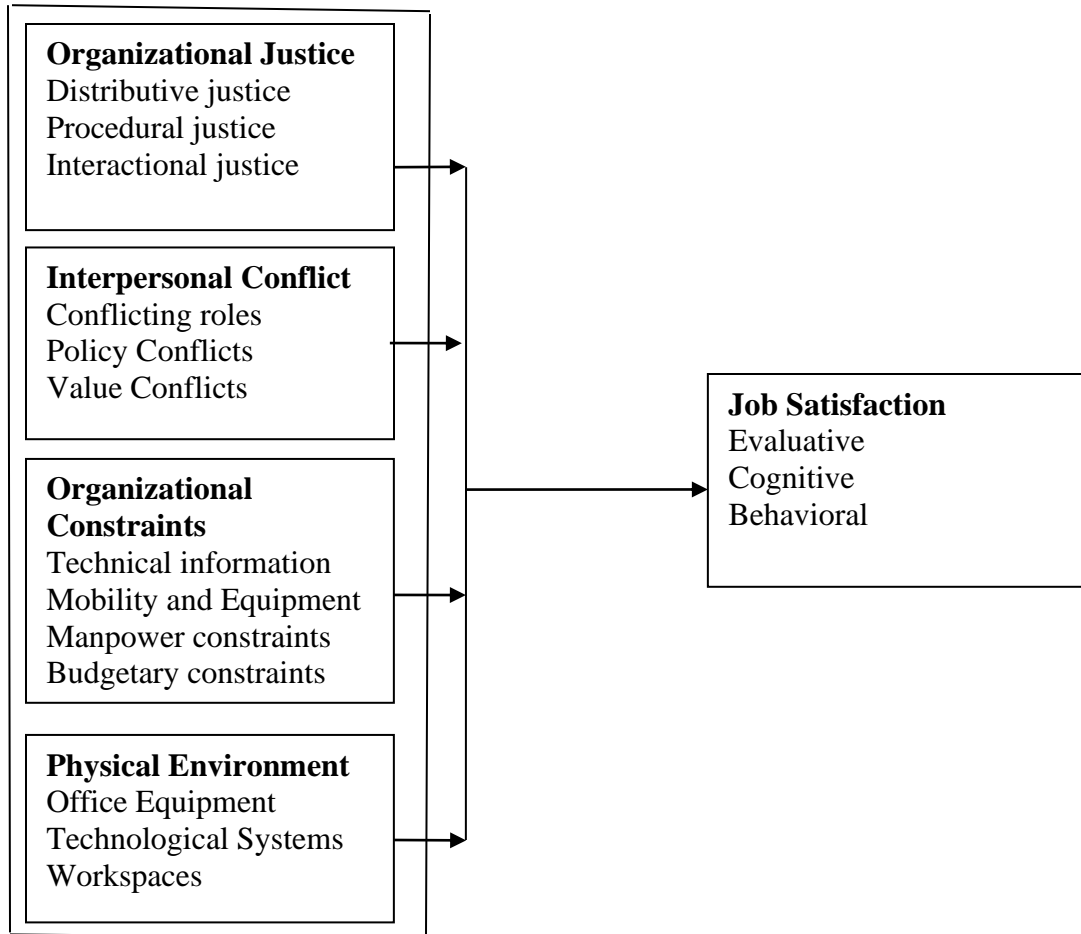


Figure 2.1: Conceptual Framework

2.5 Summary

There exists a gap in the literature that was collected in regard to the four factors of the study. In this regard it has been realized that the authors have failed to link the factors to employee job satisfaction. Information is outdated and does not link with what is currently happening in organizations. Explanations and definitions not clear enough. They were based on business environment and not public institutions which is our main concern. The physical environment being a very crucial factor to the job satisfaction of employees, has received very little attention from the data that has been collected together from the literature review. This failed to address the issue of employee job satisfaction of and calls for a detailed research to be carried out.

Table 2.1: Summary

Author	Study	Focus Key Findings	Research gaps	Focus of current study
So Soon Yuan (2015)	Impact of organizational justice towards employee job satisfaction in Malaysia	Procedural justice focuses specifically on the fairness of an organization's formal decision-making policies to measure the outcome of an employee contribution.	The study did not incorporate other aspects of work environment like interpersonal conflicts	The study focuses on establishing the influence of organizational justice on job satisfaction
Kaithya (2013)	Relationship between Organizational Justice and Quality Performance among workers	Higher levels of organizational fairness is positively connected to job satisfaction and manager and management trust	The research only focused on turnover intentions of employees	The study focuses on establishing the influence of organizational justice on job satisfaction
Ansari 2016)	Contributions of justice on employee performance in public institutions	Organizational Justice was seen as a significant factor for improving the performance of an organization's employees.	The research only focused on justice on employee performance in public institutions. It did not incorporate employee job satisfaction as a dependent variable	The study will focus on organizational Justice influence on employee job satisfaction
Tulsan (2015)	Perception of organizational justice	It has been realized that the perception of justice at the level of a group is what is called	The research looked at the organizational justice and failed to incorporate	The study will focus on organizational Justice influence on employee job

		the atmosphere of justice, which affects people's own perceptions of justice.	employee job satisfaction as a dependent variable	satisfaction
Mike (2014)	Interpersonal Conflicts in the Workplace and their Impact to Productivity	One of the most commonly reported stressors for workers has been shown to be interpersonal tension between people at work.	The research only focused on Interpersonal Conflicts in the Workplace. It did not incorporate employee job satisfaction as a dependent variable	The study will focus on relating interpersonal conflicts to employee job satisfaction
Moffitt (2016)	Interpersonal conflict in the work place	Interpersonal conflicts occur whenever an individual person or a number of people frustrates or even interferes with another person's effort at achieving a given goal.	The research only focused on Interpersonal Conflicts in the Workplace.	The study will focus on relating interpersonal conflicts to employee job satisfaction
Jasmine Yasi Khosravi (2016)	The relationship between organizational constraints and individual deficits in executive functioning on employees' extra-role work behaviors	organizational constraints represent situations or objects that prevent employees from performing up to their capabilities.	The research only focused on organizational constraints and performance in the Workplace. It did not incorporate employee job satisfaction as a dependent variable	The study will focus on relating organizational constraints to employee job satisfaction
Nzue (2013),	Categories of constraints and global market	The product of the increasing complexity of	The research only focused on organizational	The study will focus on relating

