

**WORK ENVIRONMENT AND SERVICE DELIVERY BY NATIONAL POLICE
OFFICERS IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

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This research project is entirely original with no submissions to other universities for credit toward a degree.

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DEDICATION

I dedicate the assignment to Almighty for the grace as well as good health throughout this journey and my wife Anne and children; Cornelius, Collins and Amanda. My parents, Peter and Mary, for loving and supporting throughout my studies at Kenyatta University. I know your sacrifice had been the power and motivation that got me through.

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OPERATIONAL DEFINITION OF TERMS

| | |
|--|---|
| Work Environment: | Work environment is a setting that encompasses the physical, work place flexibility, psychological, and social environments and the ways employees engage with their surroundings. It includes setting, physical, flexible, psychological, and social conditions under which police officers deliver services |
| Physical Work Environment: | Conditions as well as elements present in the workplace that can affect the level of police officers' service delivery. It includes factors such as light, ventilation, temperature, noise, and resources. |
| Workplace Flexibility: | The ability of police officers to choose their own hours instead of having to work within a traditional 8am-to-5pm schedule. This includes of work-family time demand, flexible work schedules, compensation, career growth, and flexible working options. |
| Psychological Work Environment: | Individual experiences and responds to their work surroundings, how task is organized and how employees behave towards each other in the workplace. It comprises employees' resilience, enthusiasm towards job, task-oriented, professional training, and burnout. |
| Social Work Environment: | Encompasses of social support, harassment, sharing emotions, autonomy, and loyalty, which enable police officers to effectively deliver services. |
| Service Delivery: | Service delivery is a process by which a service meets customer expectations and achieves satisfaction, focus being. How well police officers do in regards to assurance, tangibility, reliability, empathy, and responsiveness. |

ABBREVIATIONS AND ACRONYMS

| | |
|--------------|--|
| ASP | Assistant Superintendent of Police |
| CFA | Configural Frequency Analysis |
| CI | Chief Inspector |
| COP | Community Policing |
| CPL | Corporal |
| COR | Conservation of Resources Theory |
| DCI | Directorate of Criminal Investigations |
| DIG | Deputy Inspector General |
| EACC | Ethics and Anti-Corruption Commission |
| EBSCO | Elton B. Stephens Company |
| EE | Employee Engagement |
| EW | Employee Well-being |
| FWAs | Flexible Work Arrangements |
| HRM | Human Resource Management |
| HRV | Heart Rate Variability |
| ICT | Information, Communication and Technology |
| IMLU | Independent Medico Legal Unit |
| IP | Inspector |
| IPID | Independent Police Investigative Directorate |
| IPOA | Independent Policing Oversight Authority |

| | |
|-------------------------|---|
| KIPPRA | Kenya Institute for Public Policy Research and Analysis |
| KNCHR | Kenya National Commission on Human Rights |
| KPS | Kenya Police Service |
| NACOSTI | National Council for Science, Technology and Innovation |
| NPS | National Police Service |
| OLS | Ordinary Least Squares |
| OS | organisational Support |
| OST | Organisational Support Theory |
| PAPI | Paper and Pencil Interview |
| PC | Police Constable |
| P–E fit / PE fit | Person–Environment Fit |
| PLS-SEM | Partial Least Squares Structural Equation Modelling |
| PRISMA-ScR | Preferred Reporting Items for Systematic Reviews and Meta-Analyses Extension for Scoping Reviews |
| PSQ-Op | Police Stress Questionnaire – Operational |
| SERVQUAL | Service Quality |
| SET | Social Exchange Theory |
| SGT | Sergeant |
| S/SGT | Senior Sergeant |
| SP | Superintendent of Police |
| SPSS | Statistical Package for Social Sciences |

| | |
|-------------|---------------------------------|
| SSP | Senior Superintendent of Police |
| PTSD | Post-Traumatic Stress Disorder |
| TWE | Toxic Working Environment |
| UK | United Kingdom |
| UN | United Nations |
| US | United States |

ABSTRACT

Police officers' provision of services in Nairobi City County, Kenya, has been declining in key areas such as assurance, tangibility, reliability, empathy, and responsiveness. Examining how the workplace affects the county's police service delivery was the goal of this study. In particular, the research evaluated how police service delivery is affected by the physical, psychological, social, and flexible work environments. The research was guided by the Person–Environment Fit Theory, Conservation of Resources Theory, Human Relations Theory, Social Exchange Theory, and the SERVQUAL Model. A descriptive research design was employed, targeting a population of 6,416 police officers across various ranks in the twelve police sub-counties of Nairobi City County. The population was divided into twelve groups using stratified sampling, and a representative sample of 377 officers were then be chosen using simple random selection. A semi-structured survey was used to gather data, incorporating both quantitative and qualitative responses. Because the population is heterogeneous, Pilot study was carried out in Kiambu County, Kenya, to determine validity of the collection instrument. Face validity was ensured by examining all items representing the study variables. Evaluating content validity entails checking a survey tool to ensure it contained all the needed items or questions for the study. Ensuring construct validity in this study was achieved by using relevant theories, operationalizing of study variables, and a five-point Likert scale. Reliability was evaluated using the Cronbach Alpha Coefficient, where a threshold of 0.7 is deemed acceptable. Both descriptive and inferential statistics were used to analyse quantitative data. The descriptive statistics encompassed the mean and standard deviation, whereas the inferential analysis consisted of Pearson correlation and multiple linear regression. Qualitative data was analysed through content analysis and conveyed in a narrative format. Results from the quantitative analysis were presented through tables and pie charts. The researcher guaranteed that involvement stems from informed consent, with every participant engaging voluntarily. The study found that the physical work environment significantly influenced service delivery, with better infrastructure improving efficiency. Workplace flexibility positively impacted performance by reducing burnout and enhancing officers' work-life balance. The psychological work environment played a crucial role in officers' effectiveness, while a positive social work environment fostered teamwork and job satisfaction. Recommendations include improving police infrastructure, implementing flexible scheduling, strengthening psychological support systems, and fostering a positive social work culture. Enhancing these factors will improve officer morale, productivity, and overall service quality, ultimately leading to better law enforcement outcomes in Nairobi City County, Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Service delivery concept pertains goods, services supply, and assistance intended to meet the needs, expectations, or requirements of individuals, groups, or communities (Gjelsvik, 2020). Its origins can be traced back around 4,000 years to the establishment of organized policing systems (Dubord & Griffiths, 2021). The concept of service delivery is applied in various contexts to convey different interpretations; it often pertains to the provision of non-material resources and sharing emotional or social support (Wu, Yang & Cheng, 2020; Beauty, 2020). Service delivery is crucial for the public sector from the viewpoint of both referral and repeat users (Wanjira & Njiru, 2020).

Public services play a crucial role in societies worldwide, as highlighted by Osborne (2020). If service providers fail to meet user expectations, it impacts service delivery ratings negatively (Anjum & Ming, 2018). This can result in negative word-of-mouth spreading widely (Engel, McManus & Isaza, 2020). On the other hand, if service providers meet or exceed customer expectations, they receive positive feedback through word-of-mouth (Assefa, Etana & Deressa, 2024). Tools for assessing service delivery ought to gauge the quality of services offered by an organization, facilitating enhancements based on the results (Waweru & Maina, 2019).

Public service delivery in most developing countries continues to be inadequate, as found by Beg, Fitzpatrick, and Lucas (2021). Governments are facing a new challenge, including creating a work atmosphere that appeals to, keeps, and inspires service providers (Zhenjing,

Chupradit, Ku, Nassani & Haffar, 2022). Law enforcers need to explore different ways of working beyond traditional roles and zones of comfort (Wendy & Kiiru, 2020; Al-Ghwary et al, 2024). There is need to establish a productive work environment in which individuals find satisfaction in their work, feel a sense of purpose, take pride as they deliver services (Ayieko & Gitonga, 2020).

Globally, police service delivery is influenced by several key indicators such as assurance, tangibility, reliability, empathy, and responsiveness. Assurance in law enforcement varies across nations (Bondarenko, Okhrimenko, Lyakhova, Klymenko, Shvets & Aleksandrov, 2021). In Japan and Norway, strong community relationships foster confidence in policing and proactive crime prevention (Mourtgos, Mayer, Wise & O'Rourke, 2019; ALBashtawy et al., 2024). In regions where police assurance is lower such as parts of Latin America, this aspect of service delivery is weak, directly affecting the community's willingness to partner with police and its impact on service excellence (Velazquez & Hernandez, 2019).

In the Asia-Pacific, assurance and empathy in police service are often lacking, as resource constraints prevent timely and compassionate responses (Maina, Kiiru & Makhamara, 2021). In India, police forces face criticism for inadequate control over criminal activities and, at times, abusive actions against citizens (Putra, 2019). Such actions, including arbitrary arrests and excessive force during demonstrations, have eroded public assurance in police services (Donnelly & Whelan, 2020).

Across Africa, challenges in achieving consistent service delivery are prevalent, with limited assurance, tangibility, and reliability (Miles-Johnson, 2019). Most police forces operate on

constrained budgets, affecting the availability of resources (tangibility) and, by extension, the reliability and responsiveness in services provided (Modise, Taylor & Raga, 2020). However, limited resources and poor working conditions continue to hinder the tangible aspects of service delivery across most parts of the continent (Aung & May, 2019). Compensations vary across the continent, leading to inconsistencies in reliability that weaken quality of service delivery by police officers (Adugna & Italemahu, 2019). Assurance, remains low in some regions where corruption and abuse of power persist (Jedidigah, Opoku, Dagba, & Amankwa, 2020).

In Nigeria, police officers frequently face challenges because they lack adequate resources to deal with political instability, and are exposed to high levels of violence (Ruwan, Shinkut, Ishaya & Iliya, 2020). The resource gap not only hampers their capacity to ensure public safety but also exposes them to high levels of violence, particularly during riots, protests, and insurgencies (Olomi & Nna, 2020). The police officers' ability to deliver reliable, empathetic, and responsive policing services is compromised, undermining the overall quality of services they deliver (Anasi, 2020).

In Kenya, police service delivery suffers from weak assurance, limited tangibility, and inconsistent reliability (Nordin & Abdul Khalid, 2021). Resource constraints hinder the availability of up-to-date equipment and adequate facilities, which are crucial for the tangible aspects of service delivery (Gacheri, 2022). Assurance remains high due to incidents of police brutality and corruption, which erode confidence in law enforcement and discourage community collaboration (IPOA, 2023; Amnesty International, 2020). The lack of uniform training affects reliability, as officers may lack the skills needed for fair and consistent enforcement of laws (KNCHR, 2022).

In Nairobi City County, Kenya, empathy and responsiveness are particularly affected, where high crime rates place additional pressure on police officers (Odoyo, Mamuli & Washika, 2022). Limited resources and poor working environment detract from the officers' ability to respond swiftly and empathetically to community concerns, reducing overall service quality (Njeri, 2022). When officers lack the social support needed to manage complex urban challenges, the effectiveness of law enforcement efforts suffers (Ogola, Kung'u & Nassiuma, 2021).

Despite these challenges, some African countries are making strides toward building empathy and responsiveness (Irabor & Okolie, 2019). The Independent Police Investigative Directorate (IPID) for South Africa aims to improve responsiveness by police officers (Modise, Taylor & Raga, 2020). The initiative is geared towards fostering greater public confidence and aligning police practices with community needs (Hongoro, Tirivanhu, Marinda, Lunga, Majikijela, Tshililo, & Nwosu, 2023). In Rwanda, police reforms emphasize strengthening service delivery, with a focus on building assurance (Rwamuhizi & Irechukwu, 2022). Ghana is also working to strengthen community-police relations through its community policing units and regular training initiatives aimed at boosting services the officers provide (Jedidigah, Opoku, Dagba & Amankwa, 2020).

Beckley (2021) denotes that the concept of work environment arose because of service delivery by officers in public institutions has systematically fallen short of expectations of the public. Enhancing the work environment of police officers offers a promising solution is critical in addressing service delivery challenges (Saunders, Kotzias & Ramchand, 2019). Globally, studies indicate that conducive work environments, equipped with sufficient resources to improve service delivery indicators such as reliability and empathy (Velazquez

& Hernandez, 2019). In high-income countries, physical work, work place flexibility, psychological work, and social work environments strengthen reliability, responsiveness, and community assurance, thereby building trust (Shohel, Uddin, Parker-McLeod, & Silverstone, 2020).

In the African context, where tangibility and responsiveness are often limited, improved working conditions such as resources, compensation, career growth, social support can foster better service delivery (Ndirangu & Kembu, 2023). By investing in resources, Kenya can enhance police officers' ability to provide reliable, empathetic, and responsive services to the public (Odoyo, Mamuli & Washika, 2022). Strengthening assurance and empathy through better accountability measures and community-oriented practices can further bridge gaps to support more effective policing across Nairobi and other regions (Wendy & Kiiru, 2020).

1.1.1 Service Delivery

Parasuraman, Zeithaml, and Berry (1985) characterize service delivery as the mechanism by which a service fulfills customer expectations and guarantees satisfaction through five essential dimensions: assurance, tangibility, reliability, empathy, and responsiveness. In the same vein, Shin, Kanyumbaya, and Msosa (2020) define service delivery as the performance of particular tasks evaluated by their precision, swiftness, attentiveness, and thoroughness. As stated by Shin and Jhee (2021), efficient service provision depends on a skilled, informed, and driven workforce that can deliver products and services satisfying both recognized and unrecognized customer requirements. This research utilized the definition given by Parasuraman, Zeithaml, and Berry (1985).

In this study, service delivery was assessed utilizing the SERVQUAL model, created by Parasuraman, Zeithaml, and Berry (1985) and extensively used by scholars like Maboja (2018), Njau (2019), Pakurar, Haddad, Nagy, Popp, and Olah (2019), along with Maina, Kiiru, and Makhamara (2021). These research projects employed five essential aspects of service quality as assurance, tangibility, reliability, empathy, and responsiveness that function as sub-variables in the service delivery framework. The reason for choosing these indicators lies in their ability to evaluate the disparity between the services rendered by police officers and the public's expectations (Stoughton, Noble, & Alpert, 2020). Yarimoglu (2014) highlights the following characteristics of service delivery as assurance, tangibles, reliability, empathy, and responsiveness.

Assurance involves employees being courteous and knowledgeable, and their ability to inspire confidence and trust in customers (Adugna & Italemahu, 2019). It involves consistently communicating with customers in a way they can comprehend and paying attention to them no matter their age or level of education Njau (2019), Pakurar, Haddad, Nagy, Popp and Olah (2019). Assurance involves employees' demeanour and actions, as well as their capacity to deliver polite, amicable, and discreet services (Njau, 2019). According to Maboja (2018), it relates to the ability of employees who have knowledge to boost confidence and trust, which directly impacts customer satisfaction levels. The metrics of assurance comprise ability, handling customers complaints, building trust, and making service consumers feel safe (Maina, Kiiru, & Makhamara, 2021).

Tangibility by using visible, well-maintained resources signal readiness, reliability by consistently fulfilling duties accurately and fairly, empathy by understanding and respecting community concerns to build strong relations, and responsiveness by promptly addressing

emergencies and public needs with appropriate follow-up (Stoughton, Noble, & Alpert, 2020). A police officer is considered to have delivered effectively when they demonstrate assurance by building public trust and confidence through professional and ethical conduct (Shi & Shang, 2020). These criteria collectively indicate an officer's capability to provide high-quality, community-centred service (Shohel, Uddin, Parker-McLeod & Silverstone, 2020)

Njau (2019) describes tangibility as the physical resources like staff, equipment, and materials utilized in communication. Consequently, they represent the tangible elements of a service that customers utilize when evaluating quality (Shohel, Uddin, Parker-McLeod & Silverstone, 2020). They involve aspects such as the tidiness of police officers, the outward look of a police station, and the hygiene of washroom facilities (Ray, 2020). Sophisticated equipment positively influences employees' service performance (Heyer & Albrecht, 2021).

Tangibility by using visible, well-maintained resources signal readiness, reliability by consistently fulfilling duties accurately and fairly, empathy by understanding and respecting community concerns to build strong relations, and responsiveness by promptly addressing emergencies and public needs with appropriate follow-up (Stoughton, Noble, & Alpert, 2020).

The metrics of tangibility are the appearance of personnel, facilities, communication materials, and equipment (Alpert & Dunham, 2022).

Reliability demonstrates that organizations strive to fulfil commitments and carefully monitor the results (Njau, 2019). Service reliability means being able to consistently provide the promised service accurately (Rwamuhizi & Irechukwu, 2022). This signifies that the

company offers flawless service to its clients and fulfils its commitments made during the agreement period (Maina, Kiiru, & Makhamara, 2021). Service reliability assesses if the service provider can deliver services accurately on a customer's initial visit and meet the promises made to the customer (Tobin, 2021). The metrics of reliability are meeting deadlines, accurate attendance of requests, transparent record keeping, and minimizing errors (Aung & May, 2019).

Empathy means customers should feel like they are the organization's top priority when receiving services (Queirós, Passos, Bártolo, Faria, Fonseca, Marques & Pereira, 2020). It involves closely paying attention, showing care, and providing service to customers (Shi & Shang, 2020). It is important to communicate that every customer is distinct and exceptional. Empathy entails showing concern for customers and offering them tailored attention during service delivery (Ayikwa, Johan, Rankhumise & Jaroenwanit, 2023). The metrics of empathy entail resolution times, feedback analysis, and customer recommendation score (Teshome, Belete, Gizaw & Mengiste, 2020).

Responsiveness, according to Wu, Yang, and Cheng (2020) is a gauge of how promptly and effectively an organization meets the demands of its customers. Customer satisfaction is enhanced by evaluating the promptness and effectiveness of addressing inquiries and complaints, as well as implementing recommendations (Nordin & Abdul Khalid, 2021). This is due to the increased trust customers have in employees who provide courteous and pleasant service (Teo, Bentley & Nguyen, 2020). The metrics of responsiveness include prompt response to public requests, speed and timely service delivery (Shammout, 2021).

1.1.2 Work Environment

The work environment is widely defined as the context in which employees execute their responsibilities, shaped by physical, social, and psychological factors. Kamanja (2020) emphasizes that it encompasses both the physical workplace conditions and the way workers interact with their surroundings. This definition, which integrates tangible, social, and mental dimensions, underpins the independent variables central to service delivery in the current study. Similarly, Naz, Nisar, Khan, Ahmad, and Anwar (2020) characterize the workplace as the sum of physical, social, and mental conditions, while Shammout (2021) highlights the systems, procedures, and structures that influence performance. These perspectives suggest that employee well-being and service effectiveness are contingent upon a holistic environment that balances material resources, interpersonal dynamics, and psychological support (Abdullah et al., 2011).

The physical environment includes the tangible aspects of the workspace, including lighting, ventilation, noise, layout, and resources that directly affect comfort, efficiency, and health. Burt (2019) and Schilleci (2023) argue that such elements significantly influence well-being and productivity. For instance, adequate lighting improves focus, while poor illumination causes strain and fatigue (Ligami, 2023). Proper ventilation enhances air quality, preventing discomfort and illness that reduce efficiency (Burt, 2019). Workspace layout determines accessibility and movement, affecting team coordination and response times (Onyango, Sika, & Kawasonga, 2020). Excessive noise impairs concentration, raising the risk of errors (Cieślak et al., 2020). Finally, access to modern equipment and resources ensures timely and effective service delivery.

Flexible work arrangements also form part of the physical environment. Options such as adjustable schedules and remote work reduce burnout and enhance productivity (Gacheri, 2022). Although formal policies exist, employee perceptions and experiences shape the practical effectiveness of flexibility (Cañibano, 2019). Key indicators include work-family balance, compensation, career growth, and autonomy (Awada et al., 2022). When employees can harmonize personal and professional roles, stress is reduced, absenteeism declines, and engagement improves (Ochieng & Kamau, 2021). Fair compensation enhances motivation and job satisfaction (Abonyo, 2020), while career development opportunities foster commitment and skill acquisition (Conradie & De Klerk, 2019). Flexible options thus strengthen morale and empower officers to deliver services with consistency and reliability (Wanjira & Njiru, 2020).

The psychological dimension refers to mental well-being and coping capacity in the workplace. It includes resilience, job enthusiasm, task orientation, professional training, and burnout (Engel, McManus, & Isaza, 2020). Resilience allows employees to adapt to stress and maintain performance under pressure (Queirós et al., 2020). Enthusiasm promotes motivation and engagement, encouraging proactive service (Naz et al., 2020). Task orientation ensures focus on solving work-related problems, supporting productivity in high-stress conditions (Awada et al., 2022). Professional training equips employees with updated skills, enhancing competence and confidence in complex scenarios (Ogola, Kung'u, & Nassiuma, 2021).

Conversely, burnout, marked by emotional, mental, and physical exhaustion—diminishes morale, increases absenteeism, and weakens service delivery (De Hert, 2020). Workplace harassment, poor support, or chronic stressors such as noise further exacerbate psychological strain (Teo, Bentley, & Nguyen, 2020). By addressing these indicators, organizations can cultivate resilience, strengthen motivation, and reduce vulnerability to burnout, thereby ensuring responsive and reliable service provision.

The social environment refers to interpersonal interactions and group dynamics that influence employee attitudes and performance. It encompasses social support, harassment, loyalty, autonomy, and emotional expression (Olomi & Nna, 2020; Zhenjing et al., 2022). Support from supervisors and peers helps manage stress, sustain morale, and protect against burnout (Grailey, Leon-Villapalos, Murray, & Brett, 2021). Conversely, harassment fosters hostility, undermines trust, and diminishes service quality (Demirkol & Nalla, 2019).

Opportunities to share emotions within a supportive team contribute to resilience and focus, while loyalty to the organization strengthens commitment and inspires officers to exceed basic responsibilities (Anasi, 2020). Autonomy enables independent decision-making, enhancing responsibility and adaptability in dynamic work contexts (Kotzias & Ramchand, 2019). Collectively, these factors foster a collaborative and respectful atmosphere that enhances service performance (Wohlers, Hartner-Tiefenthaler, & Hertel, 2019).

Physical, psychological, and social environments are interdependent, jointly shaping employee well-being and service delivery. Positive environments enhance loyalty, motivation, and autonomy, while negative ones increase stress, absenteeism, and inefficiency (Rasool, Wang, Tang, Saeed, & Iqbal, 2021). For instance, inadequate resources

(physical), harassment (social), and burnout (psychological) often overlap to erode performance. Conversely, supportive leadership, fair compensation, skill development, and social support reinforce one another to sustain high service quality.

The current study adopts Kamanja's (2020) holistic definition of work environment, which captures the physical, psychological, social, and flexible aspects of the workplace. This approach is particularly suitable for understanding service delivery among police officers, who operate under intense physical demands, social pressures, and psychological stressors. By examining these dimensions together, the study acknowledges that service effectiveness is contingent upon not only tangible resources but also interpersonal dynamics and mental well-being.

1.1.3 Kenya Police Service

The National Police Service was established under Article 243 of the 2010 Constitution of Kenya and implemented via the National Police Service Act, 2011 (The Republic of Kenya, 2017). The establishment of the NPS was a vital reform effort that merged the Administration Police Service, Directorate of Criminal Investigations, and Kenya Police Service, all under the guidance of the Inspector General, with each having clear roles, authority, and responsibilities. The Internal Affairs Unit, with functions outlined in Section 87 (2) of NPS Strategic Plan (2018 to 2022), is another entity.

The National Police Service (NPS) is directed by the Inspector General of the National Police Service alongside the Deputy Inspector General of the Kenya Police Service. It is divided into eight regions: Coast, Nairobi, Western, Eastern, North Eastern, Central, Rift Valley, and Nyanza, with each managed by a regional police commander. Currently, there

are forty-seven police regions for counties, each managed by a county policing officer. These county regions are also divided into sub-counties, each overseen by a Sub-County Police Commander, with sub-counties further split into wards, each led by a ward commander. According to The Service Standing Orders (2017), police posts and patrol bases fall under the authority of the respective police station.

The structure of the Kenya Police Service at the county level begins with the police constable, progressing to corporal, sergeant, senior sergeant, inspector, chief inspector, assistant superintendent, superintendent, senior superintendent, and finally reaching the top rank of commissioner of police. The Inspector General of the Kenya Police reports to the cabinet secretary responsible for the Interior and Coordination of National Government, who then updates the president on matters of security (National Police Service Act, 2011).

By maintaining the rule of law and promoting community connections to guarantee legal adherence, the NPS seeks to provide a high-quality and community-oriented policing service. Its motto, "Utumishi Kwa Wote," means "service for all." The primary objectives of the Kenya Police Service are to maintain peace, implement laws, conduct criminal investigations, protect life and property, prevent and address crimes, gather intelligence, apprehend criminals, and uphold all relevant laws and regulations (National Police Service Act, 2011).

In 2019, from January to June, IPOA recorded 1,717 public grievances regarding police negligence, authority misuse, harassment, assault, wrongful imprisonment, corruption, vindictive prosecutions, unwarranted shootings, sexual crimes, and fatalities occurring in police custody. Despite the Kenya government's attempts to implement reforms by updating

the police training curriculum, acquiring advanced equipment, revising police salaries, and improving housing conditions, the situation remains unchanged. Inadequate performance by police officers causes lasting harm to values, democracy, and trust in the police force (Maina, Kiiru, & Makhamara, 2021). The above statement suggests a significant issue within the Kenya Police Service, which requires a study to uncover and develop effective solutions. The researcher plans to conduct a study on how the work environment affects the service delivery of police officers in Nairobi City County, Kenya, based on this assumption.

The noticeable substandard service in the police sector stands out significantly and differs from other types of subpar performance in any other sector due to fatalities (Mutua, 2022). According to the 2024 report from Kenya Institute for Public Policy Research and Analysis (KIPPRA), the police are viewed by society as slow in addressing social issues, unwilling to provide impartial and selfless service, and sometimes resorting to inappropriate actions, which goes against their main goal of upholding law and order for all without bias or fear, as noted by Osborne (2020). Again, this is an indication of a limited service delivery by police officers.

The shifting focus of the police sector, prioritize the needs of individuals that enhance relationships and cooperation between law enforcement and the community by implementing community policing (COP) programs. The government has established two Community Policing (COP) frameworks: the Community Policing Structure of the National Police Service and the Nyumba Kumi model from the President's Office (Gjelsvik, 2020). Though police reform and the two COP models could theoretically improve collaboration between law enforcement and the community, their execution has proven difficult. Discussions with local community organizations, leaders, and law enforcement personnel in

both urban and rural regions of Kenya show a prevalent feeling of doubt and hesitance to participate in the two COP initiatives. Innovative solutions are needed to address the security sector crisis, for instance the Inspector General (IG) to supply adequate highly powered High Frequency and Very High Frequency radios to boost communication in operations in remote areas (IPOA, 2023). Problems in the work environment, such as low pay, lack of motivation, and high rates of absence among police officers, are believed to greatly affect their service delivery. Besides, issues like poor infrastructure, education, and exposure, as well as inadequate offices, housing, and transportation, along with weak communication networks and management systems, further compound the challenges faced by these officers.

1.2 Statement of the Problem

The IPOA report (2023) indicates a reduction in the quality of service provided by police officers. In Nairobi City County, Kenya, the effectiveness of police services can be assessed through the capability of officers to meet community expectations and guarantee satisfaction in crucial areas like assurance, tangibility, reliability, empathy, and responsiveness (Maina, Kiiru, & Makhamara, 2021). Independent Police Oversight Authority (2023) surveys indicate that public assurance levels by police officers has been consistently below 50%, signalling a low service delivery by these officers. The tangibility aspects of policing, including infrastructure and professional appearance, play an essential part in providing services (Ayieko & Gitonga, 2020). However, by the year 2023, Kenya had approximately 600 operational police stations, but the police-to-citizen ratio, at 1:650, falls short of the UN-recommended standard of 1:450 (National Police Service Annual report, 2023; Ethics and Anti-Corruption Commission, EACC, 2023). Public perception surveys indicate that well-

maintained stations and professionally presented officers enhance satisfaction, though 40% of respondents in a KNCHR (2024) survey described police stations as poorly maintained.

On the aspect of reliability, the average response time is 15–20 minutes, whereas rural areas face delays of up to 45 minutes due to logistical challenges (National Crime Research Centre, 2022). Police officers are relatively low in their reliability, with only 30% timely responses in 2023, consistent with previous years. KNCHR (2023) survey revealed that 60% of respondents believed police interactions lacked empathy. The responsiveness of the police is evident through their engagement in community policing initiatives and the resolution of public complaints (Transparency International survey, 2021). In 2023, over 1,000 community policing initiatives were implemented, a decrease from 1,200 in 2022, demonstrating progress in fostering community relationships (EACC, 2023). Further, IPOA (2023) reported that 60% of public complaints against police were resolved in 2023, compared to 70% in 2022, indicating a reduced efficiency in addressing grievances.

Multiple research efforts have been conducted regarding the workplace environment and service provision (Maina, Kiiru & Makhamara, 2021). Ligami (2023) studied the workplace, focusing on the service delivery efficiency of police officers in Nairobi County. The study found that changes in organization, creativity, funding, and education greatly improved the efficiency of the country's police force. A conceptual gap was created as the study covered physical resources under the indicators of maintenance, availability, and quality, but the current study covers physical work environment concerning lighting, ventilation, layout, noise, and resources.

Conradie and De Klerk (2019) carried out research on adaptable work settings, particularly examining the connection among flexible work arrangements (FWAs), employee engagement, and performance. The results showed that FWAs did not result in reduced working hours but were linked to increased levels of both engagement and performance. Nevertheless, empirical gaps emerged because the research concentrated exclusively on a single variable; flexible work arrangements, as a measure of the work environment as well as linking employee engagement with performance. Conversely, the present study explored various elements, such as physical labour, workplace adaptability, psychological aspects of work, and social work settings.

In Meru County, Kenya, Kamanja (2020) investigated the working environment and employee engagement in government departments. The research discovered that the social work setting greatly influenced employee engagement. A methodological gap was noted, as the research concentrated on a target group of 2,410 employees from non-devolved government ministries, whereas the present study analysed a broader population of 6,416 police officers. Mutua (2022) investigated how police changes affected Nairobi City County, Kenya's service delivery, and found varied outcomes, with certain reforms showing greater effectiveness than others. A theoretical gap emerged because the research depended exclusively on legitimacy theory to support the study variables, while service delivery was influenced by the New Public Management framework. Conversely, this study utilized Person–Environment Fit Theory, Conservation of Resources Theory, Human Relations Theory, Social Exchange Theory, and the SERVQUAL model.

The gaps in service delivery are prominent in several reports that show that despite the attempts to improve work environment indicators, the results anchored on the four domains

of service delivery are unsatisfactory. The current study therefore examined whether specific indicators of work environment on physical work, work place flexibility, psychological work, social work environments improved service delivery by police officers. Similarly, the empirical studies made knowledge gaps in terms of conceptual, empirical, contextual, and empirical/methodological gaps, which need to be filled. This research tackled these shortcomings in literature and practice by examining how the work setting impacts service provision by police officers in Nairobi City County, Kenya.

1.3 Objectives of the Study

The objectives of this study were based on the domain of work environment and service delivery by police officers.

1.3.1 General Objective

The study's main goal is to find out how the work environment affects police officers' ability to provide services in Nairobi City County, Kenya.

1.3.2 Specific Objectives

- i). To determine the effect of physical work environment on service delivery by police officers in Nairobi City County.
- ii). To examine the effect of work place flexibility on service delivery by police officers in Nairobi City County.
- iii). To determine the effect of psychological work environment on service delivery by police officers in Nairobi City County.
- iv). To assess the effect of social work environment on service delivery by police officers in Nairobi City County.

1.4 Research Questions

The research questions guided the study.

- i). To what extent does physical work environment affect the service delivery by police officers in Nairobi City County?
- ii). How does work place flexibility affect service delivery by police officers in Nairobi City County?
- iii). To what extent does psychological work environment affect the service delivery by police officers in Nairobi City County?
- iv). What is the effect of social work environment on service delivery by police officers in Nairobi City County?

1.5 Significance of the Study

The research intends to fulfil four main goals that significantly influence the police service sector in Kenya. The results may assist police officers in pinpointing areas that need enhancement in their service provision, resulting in increased efficiency and effectiveness in their responsibilities. The research findings will assist the National Police Service Commission (NPSC) and Ministry of Interior and National Administration in formulating policies to tackle the workplace issues encountered by police officers in the nation.

The research will similarly benefit academics and scholars by enhancing the current knowledge base regarding service delivery in the police sector and promoting theoretical insights in this area. Further, the study's findings will help the National Police Service Commission decide whether to provide more funding to improve service delivery in Nairobi City County and address its particular problems.

1.6 Scope of the study

The study looked into how police officers' work environments in Nairobi City County, Kenya, affected their ability to provide services. While service delivery was the dependent variable, the work environment was considered the independent variable. The SERVQUAL Model, Social Exchange Theory (SET), Human Relations Theory, Person–Environment Fit Theory, and Conservation of Resources Theory were all included in the theoretical framework for the study.