	situation	the dynamic environment in which organizations function as a result of technological advancement and even globalization	constraints and performance in the Workplace.	organizational constraints to employee job satisfaction
Katuga (2013),	Organizational constraints and organizational success in public institutions	Improving organizational success requires the removal or reduction of the organizational constraints.	The research only focused on organizational constraints and performance in public institutions. It did not incorporate employee job satisfaction as a dependent variable	The study will focus on relating organizational constraints to employee job satisfaction
Nzisa (2012)	organizational constraints in terms of financial constraints, remains to be limited constraints for the institution.	Its ability to sell is constrained to some extent.	The research looked at the organizational constraints and performance and failed to include employee job satisfaction as a dependent variable	The study will focus on relating organizational constraints to employee job satisfaction
Joshua (2013)	The impact of physical environment on employee commitment indicated that in today's corporate world people spend more time in their offices or	Companies' office, that is, an organization's physical environment for workers to carry out their work activities, is the second largest financial	The research only focused on physical environment and employee commitment. It did not incorporate employee job satisfaction as a dependent	The study will focus on relating physical environment to employee job satisfaction

	workplaces than in their homes.	cost for most companies after human resources.	variable	
Krause (2015),	Physical environment and effects on employees in an organization performance	As an aspect of the work environment, physical environment has directly affected the human sense and gradually altered social relationships and therefore performance	The research only focused on Physical environment and performance	The study will focus on relating physical environment to employee job satisfaction
Kinne (2014),	Physical environment as an aspect of the workplace environment and its impact on productivity	Workers are pleased with the specific characteristics of the workspace. Such user-friendly features are extremely important for their usability and workplace satisfaction.	The research only focused on Physical environment and productivity. It did not incorporate employee job satisfaction as a dependent variable.	The study will focus on influence of physical environment on employee job satisfaction

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter gives a systematic description of the research methodology that will be used to give answers to questions described in chapter one of this research proposal. The methodology which is to be used in the research study will include research design, the target population, sampling design and the data collection and analysis procedures.

3.2 Research Design

According to Kombo and Tromp (2006), descriptive analysis is a method of research that defines the characteristics of the studied population or phenomenon. The study will use detailed research design to conduct research on the impact of the work environment on job satisfaction at the National Police Service at the Department of Criminal Investigations Division. Kerlinger (2009), on the other hand, pointed out that descriptive studies are not only limited to the findings of evidence, but can also lead to the creation of evidence on essential scientific concepts and solutions to major problems. The descriptive study model remains the method of gathering data or information by interviewing a number of individuals or even administering questionnaires (Orodho, 2003). Descriptive research provided clearly defined information to the problem under study and its findings were conclusive. The use of the design was intended to enhance the production of the study findings as this improved clarification of the factors.

3.3 Target Population

According to Kombo and Tromp (2006), a population is defined as a group of individuals, things or even artifacts whose samples were produced for measurement or it is the entire group of individuals or even those elements that may have one thing in common at least. The study focused on 2,000 officers.

3.4 Sampling Procedure

The research used the approach of stratified sampling. The stratified sampling approach tests the overall population parameters more precisely and guarantees the collection from a relatively homogeneous population of a representative sample (Kothari, 2004). Also, proportionate stratification ensures that the sample size of each stratum is proportionate to the population size of the stratum, represented at different levels (Kothari, 2004). It included the strata; police engineers, police officers, corporal police, police sergeants, and constables. The sample size was estimated using the method of determining a sample size for a given population size by Krejcie and Morgan.

The target population had 2,000 officers, so the method used by Krejcie and Morgan to determine a sample size made up of 322 respondents.

Table 3.1: Sample Size

Category	Target population (N)	Sample N/2000*n
Chief Inspectors of Police	586	94
Inspector of Police	477	77
Police Corporal	398	64
Police Sergeant	281	45
Police Constables	258	42
Total	2000	322

3.5 Data Collection Instruments

The questionnaires as part of primary source were used as a data collection tool, to provide the organization with critical information. Both structured and unstructured questionnaires made use of, in the study to enable effective data collection as expected. This is so because Kerlinger (2009) (2003) specified that descriptive data were normally gathered using questionnaires.

3.6 Validity and Reliability of Instruments

3.6.1 Validity of Data Collection Instruments

Mugenda and Mugenda (2003) show that validity is the extent to which the instrument of study tests what it aims to measure. It is said that validity involves the reliability and even the meaningfulness of inferences based on research findings. There are three validity kinds or types which are thought relevant for this study, which involve; face validity, content validity and the construct validity. The researcher subjectively assessed the validity of the image, which is the extent to which the researcher believes that the questionnaire is important.

The work also focused on questionnaires developed in other related studies and theories derived from a wide range of relevant literature. Content validity has been used to determine whether the study questionnaire content contains representative samples of the field to be evaluated. A logical questionnaire analysis was performed by raters familiar with interest constructs. The reliability of the construction was tested using convergent

validity checks. Convergent validity refers to the degree to which the scale coincides with other measures of the same type in the same direction.

3.6.2 Reliability of Data Collection Instruments

As Orodho (2003) has shown, accuracy remains the degree to which the questionnaire tests observation or any form of calculation and yields the same result or results. In other words, over time or across rankings, it is the reliability and consistency of results. Two approaches were used in the analysis to assess reliability. These included equivalence checking and internal reliability testing. The equivalence test was ensured by or through pre-testing questionnaires. The research instrument's internal reliability was calculated with the use of Cronbach's Alpha test. The coefficient of reliability that demonstrates how well objects in a collection are associated negatively with each other. It is recommended that the reliability value of 0.7 and above be denoted as reliable for most work. This analysis used a 0.7 and above cutoff point coefficient as a good reliability metric.

Table 3.2: Results of Reliability Test

Research variable	Cronbach's Alpha Index	Number of Items	Comment
Organizational justice	0.758	7	Reliable
Interpersonal conflict	0.823	7	Reliable
Organizational constraint	0.679	7	Reliable
Physical environment	0.766	7	Reliable
Job satisfaction	0.605	7	Reliable
Aggregate Score	0.726	35	Reliable

Source: Pilot Data (2019)

The results in Table 3.2 shows that the indicators of interpersonal conflict had the highest reliability ($\alpha= 0.823$), followed by physical environment ($\alpha=0.766$), organizational justice ($\alpha=0.758$), organizational constraint ($\alpha=0.679$) and physical environment ($\alpha=0.605$). Orodho (2005) observes that the instruments were accurate by an alpha corefficient of 0.7. Accordingly, the results of the pilot study's reliability test were 0.726, which showed good reliability.