The study focused on police officers in Nairobi City County, Kenya, which was chosen because of its sizeable police force, according to data from the Kenya Police Service Data Centre (September 2024). Police officers of all categories, including constables, non-commissioned officers, and senior officers, were asked to complete a semi-structured questionnaire. The challenge of police service provision in Nairobi City County has persisted for almost thirty years, fuelled by systemic issues like corruption, inadequate resources, and inefficiency since the nation's independence. These challenges have been worsened by rapid urban growth and rising crime rates since the 1990s, outpacing the police force's capacity to respond effectively. Despite reforms introduced after the 2010 Constitution, gaps in implementation, poor work environments, and misaligned deployment continue to hinder progress, reflecting a longstanding and intensifying issue tied to Nairobi's growing population and expectations for better public services.

1.7 Limitations of the study

The researcher expects that because the information is sensitive, respondents could be reluctant to give it. The researcher made sure that the research findings are only utilised for academic reasons in order to allay their worries.

The researcher expects that the respondents' busy schedules could affect the study. To mitigate this, the researcher plans to distribute the questionnaires and allow respondents a week to complete and return them. The researcher also intends to consult with the human resources department for guidance on conducting the survey and to assist in monitoring its progress.

The study's broad geographical scope may pose a challenge due to its large coverage area. The researcher intends to engage two research assistants to help with data gathering in order to get around this.

The researcher could have to deal with police officers' concerns about confidentiality. In this regard, the researcher advised the respondents to complete the survey against disclosing any personally identifiable information such as their service number, ID number, and names.

1.8 Organization of the study

A thorough overview of the challenges faced in providing police services is given in Chapter 1. It draws attention to how the National Police Service's service delivery is impacted by the workplace and interactions with other components. This section also demonstrates how these difficulties impact service delivery. It also explains the time, place, and subjects of the investigation.

Chapter 2 examines the pertinent theoretical and empirical literature pertaining to the particular study objectives.

Chapter 3 goes into great detail on the design to be used, the population to be targeted, selection techniques, data collection methods, and aspects of the study's validity, reliability,

and ethical concerns. The research findings and comments were presented in Chapter 4, and the study summary, conclusions, and suggestions were presented in Chapter 5.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The conceptual structure, research gaps, and assessments of the theoretical and empirical literature are all covered in this chapter.

2.2 Theoretical Literature Review

Person–Environment Fit Theory, Conservation of Resources Theory, Human Relations Theory, and Social Exchange theory were used in this study. SERVQUAL Model was also applied in this study.

2.2.1. Person–Environment Fit Theory

The Person–Environment (P–E) Fit Theory provides the guiding lens for this study. The theory originated with Frank Parsons (1909), who emphasized that optimal job performance occurs when an individual’s abilities, values, and interests align with the requirements and conditions of the work environment. This perspective was extended by Kurt Lewin (1935), who argued that behaviour is a function of both the individual and their environment. Subsequent scholarship has reinforced the view that congruence between personal characteristics and workplace conditions is central to job satisfaction, productivity, and effective service delivery (Spokane, 1985; Follmer, 2016; Wohlers et al., 2019). Within this study, P–E Fit Theory is used to explain how the alignment between police officers and their work environment, comprising physical, flexible, psychological, and social—relates to service delivery in Nairobi City County.

The physical work environment refers to the tangible conditions surrounding employees, including lighting, ventilation, noise, equipment, and spatial layout. According to P–E Fit Theory, physical conditions that align with an employee’s needs foster satisfaction and effective performance, while mismatches generate strain and inefficiency (Wohlers et al., 2019). In the policing context, officers require environments that support alertness, health, and efficiency. Inadequate lighting or poor ventilation, for instance, creates a misfit between the officer and their environment, lowering concentration and service quality. Thus, the theory provides a basis for understanding the relationship between the physical work environment and service delivery.

Workplace flexibility, encompassing flexible schedules, work-family balance, compensation, and career growth, is another dimension of P–E fit. Fit Theory proposes that employees achieve better outcomes when organizational structures and policies accommodate their personal needs and values (Lewin, 1935; Parsons, 1909). Police officers often work in high-pressure environments with irregular schedules; flexible arrangements that align with personal responsibilities reduce stress and absenteeism while enhancing motivation and reliability. Conversely, rigidity in work structures creates misfit, contributing to burnout and reduced commitment. Accordingly, the theory explains how workplace flexibility aligns officer needs with organizational expectations, shaping service delivery.

The psychological environment includes resilience, enthusiasm, task orientation, professional training, and burnout. Fit Theory asserts that congruence between employee psychological resources and job demands sustains motivation and performance (Spokane, 1985). Officers with sufficient resilience and enthusiasm who receive appropriate training are better matched to the demands of policing, allowing them to respond effectively to

challenging situations. Conversely, when demands exceed psychological resources, misfit occurs, resulting in stress, burnout, and diminished service provision. Thus, P–E Fit Theory clarifies how psychological alignment or misalignment relates to officers’ service delivery in Nairobi City County.

The social dimension of the workplace covers interpersonal interactions, including social support, autonomy, loyalty, and exposure to harassment. Fit Theory posits that positive outcomes are more likely when social dynamics within an organization match the interpersonal needs of employees (Wohlers et al., 2019). Police officers who receive collegial support and enjoy autonomy are more committed and productive, whereas harassment or exclusion reflects misfit, lowering morale and weakening service quality. Therefore, the theory provides a lens to explain how the quality of social interactions influences the effectiveness of police service delivery.

2.2.2. Conservation of Resources Theory

The present study is anchored on the Conservation of Resources (COR) Theory, developed by Hobfoll (1989). The central proposition of this theory is that individuals strive to acquire, retain, and protect valued resources, including time, energy, skills, and social support and that stress emerges when these resources are threatened, depleted, or insufficient to meet demands. Resources can generate two cyclical processes: the gain spiral, where access to adequate resources fosters motivation and positive outcomes, and the loss spiral, where resource deficits exacerbate strain and diminish performance (Clausen & Borg, 2011). Within organizational contexts, COR theory explains how employees’ access to resources within their work environment shapes their well-being, attitudes, and work outcomes. This

makes the theory highly suitable for examining the relationship between the work environment and service delivery by police officers in Nairobi City County.

From a COR perspective, the physical work environment constitutes key resources—such as lighting, ventilation, noise regulation, and access to adequate tools—that enable officers to fulfil their duties efficiently. When these physical resources are sufficient, officers conserve energy, maintain focus, and avoid unnecessary strain, leading to consistent service delivery. Conversely, deficiencies in physical resources contribute to a loss spiral, where stress accumulates due to fatigue, health challenges, or reduced efficiency, thereby undermining reliability and responsiveness. Thus, the adequacy of physical workplace resources is directly tied to the ability of officers to deliver services effectively, in line with COR’s assertion that access to resources buffers against stress and sustains performance.

The COR theory explicitly underpins the relevance of workplace flexibility. Hobfoll (1989) argued that flexibility in scheduling, task arrangements, and work–family balance allows employees to conserve and replenish personal and professional resources. For police officers, flexible work arrangements reduce the likelihood of role conflict between professional and personal responsibilities, thereby minimizing stress and enhancing engagement. By enabling officers to manage competing demands, flexibility functions as a resource gain mechanism, preserving motivation and sustaining service quality (Bakker & Demerouti, 2007). In this way, COR theory clarifies how workplace flexibility supports officers in maintaining consistent service delivery.

Psychological resources such as resilience, enthusiasm, and access to professional training are central to COR theory. Hobfoll (1989) maintained that individuals with greater

psychological resources are better able to withstand stress and maintain high levels of functioning. In policing, resilience enables officers to recover from demanding situations, while enthusiasm and training enhance motivation and competence. Conversely, the depletion of psychological resources through burnout or excessive stress initiates a loss spiral, reducing energy and diminishing service reliability (Spielberger, 1994). COR theory therefore provides a framework for understanding how the psychological work

The COR theory also extends to the social environment, where relationships with colleagues and supervisors represent vital social resources. Supportive interactions, trust, and loyalty function as resource gains, fostering morale, commitment, and cooperation. Conversely, experiences of harassment, exclusion, or lack of support deplete social resources, contributing to stress and disengagement. For police officers, a socially supportive environment strengthens their sense of belonging and responsibility, reinforcing their ability to deliver reliable and responsive services. COR theory thus explains how the presence or absence of social resources within the workplace influences the quality of service.

2.2.3 Human Relations Theory

The Human Relations Theory provides a relevant lens through which the relationship between the work environment and service delivery among police officers in Nairobi City County can be examined. The theory, rooted in the work of Elton Mayo and further expanded through the Hawthorne studies, emphasizes the centrality of human needs, social interactions, and workplace conditions in shaping employee behaviour and performance. This orientation directly relates to the four dimensions of the work environment under investigation in this study.

In relation to the physical work environment, the Human Relations Theory underscores that workers' productivity and commitment are not solely determined by mechanistic factors such as tools and processes but also by how working conditions support employee well-being and morale. This perspective aligns with the objective of determining how aspects of the physical environment, including workspace design, safety, and availability of resources, shape the ability of police officers to deliver services effectively.

The theory also informs the analysis of workplace flexibility. Mayo's findings highlighted that supportive and adaptive management practices contribute to higher job satisfaction and engagement. By linking organizational flexibility to employees' capacity to balance professional and personal responsibilities, the Human Relations perspective provides a basis for examining how flexible arrangements within police work may facilitate service delivery by reducing strain and fostering a sense of autonomy and trust.

Further, the psychological work environment can be understood through the human relations lens, which stresses the role of motivation, morale, and emotional well-being in employee performance. The theory suggests that when officers experience recognition, support, and a positive psychological climate, they are more likely to demonstrate commitment, focus, and resilience in service provision. Thus, this dimension directly corresponds with Mayo's view of the importance of attention to human needs in sustaining organizational effectiveness.

Finally, the social work environment is closely linked to the core arguments of Human Relations Theory, which posits that informal relationships, group dynamics, and social cohesion are essential determinants of organizational performance. The Hawthorne studies revealed that productivity improves when workers experience strong interpersonal

connections and a sense of belonging. For police officers, this implies that collaboration, teamwork, and supportive relationships within the social environment foster greater reliability, empathy, and responsiveness in service delivery. Therefore, Human Relations Theory provides a comprehensive framework for linking physical, flexible, psychological, and social dimensions of the work environment with service delivery. It situates employee well-being, social relationships, and organizational support as key factors influencing how effectively police officers meet the demands of their role in Nairobi City County.

2.2.4. Social Exchange Theory (SET)

The Social Exchange Theory (SET), advanced by Homans in 1958 and further refined by Blau (1964), provides a useful framework for linking the work environment to service delivery among police officers in Nairobi City County. The central argument of the theory is that relationships within organizations are governed by the evaluation of costs and rewards, where reciprocity plays a critical role (Bimpong et al., 2020). Employees tend to reciprocate favourable treatment with positive behaviours such as commitment, cooperation, and enhanced performance, while unfavourable treatment may result in withdrawal, resistance, or diminished effort. This perspective is particularly relevant in analysing the four dimensions of the work environment considered in this study.

In relation to the physical work environment, SET highlights that the provision of adequate resources and safe working conditions constitutes a valued input from the organization. When officers perceive fairness and investment in their physical environment, such as proper facilities, equipment, and safety measures, they are likely to reciprocate by showing higher levels of dedication and reliability in service delivery. Conversely, poorly maintained

physical conditions may be viewed as a lack of organizational reciprocity, discouraging officers from exerting extra effort in their duties.

With respect to workplace flexibility, SET emphasizes the principle of mutual benefit in the employment relationship. By granting flexibility, the organization provides officers with an opportunity to balance professional and personal demands, which is a valued resource. In return, officers are likely to reciprocate through greater commitment, adaptability, and responsiveness in service provision. This reciprocal relationship aligns with Gouldner's (1960) notion of the norm of reciprocity, which underscores the importance of fairness and mutuality in sustaining productive relationships.

The psychological work environment can also be examined through the lens of SET, which stresses the importance of fair treatment, recognition, and support. When officers perceive respect, trust, and acknowledgment of their contributions, they are more likely to develop a sense of loyalty and to engage in positive discretionary behaviours that go beyond formal role requirements. Such behaviours strengthen organizational effectiveness and enhance service delivery to the public. On the other hand, a lack of psychological support may erode trust, resulting in reduced motivation and diminished service quality.

Finally, the social work environment aligns closely with SET's focus on interpersonal relationships, trust, and cooperation. The theory suggests that the exchange of social support, collegiality, and teamwork builds mutual obligations among officers and between officers and their organization. Strong social bonds foster cooperation, empathy, and collective responsibility, which in turn enhance the reliability and responsiveness of police service delivery. Research by Chernyak-Hai and Rabenu (2018) further supports the view

that positive social exchange relationships encourage employees to engage in citizenship behaviours, particularly in high-risk occupations where safety and collaboration are critical.

SET provides a coherent framework for understanding how police officers' perceptions of reciprocity in their physical, flexible, psychological, and social work environments shape their willingness to reciprocate through enhanced service delivery. The theory underscores that service outcomes are not merely functions of individual effort but are rooted in on-going exchanges of resources, fairness, and trust between employees and their organization.

2.2.5 SERVQUAL Model

The SERVQUAL model provides an appropriate framework for examining the relationship between different dimensions of the work environment and service delivery by police officers in Nairobi City County. The model posits that service quality can be evaluated by comparing client expectations with their actual experiences, based on the five dimensions of responsiveness, empathy, assurance, tangibility, and dependability. In the context of policing, these dimensions are particularly relevant as the quality of service is shaped not only by the technical competence of officers but also by the environment in which they operate.

The physical work environment directly relates to the tangibility dimension of SERVQUAL, as the adequacy of office space, equipment, and infrastructure influences how clients perceive the reliability and professionalism of police services. Workplace flexibility aligns with responsiveness, since the ability of officers to adjust their work arrangements and respond efficiently to emerging security needs enhances client satisfaction. The psychological work environment is closely connected to assurance, as officers who feel

supported, valued, and secure within their workplace are more confident in their interactions with the public, thereby fostering trust. The social work environment corresponds with empathy, given that supportive relationships and teamwork among officers strengthen their capacity to understand and address community concerns with sensitivity. Dependability, a central element of the SERVQUAL framework, cuts across all these aspects, as the consistency and reliability of service delivery depend on the extent to which the work environment holistically supports officers' performance. By linking the variables of the study to the SERVQUAL model, the analysis of police service delivery is anchored in a tested theoretical framework that captures both environmental conditions and client-oriented service outcomes.

2.3 Empirical Literature Review

Literature related to the topic under investigation were explored while examining them in several subcategories.

2.3.1 Physical Environment and Service Delivery

Burt (2019) investigated how visual impairments affect viewers' perceptions of police-citizen interactions, involving 138 undergraduates from the University of Connecticut. The research, carried out using Qualtrics Survey Software, revealed that observers generally developed uniform perceptions of the people in the scene, irrespective of the surrounding chaos. It indicated that the growing accessibility of visual proof for legal matters might not inherently lessen biased verdicts, even though it is seen as an unbiased data source. The research Besides emphasized that audiences frequently saw civilians as more confrontational than law enforcement, even with limited details, like just one image. The qualitative

approach of the study revealed a methodological gap, which this research seeks to fill by employing both quantitative and qualitative methods.

Anasi (2020) examined how South-West Nigerian librarians' job happiness is affected by their perceived work connections, workload, and physical workspace. In a knowledge society, librarians encounter challenging workloads, accompanied by substantial expectations for productivity, attentiveness to patrons, and accountability for their performance. The research utilized a descriptive survey approach with a multi-stage sampling method, collecting information from 102 academic librarians via a custom-designed survey. To analyse the data, both descriptive and inferential statistics were applied. The findings demonstrated a high correlation between job connections, work environment, workload, and job satisfaction. Nevertheless, workload did not serve as a statistically significant predictor for job satisfaction, whereas work relationships and the work environment considerably influenced it. As the research concentrated on librarians, the current study focused on police officers because of the contextual gap.