3.7 Data Collection Procedure

An introductory letter from Kenyatta University was taken to National Police Service Kenya, human resource department to enable collection of data. The researcher was to administer the questionnaire in an effort to obtain the necessary information for the relevant respondents. Due to the busy work schedule of the target respondents, the questionnaire was administered by a fall and later picked form. This increases the level of tension with the daily tasks and operations of the company.

3.8 Data Analysis and Presentation

Analysis of data, according to Burns and Grove (2003), is a method for minimizing and interpreting data in order to forecast results that allow the researcher to interpret. Data processing involves the conversion of the answers of a questionnaire into a form that can be manipulated to predict statistics. This involves coding, scanning, data entry and recording of all data processing. When quantitative information was collected through questionnaires, it was prepared by editing, managing blank response, categorizing coding, and then stored as a statistical kit for social science (SPSS) in computer software for study. The statistics to be developed included descriptive statistics and inferential

statistics. Microsoft Excel was used in the development of diagrams and tables to support the same.

The quantitative information gathered was analysed utilizing Descriptive statistics using the Social Sciences Statistical System (SPSS) version 21. Using tables and frequencies, the results are presented.

Multiple linear regression was used to show the correlation between organizational justice, interpersonal conflict, organizational constraints and physical environment and job satisfaction.

The model of regression is shown below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y = Job Satisfaction

β_0 = Constant

X_1 = Organizational Justice

X_2 = Interpersonal Conflict

X_3 = Organizational Constraints

X_4 = Physical Environment

$\beta_1 - \beta_4$ are the regression co-efficient or change introduced in Y by each independent variable.

ϵ is the random error term accounting for all other variables that influence job satisfaction but not captured in the model.

3.9 Ethical Considerations

According to Gravetter and Forzano (2009) ethics in the research study provides a set of guidelines that help the researcher make the right decisions and even choose the right action as described. Researchers are responsible for treating their study participants with

dignity and respect and for ensuring honest reporting of the results of the study. The study's report was sent for approval to the Kenyatta University Research Department. The ethical obligations involved in the study to be considered; Participants to be told of the intent and the research. Promise of anonymity and confidentiality and ensuring that the research contact details are provided by the participants should they have questions about the study later.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter shows the presentation, interpretation and discussion of the findings obtained from the field. The response rate is given first followed by the respondents personal details of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

The questionnaires were administered to a sample size was 322 respondents comprising of Chief Inspectors of Police, Inspector of Police, Police Corporal, Police Sergeant and Police Constables.

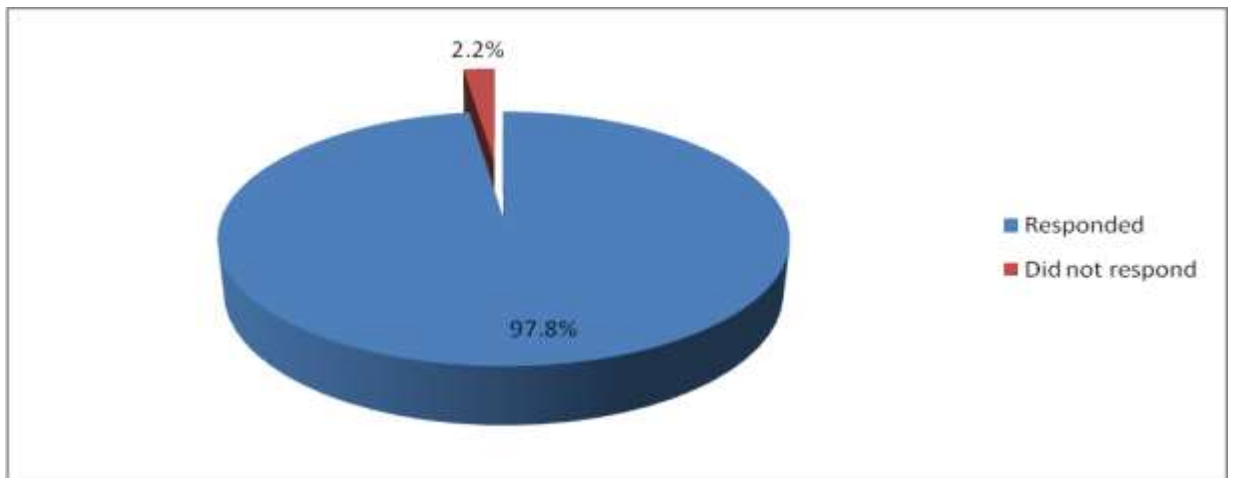


Figure 4.1: Response Rate

Figure 4.1 shows that those who responded accounted to 315(97.8%) and non response rate was 7(2.2%). According to Mugenda and Mugenda (2003) indicate that a rate of response atleast 70% is enough for analysis. On the basis of this claim, it was found that

the overall response level of 97.8% was sufficient to draw conclusions for the study as it was representative.

4.1 Background Information

4.1.1 Gender

Table 4.1: Respondents' Gender

Category of Gender	Frequency	Percentage
Male	183	58.1
Female	132	41.9
Total	315	100

Table 4.1 shows that majority (58.1%) of the respondents were male and 41.9% female. The gender of the respondents was required to demonstrate a true representative of both men and women in the survey, indicating that workplace satisfaction was given equal importance to both men and women.

4.1.2 Age

The study sought to establish the respondents' age and the findings are presented in Figure 4.2. The study established that majority (65.1%) of the respondents were aged between 41 to 50 years, followed by 25.4% aged between 31 to 40 years, 9.2% aged between 18 to 30 years and 0.3% aged above 50 years. This shows that the respondents' age cut across all categories of age which is in line with Kunze, Boehm and Bruch (2011) who observes that age diversity of the workforce has a significant contribution to predict the employee engagement and organizational efficiency as a whole.