Cieślak, Kielan, Olejniczak, Panczyk, Jaworski, Gałązkowski, and Mikos (2020) used configural frequency analysis (CFA) to examine how work-related factors affected occupational stress among active municipal police officers in Warsaw. The research included a survey of 578 individuals, accounting for 55.1% of the city's police force. The researchers used the PAPI method alongside a tailored questionnaire. The CFA technique recognizes patterns within contingency tables. The results showed that officers who often faced stress at work were also prone to reporting stressors like physical abuse, contact with infectious substances, severe temperatures, and loud work settings. Additional elements such as haste, insufficient resources, constant accessibility, and job uncertainty also added to

stress levels. To manage, officers utilized various tactics such as watching television, conversing with their families, and surfing the internet. Although this research examined stress with subjective metrics, the present study analysed service delivery through objective metrics. The present study will likewise involve a sample size of 377 participants, allowing for a more thorough and detailed analysis that might reveal insights potentially missed in larger samples.

Granholm Valmari, Ghazinour, Nygren, and Gilenstam (2023) investigated the mentally, socially, and physically challenging circumstances that police officers encounter while on patrol and how these impact their health and wellness. The research concentrated on officers within the European Union and analysed how environmental factors influenced their health. In its theme analysis, the research applied Kielhofner's Model of Human Occupation via an ecological lens, using Arksey and O'Malley's scoping review technique. The PRISMA-ScR standards were followed throughout the evaluation. While examining 16 studies, the researchers pinpointed two main contexts: the global context and the immediate context, in which environments affect individuals at different levels. No local contexts were discovered. The research uncovered elements connected to social and workplace settings, in addition to particular environmental features in the physical surroundings of patrolling officers. In contrast to the current study, which entailed real data collection, this research was grounded in a review of existing literature and life circumstances.

Ligami (2023) investigated the impact on internal reform efforts on the National Police Service's effectiveness in Nairobi County. Several theories, including the resource-based perspective, diffusion of innovation, human capital, contingency theories, and balanced scorecard model, guided the study. Using design that is descriptive, the study selected 2,883

participants from 11 Nairobi County sub-counties using basic random sample techniques and stratified sampling, with 351 individuals finishing the survey. The study collected primary data using questionnaires and analysed the data using both descriptive and inferential statistical methods, including multiple regression, correlation analysis, mean, and standard deviation. The findings demonstrated that improvements in training, resources, innovation, and organisation had a favourable and substantial impact on the police service's efficacy. The research defined physical resources in terms of maintenance, availability, and quality, resulting in a conceptual gap. In comparison, the present study defines the physical work environment through elements like lighting, ventilation, layout, noise, and resources.

2.3.2 Work Place Flexibility and Service Delivery

Wheatley (2017) carried out research in multiple organizations across the UK that provided different flexible work options to their staff and discovered a favourable relationship between improved employee well-being and flexible work schedules. A common way to hypothesize flexible work arrangement is to take on a worker perspective. Flexible work arrangement was conceptualized as organizational structure and culture, a conceptual gap. In the current study workplace flexibility was conceptualized as work-family time demand, compensation, career growth, flexible working options.

Li, Ten Berge, and Kristiansen (2022) examined how the demands of work and family time interact with flexible work schedules in relation to burnout. By presenting a theoretical framework and using empirical analysis to examine this relationship, their research enhances the body of existing literature. Ordinary Least Squares (OLS) regression models were used in the study to analyse data from the Time Competition Survey, which included 1,058 workers from 30 organisations across 89 functional groups. However, the study found no

discernible effects of flexible work schedules or demands on family and work time on burnout. The results showed that those with more demands on their time between work and family benefit more from flexible work schedules. The study demonstrated that the relationship between burnout and work-family time demands varies according to the degree of work-hour flexibility. Pearson correlation and multiple linear regression analysis were performed in this work, even though OLS regression was used for data analysis.

Conradie and De Klerk (2019) investigated the implementation of flexible work arrangements (FWAs) for software developers. Technological progress has simplified the adoption of FWAs by companies, enabling employees to work beyond conventional office hours or locations. This research employed surveys to investigate the utilization and effects of two widely adopted FWAs—flexible working hours and telecommuting—among software developers in South Africa. The findings showed that a majority of employers in the software development sector had implemented FWAs, which developers considered advantageous for individual and organizational effectiveness. The research found that FWAs do not lead to fewer work hours but instead correlate with heightened employee engagement and service delivery. The study focused only one variable (flexible work arrangements as the indicator of work environment while the current study focused on three indicators of work environment, involving physical work, work place flexibility, psychological work, and social work environments.

Atalya and Genga (2019) investigated the impact of different practices on retaining employees in Machakos County. They examined how factors such as career progression, salary, work-life balance, and workplace practices impact employees' choices to remain with their companies. The research focused on the impact of four key HRM practices, including

compensation, work-life balance, career growth, and workplace environment on employee retention. Incentives such as increased compensation and benefits, flexible working hours, educational opportunities, skills development have been linked to enabling employees to express their creativity and innovation, participate in decision-making, take ownership of processes within the organization, and ultimately increase employee retention. Using a descriptive survey research approach, the study gathered data using questionnaires with both closed-ended and open-ended questions. It found that compensation, which includes both pay and benefits—had a considerable impact on employee retention, with an average score of above 4.0. Retention was also affected by professional progression practices, such as study leave, training, development, and opportunities. With a p-value of 0.002, regression analysis revealed that the independent factors significantly affected employee retention. The four variables accounted for 13.7% of the elements influencing retention in the Machakos County government. Suggestions encompassed enhancing workplace conditions, salary packages, work-life harmony, and prospects for career advancement. The current study employed stratified and basic random sample approaches, even though purposive sampling was used in the investigation.

Abonyo (2020) conducted a study using a cross-sectional methodology and primary data collected through questionnaires to examine stress management and its effects on worker performance. To analyse the data, descriptive and inferential statistics including the standard deviation, mean, correlation as well as regression were used. The research discovered, almost 50% of the differences in employee performance were associated with stress management. It also indicated that flexible working hours were significantly correlated with improved performance, while job-related counselling showed a slight negative impact, and

workplace conditions were positively associated with performance. The research determined that flexible scheduling and enhanced work environments have a beneficial impact on performance, whereas workplace counselling does not. The research suggested implementing policies focused on workplace quality and adaptable schedules to improve performance. Although descriptive statistics were utilized in the study, this research included both inferential and descriptive statistics.

Shikuku, Manikam, Adeniyi, Ndua, and Richard (2024) findings indicated that Kenyan police officers encounter various sources of stress, such as being exposed to high crime rates, constant risk of traumatic situations, and violence. Increased stress levels among officers are exacerbated by extended work hours, insufficient resources, and the pressure to meet performance goals. The research was conducted using the Servqual model as its foundation. The research utilized a review of existing literature. The intended demographic was Nairobi City County's national police officers. The findings show that work-life balance has an impact on service delivery. While financial performance was taken into consideration as the dependent factor in the previous study, service delivery was given priority as the dependent variable in the current investigation.

2.3.3 Psychological Work Environment and Service Delivery

Queirós et al. (2020) examined the challenges faced by police officers, emphasising how the work negatively impacts their physical and emotional health, leading to issues including exhaustion, hostility, and suicide. The study highlighted the importance of resilience in managing stress at work on both an organisational and operational level. In addition to validating a Portuguese version of the Organisational Police Stress Questionnaire, the study aimed to assess police personnel' stress, burnout, and resilience. Information was gathered

from 1,131 police officers via an online questionnaire in a cross-sectional research study. The findings indicated two primary stressors: inadequate management and insufficient resources, along with responsibilities and pressures. According to the study, a significant number of officers had high levels of stress, with 88.4% reporting higher operational stress, 87.2% reporting high levels of organisational stress, 10.9% reporting severe burnout, and 53.8% reporting low resilience. The findings also showed disparities by age, experience, and gender. Resilience, passion for the work, and goal-oriented methods were inversely related to stress and burnout. The research highlighted the significance of enhancing the working health of law enforcement personnel. This study utilized burnout as a psychological work environment measure, whereas the current research concentrated on five psychological work environment metrics: resilience, job enthusiasm, task orientation, professional training, and burnout.

Afulani et al. (2021) emphasized the worldwide issue of stress and burnout among healthcare professionals, which requires immediate attention. In western Kenya, 101 maternity professionals—including midwives, nurses, support staff, and clinical officers/doctors—were included in the study. In addition to answering other questions on sociodemographic, health, and work-related issues, participants completed the Shirom-Melamed Burnout Scale and Cohen's Perceived Stress Scale. In addition, the study assessed hair cortisol levels and heart rate variability (HRV) to measure physiological responses to acute and chronic stress. The relationship between stress, HRV, burnout, and cortisol levels, as well as between personal and professional characteristics, was investigated using multilevel linear regression models. According to the findings, most individuals had moderate to high levels of stress and burnout, especially those who were strongly motivated

to put in long hours and were hence more vulnerable to these conditions. Support staff and providers under 30 exhibited greater HRV, indicating a more flexible autonomic nervous system reaction to stress. This research employed an exploratory design, restricting its capacity to apply findings to different situations, whereas descriptive study methodology was used for this investigation.

Bondarenko et al. (2021) contend that the service responsibilities carried out by police officers result in considerable physical and mental stress. These challenging responsibilities adversely impact their physical abilities and mental health, leading to severe fatigue, stress, emotional problems, and work-related burnout. The research sought to investigate the limitations of police service operations and create a theoretical model for both physical and mental rehabilitation strategies for officers. The study included 237 officers from different divisions of the National Police of Ukraine and an expert group of 18 specialists to assess the success of rehabilitation methods. Adverse factors affecting police officers' service encompass long working hours, continual public safety tasks, regular duties, repeated injuries, and the physical stress of capturing suspects. Expert evaluations indicated that educational (33.2%), psychological (39.2%), and physical (39.6%) approaches are advantageous for the recovery of officers. The research highlighted that the demanding nature of police work results in fatigue, necessitating specific rehabilitation approaches. Although the previous study utilized a sample of 237 officers, the present research included 377 officers from a larger and more diverse population of 6,416, enabling broader insights from different respondents.

Velazquez and Hernandez (2019) examined the mental health issues encountered by police officers stemming from continuous exposure to high-stress work settings and the obstacles

hindering them from obtaining assistance. By conducting a comprehensive search of academic databases like EBSCO Host, the study examined U.S.-focused research concerning first responders, the unique trauma associated with police work, the stigma present in police culture, and strategies for intervention to promote mental health. The research sought to determine the mental health problems caused by trauma in police officers and the elements that prevent them from asking for help. Research indicates that experiencing trauma and stress can result in issues such as PTSD, depression, substance use disorders, and suicidal thoughts or behaviours. The stigma attached to getting mental health treatment is influenced by organisational and environmental factors, including pressures at work and adherence to legal and cultural norms. Despite relying on a thorough examination of existing literature, the current study employed primary data, analysed it, and made inferences based on the results.

Queirós et al. (2020) investigated the stress and burnout levels of law enforcement officers, highlighting the difficult facets of police job in modern society. Law enforcement personnel encounter various obstacles, such as ongoing dangers, rising firearm violence, restricted resources, public examination, insufficient backing, and interpersonal issues with peers and higher-ups. These stressors can greatly affect officers' mental and physical wellbeing, along with their job performance and relationships with the public. The research highlighted worries regarding the mental health hazards, such as depression, anxiety, burnout, and potentially suicide, encountered by officers. Consistent evaluation of stress and burnout is essential for enhancing workplace health, yet existing tools frequently do not address the unique challenges of police work. This study used the Kessler Psychological Distress Scale, the Spanish Burnout Inventory, and the PSQ-Op to analyse 2,057 National Portuguese

Police officers. The results indicated two primary factors: social concerns and work-related obstacles, and they revealed moderate degrees of operational stress, discomfort, and burnout. The research's implementation of a composite measure for the psychological work environment hindered the analysis of the impacts of individual psychological factors on service delivery. Conversely, the present research evaluated personal psychological workplace indicators, including resilience, job motivation, and task focus, professional development, and burnout, along with their effects on service provision.

2.3.4 Social Work Environment and Service Delivery

Demirkol & Nalla (2019) explored how police culture affects community policing and whether it hinders or supports its successful implementation. It shows that due to factors like danger, authority, isolation, and efficiency in the workplace, police officers often display cynicism, authoritarian, strong solidarity, occupational identity, loyalty, autonomy tendencies. Utilizing a sample of 1970 officers from different police functions in Turkey (patrol, plainclothes, and airports), used structural equation modelling to investigate the correlation between six aspects of police culture and examining potential differences in attitudes towards CP among officers in various roles. The results indicate that support for CP is positively linked to social cohesion, cynicism, and loyalty, and negatively linked to autonomy and alienation. The results of the multi-group analyses show that, in general, police officers' attitudes toward CP are not influenced by their departmental assignment. Social work environment was conceptualized into autonomy, cynicism, alienation, authoritarianism, cohesion, and loyalty, a conceptual gap; the current study conceptualizes social work environment into social awareness, interaction, collaboration, and cooperation.

Kamanja (2020) performed research on the connection between workplace environment and employee engagement, surveying 200 employees from Meru County's central government ministries using standardised questions. The study's quantitative analysis showed that employee engagement was significantly impacted by the social work environment. According to the survey, improving social work environments should be a top priority for decentralised government agencies. The mental work environment showed a favourable link even though it had no discernible effect on engagement. However, it was found that workplace flexibility has little effect on employee engagement, therefore it shouldn't be a primary focus. The research aimed at 2,410 workers from non-devolved government ministries, while the present study concentrated on a bigger group of 6,416 police officers.

Rasool, Wang, Tang, Saeed, and Iqbal (2021) examined the relationship between employee engagement (EE) and a toxic working environment (TWE), proposing a framework based on Organisational Support Theory (OST) and Conservation of Resources (COR) theory. According to the study, a toxic workplace has a negative effect on employee engagement through organisational support (OS) and employee well-being (EW), both directly and indirectly. Information was collected quantitatively from 301 workers at small and medium-sized businesses in China, and partial least squares structural equation modelling (PLS-SEM 3.2.2) was used for analysis. The results showed that negative emotions including stress, burnout, sadness, and anxiety are exacerbated by a toxic environment, which in turn lowers employee engagement. Nevertheless, it was discovered that this effect was mitigated by employee well-being and organisational support, which enhanced employee engagement and their relationship with the business. The research was based on two theories, COR and OST, which mainly focused on the emotional and psychological effects but did not

comprehensively cover service delivery. In contrast, the present research employed a wider theoretical framework, integrating Person-Environment Fit Theory, Conservation of Resources (COR), Human Relations Theory, Social Exchange Theory (SET), and the SERVQUAL model to more effectively identify the factors affecting service delivery.

Saunders, Kotzias, and Ramchand (2019) pinpointed three primary stressors in law enforcement: exposure to violence, accountability for officer-involved shootings, physical assault, and the loss of a colleague while on duty. The research included interviews with 110 representatives from law enforcement agencies throughout the United States to evaluate the development of job-related stressors. Carried out between May and December 2017, the study employed semi-structured interviews and a two-stage sampling method: purposive convenience sampling followed by stratified random sampling across four geographical areas. The stressors most commonly cited included the dangers linked to enforcement activities, work-related family and relationship issues, administrative responsibilities, unpredictable work hours, and tense police-community interactions, intensified by unfavourable media representations of law enforcement. Participants observed heightened stress stemming from socio-political shifts, including community tensions, personal recording devices, social media dissemination, and increased media scrutiny. Even though shifts in workforce demographics and a decrease in mental health stigma have enhanced the circumstances, the controlled causal research method of the study restricts the applicability of its results. Conversely, the approach to research used in this study was descriptive.

Baek, Han, and Seepersad (2022) examined how police officers' stress levels and social support linked to one another, highlighting that elevated stress levels in law enforcement can result in adverse effects like burnout. Although law enforcement in Caribbean countries,

especially Trinidad, encounters tough working environments, studies on policing in the Caribbean have been sparse. The research, involving 331 police officers from eight divisions in Trinidad, investigated the effects of social support from family, coworkers, and supervisors on job-related stress (organisational and operational) and burnout (emotional weariness, depersonalisation, and personal accomplishment). The study's path analysis showed that although support from family and co-workers reduced operational stress, support from supervisors reduced organisational stress. Both types of stress had an effect on different aspects of burnout; operational stress had an effect on depersonalisation and emotional tiredness, whereas organisational stress had an influence on both personal achievement and emotional exhaustion. Nonetheless, path analysis presumes that variables are assessed without any errors, potentially skewing the outcomes. On the other hand, multiple linear regression analysis was used in this work to get over this restriction.