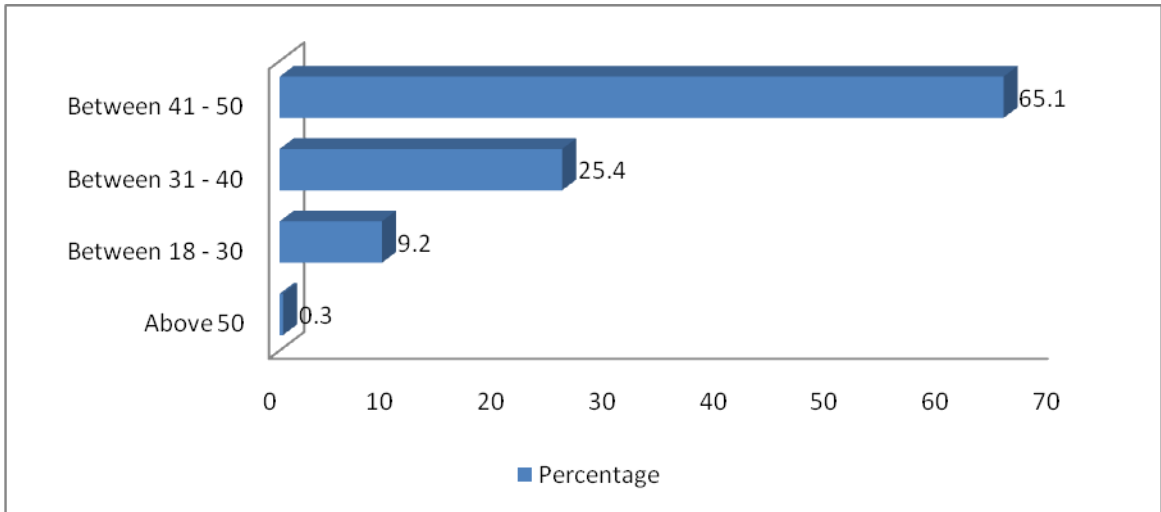


Figure 4.2: Respondents' Age
Source: Research Data (2019)

4.1.3 Highest Education Level

Table 4.2: Respondents' Highest Education Level

Highest Education Level	Frequency	Percentage
Secondary	72	22.9
Diploma	138	43.8
Degree	50	15.9
Masters	55	17.5
Total	315	100

Table 4.2 shows that majority (43.8%) of the respondents had attained a diploma level of education, 22.9% secondary certificate, 17.5% master's degree and 15.9% degree level. In this scenario, the respondent had the level of literacy required to participate in the study and provide the knowledge of interest to the researcher. Kasika (2015) states that the higher the educational level, the greater the effect on organizational management of education and skills.

4.1.4 Work Experience

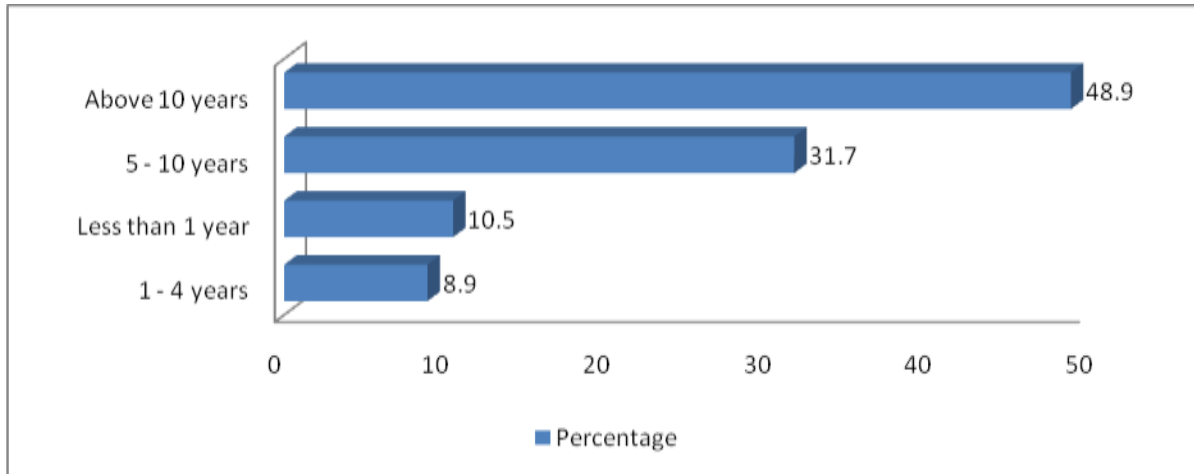


Figure 4.3: Respondents' Work Experience

Figure 4.3 shows that majority (48.9%) of the respondents had worked for a period of above 10 years, 31.7% between 5 to 10 years, 10.5% less than 1 year and 8.9% between 1 to 4 years. This means that most of the respondents served with the company for a considerable period of time and were thus able to provide credible information on this study.

4.2 Descriptive Statistics

4.2.1 Organizational Justice

The study sought to determine the effect of organizational justice on employee job satisfaction at National Police Service.

Table 4.3: Organizational Justice

	M	SD
Is workplace fairness important for employee job satisfaction	4.08	1.151
Management of the department observes keenly distributive fairness to enhance employee satisfaction	4.05	0.832
There are set procedures regarding advancement opportunities to every employee in the organization	4.31	0.600
There is good environment which allows interaction and fairness among all the employees	4.11	0.835
Are officers allowed to raise queries as regards compensation and salaries at the workplace	4.55	0.517
Do you feel the right procedures are used to address officers woes if any	4.51	0.604
	4.27	0.757

The results in Table 4.3 shows that the respondents strongly agreed that organizational justice influences employee job satisfaction at National Police Service as indicated by the aggregate mean score of 4.27 with a significance variance of 0.757. Research on the impact of organizational justice on employee satisfaction in Malaysia, Yuan (2015) soon concluded that procedural justice focuses primarily on the fairness of formal decision-making processes used by an organization to determine the results of an employee contribution.

The respondents strongly agreed that officers are allowed to raise queries as regards compensation and salaries at the workplace (M=4.55, SD=0.517), they feel the right procedures are used to address officers woes if any (M=4.51, SD=0.604) and that there are set procedures regarding advancement opportunities to every employee in the organization (M=4.31, SD=0.600). Study by Kaithya (2013) on the relationship between organizational justice and quality performance between employees shows that higher levels of organizational justice are positively related to job satisfaction and trust in

supervision and management., whereas they are negatively linked to employee turnover intentions.

The respondents agreed that there is good environment which allows interaction and fairness among all the employees (M=4.11, SD=0.835), management of the department observes keenly distributive fairness to enhance employee satisfaction (M=4.08, SD=1.151) and that workplace fairness is important for employee job satisfaction (M=4.05, SD=0.832). Losey (2015) study indicated that, it may happen that the understanding of corporate justice is affected or shaped by others who may include colleagues and even members of the team. It has been realized that the understanding of justice at the team level shapes what is called the atmosphere of justice, which affects people's own perceptions of justice.

4.2.2 Interpersonal Conflict

The study sought to establish the effect of interpersonal conflict on employee job satisfaction at National Police Service.

Table 4.4: Interpersonal Conflict

	M	SD
Team work is highly emphasized at the workplace	4.62	0.492
Mechanisms are put in place to solve such conflicts if and when they arise	3.79	1.530
A controlled level of interpersonal conflict helps more resourceful workers to find solutions to problems and allows management to know that employees will help the company to expand.	3.35	1.497
Clear and well laid out duties and job roles assigned to avoid conflicts	4.50	0.796
Interpersonal conflict aid increasing changes in the design and operation of hospitality organizations and the decision-making process	3.27	1.730
The workplace offers counselling services for officers in distress	3.95	1.080
Systems put in place help eliminate interpersonal conflicts	4.82	0.805
	4.04	1.133

The results in Table 4.4 show that the respondents agreed that interpersonal conflict influences employee job satisfaction at National Police Service as indicated by the aggregate mean score of 4.04 with a significance variance of 1.133. Mike (2014) study on interpersonal conflicts in the workplace and their impact to productivity indicated that, increasing shifts in hospitality organizations ' development and operation and decision-making.

The respondents strongly agreed that systems put in place help eliminate interpersonal conflicts (M=4.82, SD=0.805), team work is highly emphasized at the workplace (M=4.62, SD=0.492) and that a clear and well laid out duties and job roles assigned to avoid conflicts (M=4.50, SD=0.796). Wafula and Musyoki (2014) study results showed that interpersonal conflict approaches, relationship conflicts and mission conflicts have a significant impact on organizational performance, whereas interpersonal conflict outcomes have no significant impact on organizational performance.

The respondents agreed that the workplace offers counseling services for officers in distress (M=3.95, SD=1.080) and that mechanisms are put in place to solve such conflicts if and when they arise (M=3.79, SD=1.50). This in agreement of a study carried out by Cox (2011), study found that interpersonal conflict negatively correlates with job satisfaction, and there were significant differences among studied nurses regarding their socio-demographic characteristics concerning interpersonal conflict and job satisfaction level except for sex which showed no significant relation.

To a large degree the respondents agreed that a controlled level of interpersonal conflict helps more resourceful workers to find solutions to problems and allows management to

know that employees will help the company to expand. (M=3.35, SD=1.497) and that interpersonal conflict help to improve the development and operation of hospitality organizations and the decision-making process (M=3.27, SD=1.730). Ridlay (2011) study indicated that, interpersonal conflict in the work place can remain to interfere with business operations. Interpersonal conflicts occurs whenever a person or a group of people is annoying or even interfering with someone else's effort at achieving a given goal.

4.2.3 Organizational Constraints

The study sought to establish the effect of organizational constraints on employee job satisfaction at National Police Service.

Table 4.5: Organizational Constraints

Statement	M	SD
Management are forced to modify assignments in order to make it easier for employees to perform each task, speeding up the time the project is completed	4.84	0.501
Technical information makes employees to operate more efficiently in the management of organizational resources	4.82	0.383
Do you well understand the expected of you and how you can do your best, working well with minimum supervision	3.96	0.435
Manpower constraints assists organizations to accurately estimate the number of employees in order to achieve objectives and reduce job waste	4.45	1.187
Resources allocated fairly to help realize work objectives, financial and material resources	4.84	0.673
Budgetary constraints compel and motivates management to make an early and timely study of its problems	4.06	1.692
Noise levels are at bare minimum at the workplace	4.72	0.563
	4.53	0.776

The results in Table 4.5 show that the respondents strongly agreed that organizational constraints influences employee job satisfaction at National Police Service as indicated by the aggregate mean score of 4.53 with a significance variance of 0.776. Jasmine *et al.*

(2016) study indicated that, organizational constraints represent situations or objects that prevent employees from performing up to their capabilities.

It was strongly agreed that resources allocated fairly to help realize work objectives, financial and material resources (M=4.84, SD=0.673), management is required to change tasks so that workers can perform each task more easily and speed up the time of completion of the project (M=4.84, SD=0.501), technical information makes employees to operate more efficiently in the management of organizational resources (M=4.82, SD=0.383) and that noise levels are at bare minimum at the workplace (M=4.72, SD=0.563). Katuga (2013) study found that time constraints in an organization may include not only the amount of time required to complete a specific duty or task, but also the amount of time required to obtain supplies, hire staff and then travel to meetings.

The respondents agreed on statements that manpower constraints Enables companies to reliably estimate the number of employees in order to meet targets and minimize work duplication (M=4.45, SD=1.187), budgetary constraints compel and motivates management to make an early and timely study of its problems (M=4.06, SD=1.692) and that they well understand what is expected of you and how you can do your best, working well with minimum supervision (M=3.96, SD=0.435). Nzisa (2012) study found that the organizational constraints in terms of financial constraints, remains to be limited constraints for the institution. These vary from insufficient allocations in the budget to high wages and overheads.

4.2.4 Physical Environment

The study sought to assess the effect of physical environment on employee job satisfaction at National Police Service.

Table 4.6: Physical Environment

	M	SD
Access to health facilities and medical care at the workplace	4.05	0.832
The right technological system has been installed to ensure staff work comfortably towards their changing technological environment	4.11	0.835
Availability of clean washrooms equipped with free-flowing water; sanitation at the workplace is maintained	4.04	0.772
There is enough office space to ensure ease of movement, comfortable work stations	4.26	1.141
A positive work environment encourages risk-taking as happy employees are more likely to take calculated risks	3.70	1.340
The office has good ventilation and lighting for my tasks	4.78	0.688
Does organization environment favor or accommodate the abled differently officers, availability of ramps	3.60	0.703
	4.08	0.902

Source: Research Data (2019)

The results in Table 4.6 show that the respondents agreed that physical environment influences employee job satisfaction at National Police Service as indicated by the aggregate mean score of 4.08 with a significance variance of 0.902. Joshua's research (2013) indicated that people spend more time in their offices and workplaces than in their homes in today's corporate world on the effect of physical environment on employee engagement. The workplace environment is, according to Krause (2015), the most important factor in worker satisfaction in today's business world.