2.4 Summary of Literature Review and Research Gaps

Previous research examined interlink between workplace settings and service provision in both the public and private sectors. While some studies explored work conditions of different public sector workers in Kenya, there is insufficient thorough evidence regarding the impact of the work environment on service delivery among police officers. The SERVQUAL model and relevant theories including Person-Environment Fit Theory, Conservation of Resources Theory, Human Relations Theory, and Social Exchange Theory are examined in this study to examine how the workplace affects service delivery. Although performance and individual fit with the workplace are well linked by the Person-Environment Fit Theory, it inadequately addresses the physical work environment and workplace flexibility, focusing more on subjective fit (Njau, 2019). The Conservation of Resources Theory emphasizes resource availability but overlooks social work environment aspects like team dynamics, focusing primarily on resource-related stress (Shi & Shang, 2020). Human Relations Theory highlights interpersonal relationships and employee well-being but insufficiently addresses the physical environment and structural workplace features critical to service delivery. Social Exchange Theory explains relational reciprocity but fails to consider psychological work environment factors like stress and resilience (Zoller & Muldoon, 2019). The SERVQUAL model measures service delivery outcomes but does not account for internal factors like workplace flexibility and psychological work environment that influence these outcomes (Adugna & Italemahu, 2019). These gaps emphasize the necessity of a multi-theoretical framework to comprehensively grasp the connection between various aspects of the work environment and service provision.

Table 2.1: Summary of Literature Review and Research Gaps

| Authors | Study Title | Findings | Research Gaps | Current Study Focus |
|--------------------------------|---|---|--|--|
| Burt (2019) | Perceptions of police-citizen encounters are influenced by the physical surroundings. | Observers of photographic proof of police-citizen interactions appear to form uniform opinions on the actions of individuals in the scenario, regardless of the disorder in the surroundings. | The qualitative character of the analysis. | In this study, both quantitative and qualitative methodologies were employed. |
| Anasi (2020) | The reported impact of connections at work, job requirements, and physical workspace on South-West Nigerian librarians' job satisfaction. | Relationships at work, the workplace, workload, and job satisfaction are all related. | Focused on librarians | The current focused on police officers |
| Cieślak <i>et al.</i> , (2020) | Stress at Work: An Analysis of Municipal Police Officers | Municipal police officers who reported feeling stressed out at work frequently were also more likely to name one or two stressors, such as physical abuse, loud workplaces, exposure to infectious materials, and extremely high or low temperatures. | Work-related stress was assessed using subjective measures | The current study validated service delivery using objective measures. The sample size was 578 while in the current study it was 377, which allowed researcher to conduct more detailed and in-depth analyses, |

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|---|--|--|--|--|
| | | | | capturing richer, qualitative insights that might be overlooked in larger samples. |
| Granholm Valmari <i>et al.</i> , (2023) | The circumstances surrounding patrolling police personnel in the EU. | Certain environmental factors in the physical surroundings of patrolling officers were also identified | A literature-based desk research focusing on existing studies and real-life situations. | The current study it was on actual research and data collection |
| Ligami (2023) | The efficacy of National Police Service reform measures in Nairobi County. | The effectiveness of the national police force has been favourably and significantly influenced by changes in organisation, innovation, resources, and training. | Physical resources were conceptualized into maintenance, availability, and quality creating a conceptual gap | The current study physical work environment operationalized as lighting, ventilation, layout, noise, and resources |
| Wheatley (2017) | The use of flexible work arrangements and job happiness in the context of employment, labour, and society. | A positive relationship between employee well-being and flexible work schedules. | Flexible work arrangement was conceptualized as organizational structure and culture, a conceptual gap | The current study conceptualized workplace flexibility as work-family time demand, compensation, career growth, flexible working |

| | | | | |
|---------------------------------------|---|---|---|---|
| | | | | options. |
| Li, Ten Berge, and Kristiansen (2022) | Burnout and its underlying causes. | The connection between work-family time constraints and burnout varies between individuals depending on how flexible their work schedules are. | The data was analysed quantitatively using Ordinary least-squares (OLS) regression method, a methodological gap | The current study adopted Pearson correlation and multiple linear regression analysis. |
| Conradie and De Klerk (2019) | Flexible work arrangements for software engineers in a developing market. | Majority of employers in the software development industry in South Africa have embraced flexible working arrangements (FWAs), which developers also utilize and see as advantageous for both themselves and their companies. | The study focused only one variable (flexible work arrangements as the indicator of work environment | Three aspects of the workplace, physical work, workplace flexibility, psychological work, and social work environments—were the focus of the current study. |
| Atalya and Genga (2019) | Employee retention and human resource management practices in Machakos County, Kenya. | Given that certain independent factors had an impact on the dependent variable (employee retention), the regression analysis findings demonstrated the significance of the model. | Purposive sampling was in the study | The sample size was established using stratified and basic random sampling techniques, which made generalisation simpler. |
| Abonyo | Managing Stress and its Impact on | Work environment and flexible scheduling | Descriptive statistics were | Inferential statistics |

| | | | | |
|--------------------------------|---|--|---|---|
| (2020) | Employee Performance at Kenya Airways. | affect employee performance, but workplace counselling does not | employed for data analysis. | besides descriptive statistics were used to determine correlation, causation, and test hypothesis. |
| Shikuku <i>et al.</i> , (2024) | Modern workplace dynamics | The service delivery was affected by Work-Life Balance | The study looked at financial success as the dependent variable. | Investigations were conducted on service delivery as the dependent variable. |
| Queirós <i>et al.</i> , (2020) | Police Officer Burnout and Workplace Stress | Resilience, task-orientated, and enthusiasm towards job were inversely related to job stress and burnout | Burnout was used as a metric of psychological of work environment but this is a narrow indicator of service quality | The current study used five metrics of psychological work environment, including resilience, enthusiasm towards job, task-oriented, professional training, and burnout. |
| Afulani <i>et al.</i> , (2021) | Maternity healthcare professionals in a remote Kenyan community experienced psychological and | People who were highly motivated to work long hours were especially prone to experiencing increased levels of stress and | Since the study used an exploratory research approach, neither the hypothesis nor | The research design adopted in this study was descriptive. |

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|-----------------------------------|--|---|---|--|
| | physical stress in addition to burnout. | burnout. | the results could be applied to different situations. | |
| Bondarenko <i>et al.</i> , (2021) | Techniques for police officers' physical and mental rehabilitation while they are doing their tasks. | The adverse aspects of police officers' job duties all contribute to exhaustion, which can lead to decline in physical and mental capabilities, necessitating the implementation of physical and mental rehabilitation methods. | The study used a sample size 237 police officers from different departments of the National Police | With a sample size of 377 police officers drawn from a broad target population of 6,416 people, the present study made it simpler to collect more data from a wide range of respondents. |
| Velazquez and Hernandez (2019) | The horrific experiences police officers have had and their knowledge of the stigma associated with their mental health. | Law enforcement agencies and environmental factors are connected to the negative perception of seeking help for mental health issues | The study primarily focused on a systematic review of existing literature, highlighting a methodological gap. | The current study collected primary data, analysed data, and made inferences based on the study results. |
| Demirkol and Nalla (2019) | Police Culture and Community policing | Support for CP is positively linked to social cohesion, cynicism, and loyalty, and negatively linked to autonomy and alienation. | Social work environment was conceptualized into autonomy, cynicism, alienation, authoritarianism, cohesion, and | The current study conceptualizes social work environment into social awareness, interaction, collaboration, |

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|--|--|---|---|--|
| | | | loyalty | and cooperation. |
| Kamanja (2020) | Work Environment; Central Government Ministries in Kenya's Employee Engagement | Social work environment significantly impacts employee engagement. | Targeted population of 2,410 employees from non-devolved government ministries resulted in a methodological gap. | A larger population size of 6,416 police officers were the focus. |
| Rasool <i>et al.</i> (2021) | Employee Engagement; Workplace Environment | Supporting employees make them feel connected to organization | Used organizational support theory (OST), Conservation of Resources (COR) theory which inadequately address the aspect of service delivery. | Human relations theory, conservation of resources theory, person-environment fit theory, social exchange theory (SET), and the SERQUAL model were all used in this study to assess service delivery. |
| Saunders, Kotzias, and Ramchand (2019) | Contemporary Police Stress and Socio-Political Issues | Police officers feel more fear and stress because of current socio-political shifts, including tense police-community interactions, widespread personal recording technology, | The study used a causal research approach, which necessitates controlled settings that might not precisely replicate actual | The research design adopted in this study was descriptive. |

| | | | | |
|---------------------------------|-------------------------------------|--|--|--|
| | | social media sharing, and heightened scrutiny from constant news coverage | circumstances, therefore restricting the findings' applicability. | |
| Baek, Han, and Seepersad (2022) | Social Support; Occupational Stress | Organizational stress impacted emotional exhaustion and personal accomplishment. | The study relied on path analysis which assumes that variables are measured without error. Measurement error in variables distort the estimation of path coefficients and reduce the reliability of the results. | The current study relied on multiple linear regression analysis. |

The Source: Reviewed studies (2024)

2.5 Conceptual Framework

The theoretical structure is a fundamental research element, providing a structured foundation for examining the research problem (Alpert & Dunham, 2022). It connects theoretical concepts to practical aspects of the study, offering clarity and direction (Beg, Fitzpatrick & Lucas, 2021). This framework describes the key components of the investigation, such as the variables involved, their relationships, and the broader context of the study (Assefa, Etana & Deressa, 2024).

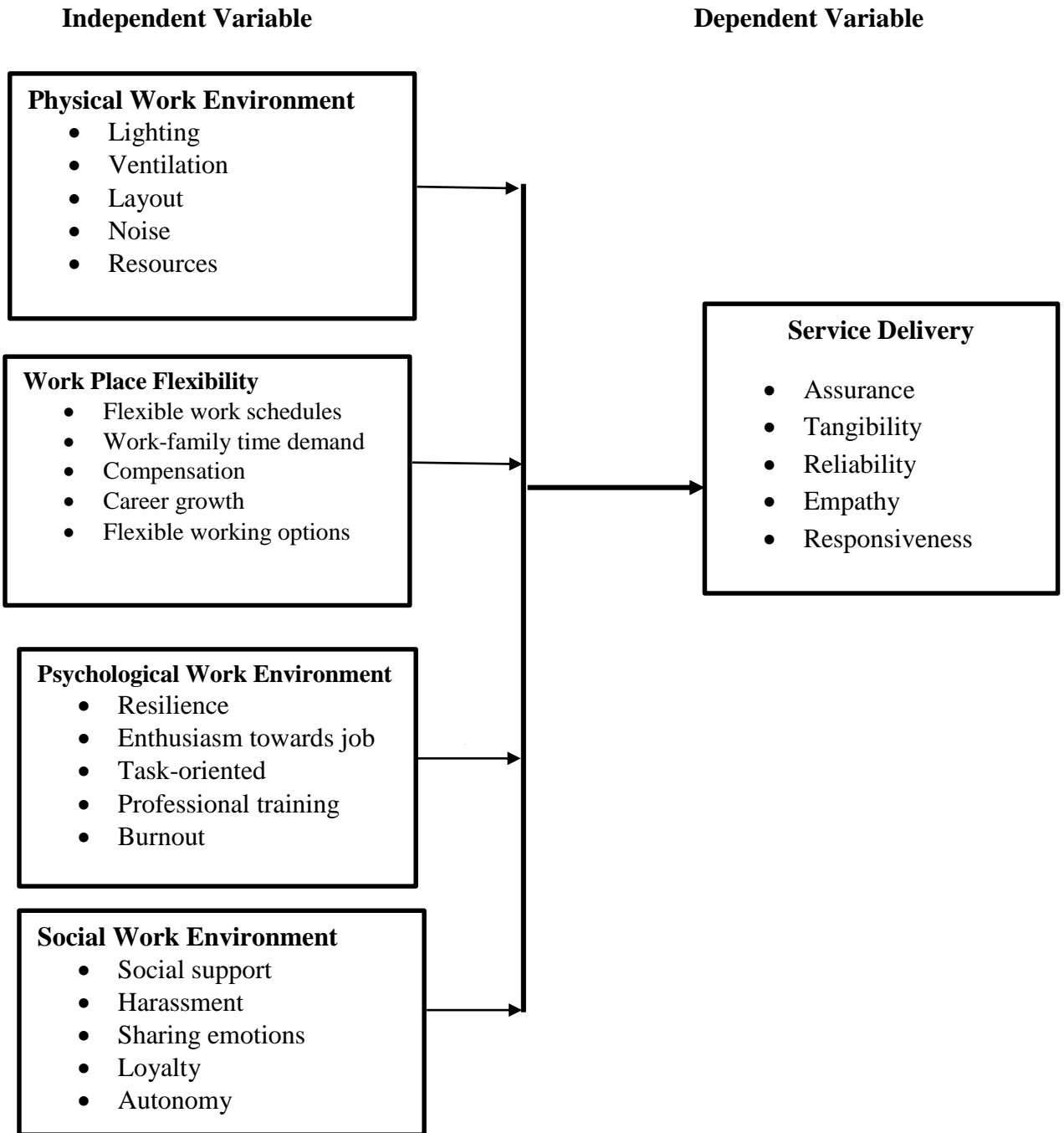


Figure 2.1: Conceptual Framework

Source: Author's Conceptualization (2024)

Figure 2.1 demonstrates how the predictor and outcome variables in the proposed study are related to one another. The study investigates how various work environment factors influence service delivery among police officers. The physical work environment, including aspects like lighting, ventilation, layout, noise, and available resources, directly affects officers' comfort and efficiency, which in turn influences their ability to deliver quality service.

Workplace flexibility, which encompasses flexible schedules, work-family balance, compensation, career growth, and flexible working options, plays a role in how officers manage their personal and professional lives, contributing to their capacity to provide consistent service. The psychological work environment, including resilience, job enthusiasm, task-oriented, professional training, and burnout, determines officers' mental and emotional well-being, influencing their effectiveness and approach to service delivery. The social work environment, characterized by social support, harassment, emotional sharing, loyalty, and autonomy, shapes the interpersonal dynamics within the workplace, affecting teamwork and communication, which are critical to delivering reliable, empathetic, and responsive service to the public.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodological framework adopted in the study. It systematically presents the research design, target population, sampling procedures, and sample size determination. Further, it describes the data collection instruments, the pilot study, and procedures employed to establish the validity and reliability of the research tool. The chapter also details the data collection procedure, techniques of data analysis and presentation, and the ethical considerations that guided the entire research process. Each of these sections is presented in turn to demonstrate the logical flow of methodological choices and their appropriateness for addressing the study objectives.

3.2 Research Design

The study used a descriptive study approach to analyse data that was qualitative as well as quantitative. Data collection and analysis were accomplished using research that is descriptive (Creswell & Creswell, 2017). Without altering the actions or encounters of the participants, it aims to precisely document and depict things exactly as they exist (Price & Lovell, 2018). The study simultaneously gathered data and combined the findings for a comprehensive analysis by employing the descriptive research technique.

This study examined four key variables of the work environment in relation to service delivery by police officers in Nairobi City County. The physical work environment encompassed the tangible aspects such as office space, equipment, and infrastructure that supported effective policing. Workplace flexibility referred to the adaptability of work

arrangements and schedules that allowed officers to respond efficiently to diverse operational demands. The psychological work environment captured the mental and emotional conditions within the workplace, including support systems, stress levels, and overall job satisfaction, which influenced officers' confidence and motivation. The social work environment related to interpersonal relationships, teamwork, and collegial support, which shaped collaboration and empathy in service delivery. These variables provided a comprehensive lens for examining how different dimensions of the work setting contributed to the quality and consistency of police services.

3.3 Target Population

Individual cases sharing observable characteristics form the population targeted (Mugenda, 2003). The intended group consisted of law enforcement officers in twelve police sub counties within Nairobi City County, totalling 6,416 officers of different ranks and positions across different departments and units, all utilizing a unified policing platform.

Table 3.1: Target Population

| Serial Number | Sub County | Population |
|----------------------|-------------------|-------------------|
| 1. | Buruburu | 712 |
| 2. | Central | 1,072 |
| 3. | Dagoretti | 431 |
| 4. | Embakasi | 430 |
| 5. | Gigiri | 416 |
| 6. | Kasarani | 585 |
| 7. | Kayole | 370 |
| 8. | Kilimani | 440 |
| 9. | Langata | 385 |
| 10. | Makadara | 480 |
| 11. | Starehe | 878 |
| 12. | Ruai | 217 |
| | TOTAL | 6,416 |

Source: *National Police Service, Human Resource Management Information System (2024)*

3.4 Sampling Procedure and Sample Size

Campbell, Greenwood, Prior, Shearer, Walkem, Young, and Walker (2020) elaborate on this, highlighting that sampling design pertains to the methodology used in selecting cases for observation. It gives a thorough description of the topics to be included in the research and the criteria for selecting them from the target demographic. The researcher utilized a stratified sampling approach to categorize participants by sub counties, ensuring adequate representativeness across all instances (Lohr, 2021). The use of stratified sampling is justified.