The respondents strongly agreed on statements that the workplace effective ventilation and lighting to accomplish my tasks (M=4.78, SD=0.688), there is enough office space to ensure ease of movement, comfortable work stations (M=4.26, SD=1.141) and that the

right technological system has been installed to ensure staff work comfortably towards their changing technological environment (M=4.11, SD=0.835). Mako (2016) study found that matching environmental demands with users' abilities and abilities to act on their environment is a way to define an ideal workplace for innovation and flow.

The respondents agreed on statements that there is access to health facilities and medical care at the workplace (M=4.05, SD=0.832), availability of clean washrooms equipped with free-flowing water; sanitation at the workplace is maintained (M=4.04, SD=0.772), a positive work environment encourages risk-taking as happy employees are more likely to take calculated risks (M=3.70, SD=1.340) and that the organization environment favor or accommodate the abled differently officers, availability of ramps (M=3.60, SD=0.703). Michael (2011), studied the effect of physical environment on employee participation in call centers and statistical analysis indicates that employee well-being mediates the relationship between physical environment and employee engagement.

4.2.5 Job Satisfaction

The study sought to employee job satisfaction at National Police Service..

Table 4.7: Job Satisfaction

Statement	M	SD
Promotional opportunities at the workplace is satisfactory	4.31	0.600
There is improved employee efficiency	4.51	0.604
Management needs to be taken to improve of jobs satisfaction through environmental factors	3.35	1.497
Employees must meet their goals on time	3.95	1.080
There is increased employee retention	4.84	0.501
Employee quality of service has improved	4.45	1.187
Supervisor acknowledges and respects my work output, recognition and reward systems well placed	4.06	1.692
	4.21	1.023

The results in Table 4.7 show that the respondents strongly agreed that work environment influences employee job satisfaction at National Police Service as indicated by the aggregate mean score of 4.21 with a standard deviation of 1.023. Leblebici (2012) study observes that the workplace satisfaction of workers is recognized as a crucial factor in assessing their performance, measured by working conditions and the environment.

It was strongly agreed that there is increased employee retention ($M=4.84$, $SD=0.501$), there is improved employee efficiency ($M=4.51$, $SD=0.604$), employee quality of service has improved ($M=4.45$, $SD=1.187$), promotional opportunities at the workplace is satisfactory ($M=4.31$, $SD=0.600$). Employees will always be confronted when they believe that their immediate state of the world is in line with their responsibilities, according to Farh (2012). Chandrasekar (2011) argues that the type of work environment employees work in determines how companies are able to succeed.

It was agreed that there is increased employee retention ($M=4.06$, $SD=1.692$) and The workers can meet their goals on time ($M=3.95$, $SD=1.080$). According to Podsakoff et al. (2006), job satisfaction is simply satisfaction and enjoyment with the type of job assigned to a particular worker, leading to increased employee performance. This makes sense because success in any kind of job can only be accomplished in the work environment if the worker understands and respects the nature of the work.

The respondents strongly indicated to a moderate extent that there is increased employee retention ($M=3.35$, $SD=1.497$). This is in contrary to Chandrasekar (2011) who claims that the type of workplace environment in which employees work determines the

productivity of organizations. Kornhauser (2005) also noted interest in job satisfaction as it may affect the performance, absenteeism, retention, and output of an employee.

4.3 Inferential Statistics

The results are presented as follows:

4.3.1 Summary of the Regression Model

Table 4.8: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.612 ^a	.375	.367	.481	.375	46.468	4	310	.000

The four independent variables that were studied, explain 36.7% of employee job satisfaction at National Police Service as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 63.3% of the employee job satisfaction. Therefore, it is recommended that a study focusing on others factors that have not been studied to be carried out to address the gap.

4.3.2 Results of Analysis of Variance

Table 4.9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.989	4	10.747	46.468	.000 ^a
	71.697	310	.231		
	114.686	314			

The value 0.000^a shows the significance level is less than 0.05 showing a statistical significance of the model on how the independent variables studied influenced the dependent variable. The value of F calculated value is greater than the value of F tabulated (46.468 > 10.747) at 5% level of significance indicating that the model was significant.

4.3.3 Results of Coefficients

Table 4.10: Results of Coefficients

Model				t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.607	.289		6.441	.000
	Organizational justice	.650	.055	3.089	1.184	.002
	Interpersonal conflict	.511	.063	1.150	2.396	.003
	Organizational constraints	.710	.039	4.290	5.414	.000
	Physical environment	.780	.068	2.411	7.010	.000

From the above regression model, holding all the organizational justice, interpersonal conflict, organizational constraints and physical environment constant, the employee job satisfaction at National Police Service would be 60.7%. The study also revealed that physical environment influenced employee job satisfaction to a very great extent at 78.0% compared to organizational constraints at 71.0%, organizational justice at 65.0% and interpersonal conflict at 51.1%.

The regression equation obtained from the analysed data was as follows:

The regression equation obtained from the analysed data was as follows:

$$Y = 0.607 + 0.650X_1 + 0.511X_2 + 0.710X_3 + 0.780X_4$$

Where Y = Job satisfaction
 X₁= Organizational justice
 X₂= Interpersonal conflict
 X₃= Organizational constraints
 X₄= Physical environment

Therefore, job satisfaction at National Police Service = 0.607 + (0.650 x organizational justice) + (0.511 x interpersonal conflict) + (0.710 x organizational constraints) + (0.780 x physical environment). It can be deduced that physical environment contributed more (0.780) to the job satisfaction at National Police Service.

The study established that organizational justice was positively related to employee job satisfaction as shown by beta-value ($\beta = 3.089$, $p < 0.05$). Research by Kaithya (2013) found that higher levels of organizational justice contribute positively to job satisfaction and supervisor and management trust. Losey (2015) study also suggested that the understanding of organizational justice may be affected or shaped by others who might include colleagues and even members of the team.

The study examined that interpersonal conflict was positively related to employee job satisfaction as shown by beta-value ($\beta = 1.150$, $p < 0.05$). This finding is supported by Wafula and Musyoki (2014) study results showed The interpersonal conflict mechanisms, conflicts of relationships and conflicts of tasks influence organizational performance significantly. On the other hand, the findings are in contrary to Cox (2011) study findings which indicated that interpersonal conflict negatively correlates with job satisfaction.

The study revealed that organizational constraint was positively related to employee job satisfaction as shown by beta-value ($\beta = 4.290$, $p < 0.05$). This finding concur with the

Nzue (2013) study who observe that the constraint factor indicates that the organizational quality of employees is often hampered by some sort of constraint involving gaps in the accounts of the complementarity of the institution's structure, business and routines that are increasingly becoming more complex alongside their diversity of culture as diverse as they are.

The study examined that physical environment was positively related to employee job satisfaction as shown by beta-value ($\beta= 2.411$, $p < 0.05$). This finding is in line with the results of the study by Pandey (2013), showing that there is a strong relationship between job security and job satisfaction; and employees are not satisfied with the current work environment situation. Kinne (2014) study therefore shows that the physical environment as a component of the workplace environment directly affects the human sense and can slowly change social relationships and hence productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions, recommendations for policy and practice and recommendations for further studies

5.2 Summary

The main purpose of the study was to establish how work environment influences job satisfaction at National Police Service, with reference to the Directorate of Criminal investigations with a specific focus on how physical environment, interpersonal conflict, organizational constraints and organizational justice influences employee job satisfaction. The descriptive research design was used to guide the study. The study involved chief inspectors of police, inspector of police, police corporal, police sergeant and police constable as the respondents. Using questionnaires, data was collected from the field and evaluated using both descriptive statistics and analysis of regression. The results summary is presented as follows:

The study sought to determine the effect of organizational justice on employee job satisfaction at National Police Service and determined that organizational justice was positively related to employee job satisfaction. It was found that officers are allowed to raise queries as regards compensation and salaries at the workplace, they feel the right procedures are used to address officers woes if any and that there are set procedures regarding advancement opportunities to every employee in the organization.

The study sought to establish the effect of interpersonal conflict on employee job satisfaction at National Police Service and established that interpersonal conflict was positively related to employee job satisfaction. It was established that systems put in place help eliminate interpersonal conflicts, team work is highly emphasized at the workplace and that a clear and well laid out duties and job roles assigned to avoid conflicts.

The study sought to establish the effect of organizational constraints on employee job satisfaction at National Police Service and established that organizational constraint was positively related to employee job satisfaction. It was established that resources allocated fairly to help realize work objectives, financial and material resources, management is forced to change tasks to make it easier for workers to execute each task, speeding up the time the work is completed, technical information makes employees to operate more efficiently in the management of organizational resources and that noise levels at the workplace are at bare minimum.

The study sought to assess the effect of physical environment on employee job satisfaction at National Police Service and found that physical environment was positively related to the happiness of the workers. The workplace was revealed to have good air ventilation and lighting to help me to do my job, there is enough office space to ensure ease of movement, comfortable work stations and that the right technological system has been installed to ensure staff work comfortably towards their changing technological environment.

5.3 Conclusions

On organizational justice, the study concludes that favorable results are likely to happen when employees perceives organizational justice, meaning that they think their business is fair to them. Organizational justice has been linked to job performance at the person, team and organisational level, including both task and contextual performance, and therefore focuses on how staff assesses the organization's conduct and how this conduct is related to the attitudes and behaviors of staff with respect to the company.

The research concludes on interpersonal conflict that interpersonal conflict is something that often happens in a group of staff, particularly in a high-pressure scenario such as the workplace. Interpersonal conflict inspires employees members to compete. That competition can enhance productivity, be a source of fresh ideas to solve problems of the organization, and encourage staff to work harder for success. By tracking interpersonal conflicts between employees, the National Police Service can learn about its shortcomings and find ways of solving conflicts arising from its employees.

The research concludes that elevated levels of human resources and infrastructure constraints influence job satisfaction of employees on organisational constraints. Manpower constraints allow organisations to accurately estimate the amount of staff to achieve set objectives and decrease job waste. Budgetary constraints encourage productive competition, provide incentives for efficient performance and give each individual worker within the organization a feeling of purpose.

On the physical environment, the research concludes that an appropriate workplace climate helps to reduce the rate of absenteeism and can thus boost the job satisfaction of

the staff. Positive physical job environment improves self-confidence and inspires higher efficiency and achievement for both staff and employers, allowing staff to enjoy their job truly and become more productive, happier and successful.

5.4 Recommendation for Policy and Practice

The research advises on organizational justice that it is essential for the National Police Service to understand the behavior and decision-making operations of its staff that affect organizational justice. When explaining choices to staff, the National Police Service should use quality communication because this can boost confidence for both leadership and the organisation. Employees should be provided voice or input in organisational processes as this improves both procedural and interpersonal justice perceptions.

The research recommends that the national police service create measures to control conflict to stop any negative effects on interpersonal conflict. It can be essential for the success of the organisation to maintain a good level of interpersonal disagreement. The National Police Service requires to moderate its staff's competitive aspect to avoid it from disrupting day-to-day job. To stimulate healthy competition, the organisation should use interpersonal conflict. A controlled interpersonal level of dispute will enable the more resourceful staff to discover alternatives to problems, thus enhancing employee satisfaction.

Organizations as the centre of all operations are bordered by various categories of limitations owing to the growing complexity of the vibrant environmental setting in which they work as a result of technological developments and globalization. The research therefore proposes that the National Police Service learn how to adapt to this

constantly changing dynamic by learning how to cope with the complexities in varied uncertainties; advocating fresh learning and leadership technologies that are both innovative and flexible, and easier to enforce.

In the physical environment, the research proposes that the national police department develop a favorable job climate, pay its staff according to industry norms, use suitable reward and recognition programs to demonstrate the organisation to its staff, provide training and development possibilities and offer their staff the opportunity to be creative and innovative.

5.5 Suggestions for Further Studies

The study explored how work environment which was conceptualized as physical environment, interpersonal conflict, organizational constraints influences job satisfaction at National Police Service, with reference to the Directorate of Criminal investigations. More research that concentrate on different variables should therefore be carried out to determine the extent to which they impact employee satisfaction at the national police service.

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APPENDICES

Appendix I: Research Study Questionnaire

The study is conducted on Influence of work environment on job satisfaction at National Police Service, with reference to Directorate of Criminal Investigations Department. The respondents are expected to take 20 to 30 minutes for completion.