The police force in Nairobi City County consists of a diverse group of officers across different ranks, departments, and stations. They were separated into discrete categories using stratified sampling to guarantee equitable representation. The simple random sampling approach was then used to choose participants at random. Using Taro Yamane's (1967) formula, the study calculated the sample size with a 5% margin of error.

The formula is expressed as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N=population size, n=sample size and e is the precision size which is 0.05 in this study.

$$n = \frac{6,416}{1 + 6,416(0.05)^2} = \frac{6,416}{1 + 16.04} = \mathbf{376.53}$$

$$\text{Multiplier Factor} = \frac{n}{N} = \frac{377}{6,416} = \mathbf{0.0588}$$

The sample size was 377 respondents which amounts to 5.88% of the entire population.

Using a multiplication factor 0.0588 (5.88%) to determine the sample size, applying a multiplication factor to determine the number of sample is described in Table 3.2.

Table 3.2: Sample Size

| Serial Number | Sub County | Population | Multiplier Factor | Sample Size |
|----------------------|-------------------|-------------------|--------------------------|--------------------|
| 1. | Buruburu | 712 | 0.0588 | 42 |
| 2. | Central | 1,072 | 0.0588 | 63 |
| 3. | Dagoretti | 431 | 0.0588 | 25 |
| 4. | Embakasi | 430 | 0.0588 | 25 |
| 5. | Gigiri | 416 | 0.0588 | 24 |
| 6. | Kasarani | 585 | 0.0588 | 34 |
| 7. | Kayole | 370 | 0.0588 | 22 |
| 8. | Kilimani | 440 | 0.0588 | 26 |
| 9. | Langata | 385 | 0.0588 | 23 |
| 10. | Makadara | 480 | 0.0588 | 28 |
| 11. | Starehe | 878 | 0.0588 | 52 |
| 12. | Ruai | 217 | 0.0588 | 13 |
| | TOTAL | 6,416 | 0.0588 | 377 |

Source: *Data (2024)*

3.5 Data Collection Instrument

A questionnaire was created specifically for the study in order to gather primary data. To achieve thorough and perceptive replies for the study, a semi-structured questionnaire with a combination of closed and open-ended questions was used to collect this data. Because closed questions are easily administered and analysed and are easily relevant, they were used. Conversely, open-ended questions are simple to formulate and provide responders greater latitude, which results in responses that are more thorough. This method allowed the researcher to gather insightful input from each participant and provided a comprehensive picture of the respondents' opinions. Three components comprised the

questionnaire: Background information was gathered in Section A, while the independent factor were the primary focus of Section B and the dependent parameter was discussed in Section C.

3.6 Pilot Study

The researcher performed a preliminary investigation before gathering data. In order to improve the quality and efficacy of research instruments, such as questionnaires, a pilot study is a small-scale test to assess logistics and collect data prior to the main inquiry (Bougie & Sekaran, 2019). Law enforcement officials from Kenya's nearby Kiambu County participated in the pilot project. Following the methodology of Kamanja (2020) and Ligami (2023), thirty-eight respondents, or 10% of the police officers, took part in this pilot but were excluded from the main study. Since members of the National Police Service displayed varied demographics, including differences in gender, rank, age, experience, and deployment across several operating units, Kiambu County was chosen. This diversity allowed for a comprehensive evaluation of the research tools across different demographic and professional characteristics, ensuring their reliability and adaptability for the main study in Nairobi City County. The proximity of Kiambu to Nairobi also facilitated logistics while preserving a distinct study group that did not overlap with the primary research sample.

The pilot study results indicated that the questionnaire was generally well-structured and comprehensible, with a response rate of 94.7% and only 5.3% cases of non-response. However, some items were identified as ambiguous or repetitive, particularly in sections addressing workplace flexibility and psychological work environment. As a result, these questions were rephrased for clarity, redundant items were eliminated, and the sequencing of some sections was adjusted to improve logical flow. Feedback from the pilot further

revealed that certain technical terms required simpler wording to ensure uniform interpretation across different ranks of officers.

Reliability analysis was conducted using Cronbach's alpha, and the results demonstrated acceptable internal consistency across the study variables. The physical work environment scale recorded an alpha coefficient of 0.812, workplace flexibility 0.775, psychological work environment 0.743, social work environment 0.801, and service delivery 0.784. All coefficients were above the recommended threshold of 0.7 (Price & Lovell, 2018), confirming that the measurement instruments were reliable. These reliability results, together with the adjustments made after the pilot study, enhanced the validity and suitability of the tool for the main research, thereby ensuring that the study could generate credible and well-founded insights (Osuagwu, 2020; Hennink, Hutter, & Bailey, 2020).

3.7 Validity and Reliability of Research Instrument

The research tool (questionnaire) for this study was pilot tested with a small sample of respondents prior to full-scale data collection in order to ensure validity and reliability. The questions were improved for relevance and clarity using participant and expert feedback. Additionally, Cronbach's alpha and other statistical techniques like factor analysis were used to assess how well the instrument measured the desired variables. By taking these precautions, the instrument's validity and reliability in capturing indicators of service delivery and work environment features among Nairobi City County police officers were guaranteed.

3.7.1 Validity of Research Instrument

To determine a test's validity, which Bougie and Sekaran (2019) describe as the degree to which a test looks at what it is supposed to look at, an initial research was conducted. In the intended study, the researcher plans to use both face validity and content validity. Every item that represented the study variables was examined, verified, and deemed suitable based on earlier research in order to guarantee face validity. By confirming that the survey instrument contains all required items or questions for the study, content validity was evaluated. As suggested by Hennink, Hutter, and Bailey (2020), a five-point Likert scale was used to assure construct validity and facilitate the collection of objective data. Additionally, by precisely identifying all of the study's important variables, construct validity was strengthened.

3.7.2 Reliability of Research Instrument

When a test is repeated with similar people and under similar circumstances, it is said to be reliable (Creswell, 2011). A crucial factor in determining the questionnaire's reliability is the Cronbach Alpha Coefficient, which ranges from zero to one. Cooper and Schindler (2011) state that the Cronbach Alpha coefficient is a measuring tool's average of all split-half reliability coefficients. A greater coefficient indicates that the analytical tool is more reliable. The Cronbach Alpha, which provides a precise quantitative evaluation, was used to guarantee the trustworthiness of this study. According to Walliman (2021), dependability is shown by a coefficient greater than 0.7.

3.8 Data Collection Procedure

Kenyatta University's Graduate School issued a letter of research authorisation to the researcher. Getting permission from superiors is crucial in order to visit study venues and

conduct interviews with possible participants, according to Mishra, Pandey, Singh, Keshri, and Sabaretnam (2019). Questionnaires were manually distributed by the researcher in order to gather data. The results of the poll were eventually distributed to a few interested parties.

There were basic instructions on how to fill out the questionnaires, when to submit them, and how to return them to the OCS office. The chosen participants who were unable to complete the surveys immediately were given them, and the OCS was tasked with scheduling a time for them to be finished and turned in to the researcher later. Police officers on the researcher's field visit swiftly completed the questionnaires, which were then gathered.

3.9 Data Analysis and Presentation

The process of organising and analysing unprocessed data in order to get valuable insights is known as data analysis. To get the data ready for analysis, the researcher first cleaned and coded it (Coe Coe, Waring, Hedges, and Ashley, 2021). The data were examined for correctness, consistency, rationality, and dependability before analysis. The study was conducted using statistical measures such as the mean and standard deviation using the Statistical Package for the Social Sciences (SPSS, version 26). The study's findings were presented in tables and charts to improve understanding; inferential statistics like regression and correlation were used to look into the relationships between variables; content analysis was used to look at the qualitative data gathered from the open-ended questions in the data collection tool; and the regression structure model:

$$Z = \alpha_0 + \alpha_1 A + \alpha_2 B + \alpha_3 C + \alpha_4 D + \varepsilon$$

Where;

Z; Service Delivery

A; Physical Environment

B; Work Place Flexibility

C; Psychological Environment

D; Social Environment

ε ; Error term

α_0 ; Z intercept

$\alpha_1 - \alpha_4$; Regression coefficients.

3.10 Ethical Considerations

Researchers should use prudence in their ethical procedures while working with individuals, according to Osuagwu (2020). When gathering data, the researcher followed three important ethical guidelines. Participation was voluntary, and it is important to ensure that all participants are informed and provide their consent to participate in the study. Third, the identities and stationing sites of the police personnel were kept private. All interested participants were informed of the research findings, and confidentiality was maintained.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter examines the collected data and presents the study's findings, forming the basis for discussion. The survey used consisted of two sections: the first covered the respondents' biographical details, while the second focused on key investigative data aligned with the research variables.

4.2 Response Rate

The study's response rate is shown in this section. The target population was represented by the 377 respondents who took part in the study. The 318 individuals completed the whole questionnaire, yielding an 84.35% response rate, as seen in Table 4.1. A response rate of at least 50% is deemed sufficient for analysis (Mugenda & Mugenda, 2003). Table 4.1 results show that the 84.35% response rate attained was significantly high.

Table 4.1: Response Rate

| Responses | Percentage |
|--------------|------------|
| Completed | 84.4 |
| Non-response | 15.6 |

Source: Research Data (2025)

4.3 Reliability Tests

The Cronbach's Alpha score was used for the reliability test, and 0.7 was the lowest acceptable level.

Table 4.2: Reliability Tests

| Variable | Number of Items | Cronbach Alpha | Remark |
|---------------------------|------------------------|-----------------------|---------------|
| Physical Environment | 6 | 0.812 | Reliable |
| Work Place Flexibility | 6 | 0.775 | Reliable |
| Psychological Environment | 6 | 0.743 | Reliable |
| Social Environment | 6 | 0.801 | Reliable |
| Service Delivery | 5 | 0.779 | Reliable |

Source: Research Data (2025)

Table 4.2 indicates an alpha value of 0.7 or higher indicated the reliability of the instrument.

4.4 Demographic Characteristics

The questionnaire included a section dedicated to collecting respondents' demographic data. Information was gathered on gender, age range, terms of service, education level, Kenya Police Service rank, years of service in the police force, and years spent in the current rank.

4.4.1 Gender of Respondents

Table 4.3 shows the responses gathered responses from 318 police officers' genders. Out of them, 182 respondents were men (57.23%), and 136 respondents were women (42.77%). According to this gender distribution, the bulk of the study population consisted of male officers.

Table 4.3: Gender Distribution of Respondents

| Gender | Percentage |
|---------------|-------------------|
| Male | 57.23 |
| Female | 42.77 |

Source: Research Data (2025)

Table 4.3 shows that the majority of responders were men, which could be indicative of larger gender dynamics in the police force and have an impact on how various officers' view and are impacted by their workplace. Given that different experiences and expectations in the workplace may have an impact on enthusiasm, emotional support, and emotional well-being, these gender-based variances may also have an impact on service delivery.

4.4.2 Age of Respondents

The participants' responses, as shown in Table 4.4, reflect their answers to a question regarding their age range.

Table 4.4: Age Distribution of Respondents

| Age Range | Frequency | Percentage (%) |
|------------------|------------------|-----------------------|
| Over 40 | 269 | 84.59 |
| 31-40 | 40 | 12.58 |
| 26-30 | 6 | 1.89 |
| Under 25 | 3 | 0.94 |

Source: Research Data (2025)

Table 4.4 shows the age distribution of survey participants and an analysis of their answers. According to the data, 12.58% of the participants were between the ages of 31 and 40, while the vast majority (84.59%) were above 40. Just 0.94% of respondents were younger than 25, while a smaller fraction (1.89%) were between the ages of 26 and 30. According to this distribution, elder officers make up the majority of the police staff questioned. The under-representation of younger age groups might indicate that there has not been much recent hiring or retention of younger staff, which could affect how responsive and flexible service

delivery is. Furthermore, older officers could have adopted particular attitudes and coping strategies about their employment, which could have an impact on how they view and react to situations at work in connection to providing services.

4.4.3 Terms of Service

Table 4.5 presents the results of the study's investigation of the respondents' terms of service.

Table 4.5 Distribution of Respondents by Terms of Service

| Terms of Service | Frequency | Percentage (%) |
|-------------------------|------------------|-----------------------|
| Pensionable | 315 | 99.06 |
| Probationary | 3 | 0.94 |

Source: Research Data (2025)

Table 4.5 indicates the examination of the respondents' terms of service, which shows that just 3 respondents (0.94%) were on probationary terms, whereas the great majority, 315 officers, or 99.06 percent were on pensionable terms. This suggests that the majority of participants were employed by the police force for an extended period of time. Several aspects of the workplace might be significantly impacted by such job security. According to psychology, long-term employment may improve mental health by promoting job stability, lowering fear associated with losing one's job, and promoting professional growth, all of which increase resilience and zeal for one's work. In the context of social work, pensionable periods can improve officers' propensity to share experiences and offer social assistance while also fostering team cohesiveness, loyalty, and trust among co-workers'.

However, workplace flexibility also affected by the security provided by pensionable terms, which may restrict receptivity to different work patterns, career mobility, or flexible adjustments to operational procedures. Long-serving officers may have more control over or expectations for aspects of the physical workspace, such as lighting, ventilation, noise, layout and resource availability, which can affect their comfort and productivity. Together, these elements have the power to shape the quality of police results by influencing important aspects of service delivery, such as responsiveness, empathy, and dependability.

4.4.4 Education Level

The findings of the study's examination of the respondents' educational backgrounds are shown in Table 4.6.

Table 4.6: Education Level of Respondents

| Education Level | Frequency | Percentage (%) |
|------------------------|------------------|-----------------------|
| Secondary | 197 | 61.95 |
| Bachelor's Degree | 69 | 21.70 |
| Master's Degree | 26 | 8.18 |
| Diploma | 16 | 5.03 |
| Doctorate Degree | 10 | 3.14 |

Source: Research Data (2025)

Table 4.6 denotes respondents' educational backgrounds, where the majority of them, 197 officers, or 61.95% had completed secondary school. A bachelor's degree was held by 69 individuals (21.70%), followed by a master's degree by 26 (8.18%), a diploma by 16 (5.03%), and a doctorate by 10 (3.14%). According to this distribution, a sizable percentage of respondents had sought higher education, even though the majority had at least a

secondary degree. Police officers' educational backgrounds may have an impact on a number of elements of the workplace and, consequently, the provision of services.

Higher educated officers could be more able to successfully comprehend rules, make use of the resources at their disposal, and adjust to changing physical work situations. Regarding the psychological work environment, education may increase task orientation, cognitive resilience, and job enthusiasm while decreasing burnout risk via better stress management and problem-solving abilities. From the standpoint of workplace flexibility, officers with more education may have higher expectations for flexible work schedules, pay, and career advancement. By encouraging professional contacts, emotional intelligence, and efficient communication while avoiding harmful behaviours like harassment, education might improve the social work environment. The quality of policing services offered to the community may be enhanced by a personnel with higher levels of education as they may positively impact important facets of service delivery, such as assurance, responsiveness, empathy, and dependability.

4.4.5 Kenya Police Service Rank

The study assessed the respondents' positions within the Kenyan police force, and the results are shown in Table 4.7.

Table 4.7 Kenya Police Service Rank of Respondents

| Rank | Frequen | Percentage (%) |
|--|----------------|-----------------------|
| Police Constable (PC) | 145 | 45.60 |
| Corporal (CPL) | 63 | 19.81 |
| Sergeant (SGT) | 34 | 10.69 |
| Assistant Superintendent of Police (ASP) | 19 | 5.97 |
| Senior Sergeant (S/SGT) | 15 | 4.72 |
| Senior Superintendent of Police (SSP) | 12 | 3.77 |
| Inspector (IP) | 12 | 3.77 |
| Superintendent of Police (SP) | 9 | 2.83 |
| Chief Inspector (CI) | 9 | 2.83 |

Source: Research Data (2025)

Table 4.7 presents the distribution of responders by rank within the Kenya Police Service. Police Constables (PC) made up a sizable number of the participants, accounting for 45.60% (n = 145) of the entire sample. Sergeants (SGT) came next at 10.69% (n = 34) and Corporals (CPL) at 19.81% (n = 63). Senior Sergeants (S/SGT) made up 4.72% (n = 15), while Assistant Superintendents of Police (ASP) made up 5.97% (n = 19). Superintendents of Police (SP) and Chief Inspectors (CI) each accounted for 2.83% (n = 9) of the respondents, while Senior Superintendents of Police (SSP) and Inspectors (IP) made up 3.77% (n = 12).