PART A: PERSONAL DETAILS

1. Gender

Male

Female

2. Age

Between 18-30

Between 31-40

Between 41-50

Above 50

3. Highest Education level

Secondary

Diploma

Degree

Masters

PhD

Others (Specify)

4. For how long have you worked within the Police Service?

Less than 1 year

1 - 4 years

5 - 10 years

Above 10 years

SECTION B: ORGANIZATIONAL JUSTICE

Five statements were presented to staff to state the level to which they disagreed or agreed with regard to organizational justice and job satisfaction. Likert scale of 1-5 was used to rank the responses where 1= not sure, 2=disagree (A), 3=uncertain (U), 4=agree (A) and 5=strongly agree (SA). The closer the responses to a mean score of 5 indicated that staff strongly agreed on the relationship between organizational justice and job satisfaction.

RATINGS	1	2	3	4	5
Is workplace fairness important for employee job satisfaction.					
Management of the department observes keenly distributive fairness to enhance employee satisfaction.					
There are set procedures regarding advancement opportunities to every employee in the organization.					
There is good environment which allows interaction and fairness among all the employees.					
Are officers allowed to raise queries as regards compensation and salaries at the workplace					
Do you feel the right procedures are used to address officers woes if any					

SECTION C: INTERPERSONAL CONFLICT

Five statements were presented to staff to state the level to which they disagreed or agreed with regard to interpersonal conflict and job satisfaction. Likert scale of 1-5 was used to rank the responses where 1= uncertain (U), 2=disagree (D), 3=strongly disagree (SD), 4=agree (A) and 5=strongly agree (SA). The closer the responses to a mean score of 5 indicated that staff strongly agreed on the relationship between interpersonal conflict and job satisfaction.

RATINGS	1	2	3	4	5
Team work is highly emphasized at the workplace					
Mechanisms are put in place to solve such conflicts if and when they arise					
A monitored level of interpersonal conflict allows more resourceful employees to find solutions to issues and lets the management to know which staff members can help the organization grow					
Clear and well laid out duties and job roles assigned to avoid conflicts					
Interpersonal conflict helps to improve the development and operation of hospitality organizations and the decision-making process					
The workplace offers counselling services for officers in distress					
Systems put in place help eliminate interpersonal conflicts					

SECTION D: ORGANIZATIONAL CONSTRAINTS

Five statements were presented to staff to state the level to which they disagreed or agreed with regard to organizational constraints and job satisfaction. Likert scale of 1-5 was used to rank the responses where 1=uncertain (U), 2=disagree (D), 3=strongly disagree (SD), 4=agree (A) and 5=strongly agree (SA). The closer the responses to a mean score of 5 indicated that staff strongly agreed on the relationship between organizational constraints and job satisfaction.

RATINGS	1	2	3	4	5
Management is required to change tasks so that workers can achieve the job more efficiently and speed up the time of completion of the project					
Technical information makes employees to operate more					

efficiently in the management of organizational resources					
Do you well understand what is expected of you and are able to perform your best, working well with minimum supervision					
Manpower constraints allow companies to accurately estimate the number of employees in order to achieve targets and reduce job losses					
Resources allocated fairly to help realize work objectives, financial and material resources					
Budgetary constraints compel and motivates management to make an early and timely study of its problems					
Noise levels are at bare minimum at the workplace					

SECTION E: PHYSICAL ENVIRONMENT

Five statements were presented to staff to state the level to which they disagreed or agreed with regard to physical environment and job satisfaction. Likert scale of 1-5 was used to rank the responses where 1= uncertain (U), 2=disagree (D), 3=strongly disagree (SD), 4=agree (A) and 5=strongly agree (SA). The closer the responses to a mean score of 5 indicated that staff strongly agreed on the relationship between physical environment and job satisfaction.

RATINGS	1	2	3	4	5
Access to health facilities and medical care at the workplace					
The right technological system has been installed to ensure staff work comfortably towards their changing technological environment.					
Availability of clean washrooms equipped with free-flowing water; sanitation at the workplace is maintained.					
There is enough office space to ensure ease of movement, comfortable work stations.					
A positive work environment encourages risk-taking as happy employees					

are more likely to take calculated risks					
The office has good ventilation and lighting for my tasks					
Does organization environment favor or accommodate the abled differently officers, availability of ramps.					

SECTION F: JOB SATISFACTION

Five statements were presented to staff to state the level to which they disagreed or agreed with regard to job satisfaction. Likert scale of 1-5 was used to rank the responses where 1= uncertain (U), 2=disagree (D), 3=strongly disagree (SD), 4=agree (A) and 5=strongly agree (SA). The closer the responses to a mean score of 5 indicated that staff strongly agreed on the issue of job satisfaction. A lower mean score below 3 means that staff disagreed on job satisfaction.

RATINGS	1	2	3	4	5
Promotional opportunities at the workplace is satisfactory					
There is improved employee efficiency					
Management should take measures to improve job satisfaction across environmental factors					
Employees are able to accomplish their set targets on time					
There is increased employee retention					
Employee quality of service has improved					
Supervisor acknowledges and respects my work output, recognition and reward systems well placed					

THANK YOU FOR YOUR COOPERATION

Appendix II: Approval Letter from the Graduate School



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 13th September, 2019

TO: Otory Wendy
C/o Business Administration Dept.

REF: D53/CTV/PT/39267/2016

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 4th September, 2019, Entitled, "Work Environment and Job Satisfaction at National Police Service in Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

HARRIET ISABOKE
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. David Kiiru
C/o Department of Business Administration
Kenyatta University

HI/nn

Appendix III: Research Authorization Letter from Graduate school



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/39267/16

DATE: 13th September, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR OTORY WENDY – REG. NO.
D53/CTY/PT/39267/2016**

I write to introduce Ms. Otory Wendy who is a Postgraduate Student of this University. He is registered for MBA degree programme in the **Department of Business Administration**.

Ms. Otory intends to conduct research for a MBA Project Proposal entitled, **“Work Environment and Job Satisfaction at National Police Service in Nairobi City county, Kenya”**.

Any assistance given will be highly appreciated.

Yours faithfully,


**PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL**

DK/mn

Appendix IV: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 761868	Date of Issue: 25/September/2019
RESEARCH LICENSE	
	
This is to Certify that Ms. Wendy Oryor of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: WORK ENVIRONMENT AND JOB SATISFACTION AT NATIONAL POLICE SERVICE, NAIROBI CITY COUNTY, KENYA for the period ending : 25/September/2020.	
License No: NACOSTI/P/19/1735	
761868 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<small>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</small>	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

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