According to this distribution, officers in lower ranks; constables and corporals in particular—who frequently work at the front lines of service delivery provided the bulk of

the replies. Their viewpoints are especially helpful in evaluating how different elements of the workplace; physical, such as lighting, ventilation, noise, layout, and resources), flexible (such as schedules, work-family balance, and compensation), psychological (such as burnout, resilience, and enthusiasm), and social (such as support, autonomy, and emotional expression) affect service delivery outcomes like dependability, empathy, responsiveness, tangibility, and assurance because they have direct interaction with the public. The results may mostly represent the experiences and viewpoints of those who are most exposed to operational pressures and environmental obstacles, as shown by the sample's preponderance of lower-ranking officers. This makes the data more relevant for comprehending how these aspects of the workplace affect frontline service delivery and the general calibre of police services.

4.4.6 Year (s) in the Police Service

According to their ranks, the Kenyan police personnel were categorised in the study, and the results are shown in Table 4.8.

Table 4.8 Years of Service in the Kenya Police Service

| Years of Service | Frequency | Percentage (%) |
|-------------------------|------------------|-----------------------|
| 0-10 | 134 | 23.93 |
| 11-20 | 181 | 32.32 |
| 21-30 | 184 | 32.86 |
| 31-40 | 61 | 10.89 |

Source: Research Data (2025)

According to Table 4.8, a workforce with significant experience is revealed, which displays the respondents' years of service distribution within the Kenya Police Service. In particular, 32.86% of officers have between 21 and 30 years of service, with 32.32% having between 11 and 20 years. Officers with the longest tenure of 31–40 years make up 10.89%, while those with less than 10 years make up 23.93%. This suggests that the police force is comparatively mature and experienced, as the majority of responders (more than 65%) have been in the force for more than ten years.

Service delivery is affected by this tenure-based experience, especially when considering the impact of the workplace. The physical workspace, which is determined by factors like lighting, ventilation, noise levels, layout, and resource availability, may have a big impact on officers' comfort and productivity, which in turn affects how consistently and quickly they provide services. Enhancing job happiness requires workplace flexibility, which is characterised by flexible work hours, work-family balance, pay, professional growth, and alternative working opportunities. Flexibility in juggling work and home obligations can be valued by an experienced team, which can improve service delivery dependability and empathy.

For long-serving officers, the psychological environment, measured by resilience, enthusiasm towards job, job orientation, professional growth, and burnout, is especially important. Burnout can result from extended exposure to high-stress circumstances without proper psychological support, which lowers reactivity and the calibre of public interactions. On the other hand, police who are consistently enthusiastic and well trained typically provide more dependable and compassionate service. The social work

environment may promote a culture of cooperation and respect, which is necessary for reliable and high-quality service delivery. This culture can be assessed by elements like social support, emotional freedom, harassment experiences, loyalty, and autonomy. It is probable that seasoned cops will have a big impact on this atmosphere, either positively by mentoring newer officers or adversely if they don't get enough assistance.

4.4.7 Year (s) Served in the current Rank

The study investigated the period of service the respondents had served in their current rank, and the findings (Table 4.9).

Table 4.9: Years Served in Current Rank

| Years in Current Rank | Frequency | Percentage (%) |
|------------------------------|------------------|-----------------------|
| 0-10 | 134 | 23.93 |
| 11-20 | 242 | 43.21 |
| 21-30 | 184 | 32.86 |

Source: Research Data (2025)

Table 4.9 show the length of time respondents have been in their current positions within the Kenya Police Service. The results indicate that 43.21% of officers have been in their present position for 11–20 years, followed by 32.86% who have been in their current level for 21–30 years, and 23.93% who have been in their current rank for 10 years or fewer. These results point to a pattern of extended retention in particular ranks, which might affect the overall work atmosphere and, eventually, the standard of service delivery.

Limited upward mobility in the context of workplace flexibility may be a reflection of inflexible career structures and insufficient professional advancement possibilities, which

are important indicators of workplace flexibility. By possibly raising burnout and decreasing resilience, such stagnation might affect the psychological work environment by stifling motivation and passion for the task. Perceptions of autonomy and loyalty, two important markers of the social work environment may also be damaged by prolonged service in a single position without professional progress. Negative effects on these factors might diminish the social support networks that are necessary for efficient policing by affecting officers' interpersonal relationships and emotional sharing.

Long periods of service without advancement could be a sign of resource limitations or static work environments, like inadequate lighting, ventilation, noise levels, or workspace arrangement, which affect comfort, morale, and ultimately service delivery. These contextual elements work together to affect service delivery, which is tested in this study using attributes including responsiveness, empathy, assurance, tangibility, and dependability. Therefore, prolonged rank stagnation may be associated with lower job satisfaction and worse-quality services, particularly if working circumstances do not promote officers' professional development and well-being.

4.5 Descriptive Statistics

Both descriptive and inferential statistics were used to analyse the variables. The qualitative data was analysed using content analysis. The mean and standard deviation of the different statements that the respondents submitted are shown in this section based on descriptive statistics. The degree of agreement was assessed using a 5-point Likert scale with the following categories: Five is "strongly agree," four is "agree," three "disagree", two is "strongly disagree," and one is "not sure." The given scale was used to interpret the

mean score, which ranged from 1 to 5. Uncertainty was reflected by a score close to 1, disagreement by a score close to 3, and strong agreement by a score near 5.

4.5.1 Physical Work Environment

Determining how the physical work space affects service delivery was the initial objective. Table 4.10 displayed the results according to the physical work environment.

Table 4.10: Descriptive Statistics for Physical Work Environment

| Item | Mean | Standard Deviation (SD) |
|--|-------------|--------------------------------|
| The working space has enough lighting | 3.10 | 0.53 |
| The workplace is well ventilated | 3.03 | 0.53 |
| The layout of this work station is conducive work. | 2.98 | 0.35 |
| The work station is free of disturbing noise | 3.00 | 0.31 |
| There are adequate resources in the station. | 2.81 | 0.54 |
| Physical work environment supports service delivery by a police officer in this station. | 2.98 | 0.15 |
| Aggregate Score | 2.98 | 0.40 |

Source: Research Data (2025)

Table 4.10 presents an analysis of respondents' perceptions regarding various aspects of their physical work environment and its effect on service delivery. Overall, the results suggest a generally negative perception of the physical environment among police officers, with an average mean score of 2.98 (SD = 0.40), indicating disagreement with positive statements about their work setting. This suggests that, broadly, the physical environment is perceived as inadequate for supporting effective service delivery.

The adequacy of working space received a mean score of 3.10 (SD = 0.53). Although slightly above the overall mean, this still falls within the disagreement range, implying

that most officers felt their workspaces were insufficient, though responses varied to some extent. Workplace ventilation was similarly rated, with a mean of 3.03 (SD = 0.53), reinforcing the perception of an unsatisfactory environment. The similarity in mean and standard deviation between ventilation and working space adequacy indicates that these factors are commonly seen as lacking, with moderate differences in perception across respondents.

The layout conduciveness scored 2.98 (SD = 0.35), suggesting consistent dissatisfaction with the spatial arrangement of the workplace. The relatively lower standard deviation indicates more uniformity in the perception that the layout does not support work efficiency. The noise-free environment also recorded a mean of 3.00 (SD = 0.31), further supporting the view that noise is a persistent issue in the work environment. The lower standard deviation points to strong consensus among respondents that noise interferes with concentration and performance. The lowest rating was seen in the area of adequate resources, with a mean of 2.81 (SD = 0.54). This result highlights a critical concern among officers about the insufficiency of necessary tools and materials for effective service delivery, with substantial variability suggesting that this issue may be more severe in some units or locations than others. The perception that the physical environment supports service delivery had a mean score of 2.98 (SD = 0.15). Despite being close to the neutral threshold, the low standard deviation indicates a high level of agreement that the current environment does not adequately facilitate effective policing.

These findings collectively suggest that inadequacies in the physical work environment, particularly in terms of space, ventilation, noise levels, layout, and resource availability may negatively impact police officers' efficiency and effectiveness. The strong agreement

on key issues such as layout and environmental support for service delivery further implies a systemic shortfall rather than isolated incidents. Addressing these environmental factors may therefore be essential for improving overall service delivery and operational performance within the police force.

The findings align partially with Anasi (2020), who established a strong correlation between the work environment and job satisfaction. However, in contrast to Anasi's study on librarians, where work environment significantly influenced satisfaction, the present study indicates a negative perception, particularly concerning resources and layout conduciveness. Cieślak et al. (2020) highlighted stressors such as extreme temperatures and loud work environments among municipal police officers. This aligns with the moderate ratings on workplace ventilation and noise-free environments in the current study. However, unlike Cieślak *et al.*, who focused on stressors, this study emphasizes the overall impact of the physical work environment on service delivery.

Burt (2019) explored visual perception in policing environments and suggested that environmental factors do not always alter biases. This contrasts with the present study, where the physical environment was evaluated as a functional element affecting service delivery.

Granhölm Valmari et al. (2023) identified physical and social environments as key determinants of police well-being, supporting the current study's findings on working space adequacy and resource availability, though the latter scored lower in this research.

Ligami (2023) examined structural changes in Kenya's police service, defining physical resources in terms of maintenance and availability. This study offers a more detailed perspective by considering ventilation, noise, and layout conduciveness.

4.5.2 Workplace Flexibility

Examining how workplace flexibility affects service delivery was the second objective.

Table 4.11 displayed the results of the workplace flexibility study.

Table 4.11: Descriptive Statistics for Workplace Flexibility Items

| Item | Mean | SD |
|--|-------------|-------------|
| In the place of work there is flexible work schedules. | 2.80 | 0.54 |
| The balance of work-family time demands helps in managing personal responsibilities. | 4.37 | 0.48 |
| Compensation enhances commitment in the job. | 4.37 | 0.48 |
| Career growth opportunities enhances skills developme | 4.37 | 0.48 |
| Flexible working options improves service reliability | 4.37 | 0.48 |
| Adequate work place flexibility promotes service deliv by a police officer. | 4.37 | 0.48 |
| Aggregate Score | 4.04 | 0.49 |

Source: Research Data (2025)

Table 4.11 presents findings on various dimensions of workplace flexibility and their perceived impact on service delivery by police officers. Respondents generally expressed agreement with most components of workplace flexibility, including work-family time demand, compensation, career growth, and flexible working options. These components recorded mean scores above 4.0, placing them within the "Agree" category. This suggests that officers perceive these specific aspects of workplace flexibility positively, implying they may contribute favourably to their ability to deliver effective services.

However, it is notable that the overall item labelled "Workplace Flexibility" received a significantly lower mean score of 2.80 (SD = 0.54), which falls within the "Disagree" category. This divergence indicates a potential discrepancy between the perceived benefits of individual components of flexibility and the general perception of flexibility within the organization. It suggests that while officers recognize and value certain flexible

practices, they may not view the overall work environment as sufficiently flexible in practice, possibly due to limitations in policy implementation, inconsistency in access, or cultural resistance within the institution. The standard deviations for all items, ranging from 0.48 to 0.54, reflect a moderate level of agreement among respondents, suggesting that while there is some variability, opinions are relatively consistent. Overall, the findings imply that specific elements of workplace flexibility are viewed positively and may enhance service delivery, but broader systemic or structural challenges may hinder the realization of flexibility as an integrated workplace feature.

The findings align with Wheatley (2017), who found a positive correlation between flexible work arrangements and employee well-being. The high mean scores in the current study, particularly for "Work-Family Time Balance" and "Flexible Working Options," support this view. Li, Ten Berge, and Kristiansen (2022) suggested that flexible work arrangements impact employees differently depending on work and family time pressures. The current study's high ratings for work-family balance suggest that respondents perceive flexibility as beneficial, contrasting with Li et al.'s mixed findings on burnout.

Conradie and De Klerk (2019) found that flexible working hours improved engagement and service delivery, which aligns with the positive ratings of workplace flexibility in this study. Similarly, Atalya and Genga (2019) emphasized career growth and compensation as retention factors, which corresponds with the high ratings of these dimensions in the current study. However, Abonyo (2020) noted that flexible scheduling had a significant impact on performance, while workplace counselling had minimal effect. The current study found workplace flexibility to be perceived positively but with variation, indicating that while flexibility is valued, it may not be universally effective.

Shikuku et al. (2024) highlighted work-life balance challenges among police officers. The high ratings for workplace flexibility in this study suggest that flexibility is seen as a positive contributor to service delivery, though challenges may still exist in specific roles like law enforcement.

4.5.3 Psychological Work Environment

Determining the impact of the psychological work environment on service delivery was the third objective. Table 4.12 displayed the results of the psychological work environment study.

Table 4.12: Psychological Work Environment Descriptive Statistics

| Item | Mean | Standard Deviation |
|---|-------------|---------------------------|
| Resilient by remaining calm helps in remaining focus during crisis | 4.00 | 0.00 |
| Always enthusiastic towards assigned job. | 3.35 | 1.53 |
| Always cope well with task assigned. | 3.26 | 1.52 |
| Professional training helps in building competence. | 4.00 | 0.00 |
| The level of burnout has increased in the recent times. | 4.00 | 0.00 |
| Psychological work environment promotes service delivery to a great extent. | 4.00 | 0.00 |
| Aggregate Score | 3.77 | 0.35 |

Source: Research Data (2025)

Table 4.12 presents findings that reflect respondents' perceptions of the psychological work environment and its impact on police service delivery. Overall, the aggregate mean score of 3.77, leaning towards a mean score of 4.00 (denoting the agreement level) suggests a general consensus that psychological factors contribute positively to

performance outcomes. Notably, resilience, professional training, and work motivation each recorded a mean score of 4.00, aligning with the "Agree" category. This indicates that respondents strongly believe these aspects play a crucial role in enhancing service delivery.

In contrast, job enthusiasm ($M = 3.35$, $SD = 1.53$) and task orientation ($M = 3.26$, $SD = 1.52$) received comparatively lower ratings. While these scores still fall within a moderate range, they suggest more tentative disagreement regarding their effectiveness. Furthermore, the higher standard deviations for these two variables imply considerable variability in respondents' views, possibly reflecting differences in individual experiences or departmental conditions. This variation may indicate that, while some officers feel enthusiastic and task-oriented, others may struggle with engagement or role clarity, factors that could influence the consistency of service delivery.

When comparing these findings with existing literature, Queirós *et al.* (2020) highlighted the significant impact of stress and burnout on law enforcement officers, where burnout was a major challenge. In contrast, the present study shows a high agreement on resilience and work motivation, suggesting that officers perceive these factors positively. However, Afulani *et al.* (2021) found that healthcare workers faced moderate to high levels of stress and burnout, aligning with the lower job enthusiasm scores observed in the current study. Bondarenko *et al.* (2021) emphasized that police officers experience substantial psychological and physical stress, often leading to burnout. While burnout in this study was rated highly ($M = 4.00$), it is essential to consider whether this represents a positive perception of burnout awareness rather than its actual impact. Besides, Velazquez and Hernandez (2019) found that stigma and workplace culture hinder officers from seeking

mental health support, which may contribute to the variation in job enthusiasm and task orientation scores observed in this study.

4.5.4 Social Work Environment

The fourth objective was to evaluate how the social work atmosphere affected police officers' ability to provide services. Table 4.13 displayed the results of the social work environment study.

Table 4.13: Descriptive Statistics for Social Work Environment Items

| Item | Mean (M) | Standard Deviation (SD) |
|---|-----------------|--------------------------------|
| Police officer always receive social support. | 2.68 | 1.68 |
| A police office is usually harassed in the place of work | 4.38 | 0.49 |
| A Police officer is easy to share emotions w colleagues. | 2.42 | 1.58 |
| Loyalty to the job helps in building confidence. | 4.37 | 0.48 |
| A police officer is granted autonomy to make decisi independently. | 4.00 | 0.00 |
| Social work environment has greatly improved serv delivery by police officers | 3.75 | 0.92 |
| Aggregate Score | 3.60 | 0.86 |

Source: Research Data (2025)

Table 4.13 findings highlight the perception of the social work environment among police officers, with implications for service delivery outcomes. Respondents expressed strong agreement on the prevalence of workplace harassment (M = 4.38, SD = 0.49) and the role of loyalty in fostering confidence (M = 4.37, SD = 0.48), indicating that while interpersonal commitment exists, it may be occurring alongside negative social dynamics. The unanimous agreement on workplace autonomy (M = 4.00, SD = 0.00) reflects a

consistent perception of individual agency and decision-making freedom within the police service.

Conversely, the lower mean scores for social support ($M = 2.68$, $SD = 1.68$) and comfort in sharing emotions ($M = 2.42$, $SD = 1.58$) suggest significant deficiencies in emotional and relational support systems. The high standard deviations for these metrics further imply divergent experiences among officers, while some may feel supported, others likely experience isolation or emotional suppression. These mixed perceptions result in an aggregate mean score of 3.60, which tends towards the aggregate mean score of 4.00 (“agree”) indicating a moderately favourable but imbalanced social environment.

This disparity within the social work environment could directly influence service delivery. For instance, high autonomy and loyalty may support responsiveness and reliability in policing, yet the lack of emotional openness and perceived support could undermine empathy and assurance, key dimensions of quality service. Thus, while structural strengths exist, the social-emotional gaps may constrain officers’ ability to consistently deliver compassionate and comprehensive service to the public.

The findings of this study align with and contrast previous research on the social work environment and its impact on employee engagement and service delivery. Demirkol and Nalla (2019) found that factors such as cohesion, loyalty, and cynicism play a significant role in shaping police officers' attitudes toward community policing. Similarly, this study highlights loyalty as a key component of the social work environment ($M = 4.37$), reinforcing the idea that solidarity and confidence are essential within law enforcement. However, a notable contrast emerges in the concept of autonomy. While Demirkol and

Nalla reported lower levels of autonomy among police officers, this study finds it to be consistently high ($M = 4.00$), suggesting that officers in the present study perceive a greater degree of independence in their roles.

Kamanja (2020) established that the social work environment strongly influences employee engagement. The present study supports this assertion, as officers acknowledge the positive impact of the social work environment on service delivery ($M = 3.75$), which tends towards the mean score of 4.00 (“agree” category). However, concerns about emotional openness ($M = 2.42$) suggest that workplace interactions and communication among officers require further improvement. This gap indicates a potential need for interventions aimed at enhancing emotional well-being and fostering a more supportive workplace culture.

The negative implications of a toxic work environment were emphasized by Rasool et al. (2021), who linked workplace toxicity to stress, burnout, and decreased engagement. The findings of the current study reveal a similarly concerning trend, as workplace harassment is reported at high levels ($M = 4.38$). This suggests that aspects of workplace toxicity may be present, potentially undermining police officers' well-being and service effectiveness. The alignment of these results with Rasool et al.'s study highlights the urgent need for measures to reduce workplace harassment and enhance organizational support.

Similarly, the study by Saunders, Kotzias, and Ramchand (2019) identified major stressors in law enforcement, including unpredictable work hours and tense community interactions. The present study indirectly supports these findings by revealing that police officers feel largely unsupported in their work environment ($M = 2.68$). This lack of

support may contribute to workplace stress and burnout, further emphasizing the importance of fostering a supportive professional environment to improve officer morale and efficiency. The role of social support in reducing work-related stress was explored by Baek, Han, and Seepersad (2022), who found that support from supervisors and colleagues significantly lowers stress levels among police officers. However, the present study finds that officers perceive low levels of support ($M = 2.68$), indicating that existing social support structures within law enforcement may be inadequate. Strengthening these structures could be beneficial in improving both officer well-being and overall service delivery.

Overall, the findings highlight both strengths and weaknesses in the social work environment within law enforcement. While loyalty and autonomy emerge as strong aspects, concerns persist regarding emotional openness and workplace harassment. These results reinforce previous research, confirming that social cohesion and workplace support play a critical role in shaping job performance. Addressing these concerns through improved emotional well-being programs and workplace reforms may enhance the effectiveness and service delivery of police officers.

4.5.5 Service Delivery

The findings on social work environment were presented in Table 4.14.

Table 4.14: Descriptive Statistics for Service Delivery

| Item | M | Standard Deviation |
|---|-----|--------------------|
| A police officer always maintains assurance when handling client complaints | 3.0 | 0.61 |
| The police station has high levels of tangibility | 2.8 | 0.48 |
| Police officers are always reliable on a client's initial visit and | 2.9 | 0.35 |

| Item | M | Standard Deviation |
|---|------------|---------------------------|
| meet promises made to them. | | |
| A police officer always maintains empathy toward those receiving services | 2.9 | 0.57 |
| Police officers are always responsive in addressing public complaints | 3.0 | 0.62 |
| Aggregate Score | 2.9 | 0.53 |

Source: Research Data (2025)

Table 4.14 indicates that among the evaluated service quality dimensions, assurance, particularly in handling complaints received the highest mean score ($M = 3.09$). Based on the scale, this score reflects a general disagreement among police officers regarding their own confidence and professionalism in managing public concerns. Although it stands out as the most positively rated among the dimensions assessed, the mean score still suggests that officers do not strongly agree or even agree that they consistently exhibit assurance in complaint handling. This indicates the presence of limited self-assurance or perceived institutional support in this area. The finding implies that while some officers may feel adequately capable, there remains a broader perception of inconsistency or inadequacy in professional conduct when dealing with public complaints.

Responsiveness followed with a mean score of $M = 3.00$, which also corresponds to a response of disagree on the given scale. This suggests that officers, on average, do not agree that they respond promptly or attentively to complaints. While the score's proximity to the lower bound of disagreement implies some degree of mixed sentiment, the overall interpretation is that police responses may lack perceived urgency or follow-through. Improving internal processes related to response time and feedback mechanisms could help address these concerns and improve officers' confidence in their service delivery.

In contrast, tangibility, which refers to the physical aspects of service delivery, such as infrastructure, equipment, and physical resources received the lowest mean score ($M = 2.85$), corresponding to a level between strongly disagree and disagree. This indicates that officers perceive a substantial lack of visible, adequate resources in their work environment. Such tangible deficiencies likely hinder both operational efficiency and public impressions of professionalism. The findings underscore a need for targeted investment in infrastructure, signage, facilities, and equipment to enhance both internal morale and external service credibility.

Reliability and empathy both recorded mean scores of $M = 2.98$, which also fall within the disagree range. The result for reliability suggests that officers do not consistently perceive themselves as fulfilling commitments or maintaining dependable service standards. Similarly, the empathy score reflects a lack of agreement among officers regarding their ability to show understanding or compassion in public interactions. These findings point to possible gaps in soft skills, workload management, or institutional culture, where emotional intelligence and consistent behaviour are not fully embedded in daily practice.

The standard deviations for these dimensions ranged from 0.35 to 0.62, indicating moderate variability in responses. This suggests that experiences and perceptions among officers differ depending on factors such as location, rank, resource availability, or exposure to specific service scenarios. The range of responses points to inconsistency in how service delivery is experienced across different police contexts.

The findings indicate that none of the dimensions received a score reflecting agreement or strong agreement, highlighting a broad lack of confidence among officers in the quality of their service delivery. While assurance and responsiveness show relatively higher mean scores, their placement within the disagreement range reveals fundamental challenges. Tangible deficiencies, and perceived gaps in reliability and empathy, further suggest a need for both systemic and interpersonal improvements. Addressing these issues will likely require a dual approach, improving physical infrastructure and enhancing personnel development, especially in emotional intelligence and follow-through.

These findings align with the SERVQUAL framework (Parasuraman et al., 1985), which identifies reliability, responsiveness, assurance, empathy, and tangibles as core service quality dimensions. The low mean scores in responsiveness and empathy echo Buttle's (1996) assertion that the relevance of SERVQUAL dimensions may vary across contexts, particularly in public-facing institutions like law enforcement. Suuroja (2003) emphasized the importance of reliability and responsiveness in public service; however, the consistently low ratings observed here indicate that these dimensions are not being fully realized in practice. Furthermore, the results reflect broader organizational challenges. Rasool et al. (2021) found that toxic work environments undermine employee engagement, and these internal dynamics may explain officers' lack of agreement with positive service statements. Similarly, Saunders et al. (2019) highlighted how occupational stressors in policing contribute to reduced service quality, factors likely at play in this study context as well.

4.6 Inferential Statistics

The section provides the correlation and regression results of the study.

4.6.1 Correlation analysis

The correlation results presented in Table 4.15 illustrate the relationships between key variables in this study. Correlation values range from -1 to +1, with values near ± 1 indicating strong relationships, while those closer to 0 suggest weaker associations. The Pearson correlation coefficient (r), significance level (Sig. 2-tailed), and sample size (n= 318) were analysed at a 95% confidence level.

Table 4.15 presents the Pearson correlation coefficients among key study variables: Physical Work Environment, Workplace Flexibility, Psychological Work Environment, Social Work Environment, and Service Delivery.

Table 4.13: Correlation

| Variable | Service delivery | Physical work environment | Workplace flexibility | Psychological work environment | Social work environment |
|--------------------------------|------------------|---------------------------|-----------------------|--------------------------------|-------------------------|
| Service delivery | 1.000 | | | | |
| Physical work environment | 0.602 0.001 | 1.000 | | | |
| Work place flexibility | 0.520 0.001 | 0.449 0.001 | 1.000 | | |
| Psychological work environment | 0.430 0.001 | 0.302 0.001 | 0.221 0.002 | 1.000 | |
| Social work environment | 0.350 0.001 | 0.478 0.001 | 0.576 0.001 | 0.512 0.001 | 1.000 |

Source: Research Data (2025)

As per Table 4.15 findings, the correlation between the Physical Work Environment and Service Delivery ($r = 0.602$, $p = 0.001$) is strong and positive. This suggests that improvements in the physical work environment, such as better lighting, ventilation,

layout, controlled noise, and resources, contribute significantly to enhanced service delivery. A well-structured physical setting promotes efficiency and reduces workplace stress, ultimately benefiting service delivery outcomes. This aligns with the Person-Environment Fit Theory, which emphasizes that workplace conditions must match employees' needs to optimize productivity and performance (Wang & Wang, 2018).

Workplace Flexibility exhibits a moderate positive correlation with Service Delivery ($r = 0.521$, $p = 0.001$), implying that when employees have flexibility in their flexible work schedules, work-family time demand, compensation, career growth, and flexible working options, they tend to deliver better service. Such flexibility enhances job satisfaction and work-life balance, leading to improved efficiency and responsiveness in service provision. This finding corresponds with the assertions of Wohlers et al. (2019), who argue that employees perform better when their work characteristics align with their preferences and needs, reinforcing the importance of a flexible work environment.

The psychological work environment also shows a positive correlation with service delivery ($r = 0.438$, $p = 0.001$), indicating that a supportive psychological work environment, characterized by resilience, enthusiasm towards job, task-oriented, professional training, and burnout, plays a crucial role in enhancing service delivery. This supports the premise of the P-E Fit Theory, which posits that misalignment between employees and their work environment leads to unfavourable outcomes. Shikuku et al. (2024) similarly highlighted that psychological stress among police officers due to exposure to high crime rates, traumatic events, and resource constraints affects service delivery, demonstrating the need for a psychologically supportive workplace.

The social work environment demonstrates a positive correlation with service delivery ($r = 0.356$, $p = 0.001$). This suggests that strong social support, loyalty, and autonomy contribute to better service delivery. The positive social environment enhances communication, teamwork, and motivation, which are essential for effective policing. As a result, police officers are more likely to respond efficiently, reliably, and empathetically in their service delivery. The findings of the current study align closely with those of Granholm Valmari et al. (2023), which emphasize that these social elements significantly influence officers' well-being and, in turn, their service delivery. This consistency reinforces the idea that promoting a supportive social work environment is key to enhancing service delivery by police officers.

The results highlight that all four workplace environment factors significantly influence service delivery, with the physical work environment exhibiting the strongest association. This underscores the importance of maintaining a well-structured physical setting to optimize service performance. Work place flexibility, psychological work environment, and social work environment also play crucial roles, emphasizing the need for policies that resilience coping, reduced burnout, limited harassment, sharing emotions, and loyalty. Institutions aiming to enhance service delivery should focus on improving the physical work environment, increasing workplace flexibility, fostering psychological well-being, and encouraging a supportive social atmosphere.

4.6.2 Regression Analysis

A multiple regression analysis was conducted to examine the linear relationship between the variables. The following regression model was applied:

$$\mathbf{Z} = \alpha_0 + \alpha_1\mathbf{A} + \alpha_2\mathbf{B} + \alpha_3\mathbf{C} + \alpha_4\mathbf{D} + \epsilon$$

Where;

Z; Service Delivery

A; Physical Environment

B; Work Place Flexibility

C; Psychological Environment

D; Social Environment

ϵ ; Error term

α_0 ; Z intercept

$\alpha_1 - \alpha_4$; Regression coefficients.

Model Summary

Table 4.16: Model Summary

| Mo | R | R Squar | Adjusted R Square | Std. Error of the Estimate |
|-----------|----------|----------------|--------------------------|-----------------------------------|
| 1 | 0.7 | 0.53 | 0.529 | 0.417 |

Source: Research Data (2025)

Table 4.14 presents the results of the regression analysis examining the relationship between various dimensions of the work environment, namely, the physical, psychological, social environments, and workplace flexibility and service delivery by police officers. The model explains approximately 53.6% of the variance in service delivery outcomes (R Square = 0.536), indicating a moderate to strong explanatory power. The adjusted R Square value of 0.529 confirms that the model maintains a good fit even after adjusting for the number of predictors included.

The standard error of estimate is 0.417, which reflects an acceptable level of prediction accuracy. This suggests that the combination of the work environment variables meaningfully contributes to explaining differences in service delivery, measured in terms

of quality assurance, tangibility, reliability, empathy, and responsiveness. Specifically, physical work environment metrics such as lighting, ventilation, layout, noise levels, and access to resources directly influence comfort and functionality in the workplace, thereby affecting service quality.

Workplace flexibility indicated by flexible schedules, compensation, career growth, work-family balance, and remote work options enables officers to manage personal and professional responsibilities more effectively, enhancing overall job performance. Psychological work environment factors, including resilience, enthusiasm, task orientation, access to professional training, and burnout levels, shape officers' mental well-being and readiness to serve. The social environment, evaluated through social support, autonomy, emotional sharing, loyalty, and the presence or absence of harassment, plays a critical role in fostering cooperation, morale, and emotional stability, which in turn influence the delivery of policing services.

ANOVA Results

Table 4.17: ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|------------|--------------------|----------|-------------|
| Regress | 62.85 | 4 | 15.71 | 88.24 | 0.000** |
| Residua | 54.41 | 313 | 0.174 | | |
| Total | 117.26 | 317 | | | |

Source: Research Data (2025)

Table 4.17 presents the ANOVA results, which indicate that the overall regression model is statistically significant ($F(4, 313) = 88.24, p < 0.01$). This suggests that the combined effect of workplace factors namely, the physical work environment, workplace flexibility,

psychological work environment, and social work environment significantly predicts service delivery outcomes among police officers. This finding implies that variations in service delivery, measured through indicators such as quality assurance, tangibility, reliability, empathy, and responsiveness, can be meaningfully explained by the conditions of the work environment. The physical work environment comprising lighting, ventilation, office layout, noise levels, and resource availability affects officers' physical comfort and operational efficiency, thereby influencing their ability to deliver high-quality services. Workplace flexibility, captured through metrics such as flexible schedules, work-family time balance, compensation, career advancement, and flexible work options, provides officers with autonomy and better work-life integration, which may lead to improved motivation and job satisfaction.

Furthermore, the psychological work environment, which encompasses resilience, enthusiasm for the job, task-orientation, access to professional training, and levels of burnout, plays a critical role in sustaining officers' mental health and performance. Likewise, the social environment, evaluated through dimensions such as social support, experiences of harassment, emotional sharing, loyalty, and autonomy, contributes to interpersonal harmony and organizational commitment, which are essential for effective policing. Collectively, the statistical significance of the model highlights the importance of fostering a supportive and well-structured work environment to enhance the quality and consistency of police service delivery.

Regression Coefficients

Table 4.18: Regression Coefficients

| Predictor | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t | Sig. |
|------------------------------------|---------------------------------|------------|----------------------------------|-------|---------|
| (Constant) | 1.203 | 0.174 | — | 6.91 | 0.000** |
| Physical Work Environment (A) | 3.215 | 0.042 | 3.214 | 5.12 | 0.000** |
| Workplace Flexibility (B) | 3.301 | 0.038 | 3.299 | 7.92 | 0.000** |
| Psychological Work Environment (C) | 3.412 | 0.041 | 3.406 | 10.05 | 0.000** |
| Social Work Environment (D) | 3.275 | 0.039 | 3.273 | 7.05 | 0.000** |

Source: Research Data (2025)

The new regression model becomes;

$$Z = 1.203 + 3.215A + 3.301B + 3.412C + 3.275D + \epsilon$$

Where;

Z; Service Delivery

A; Physical Environment

B; Work Place Flexibility

C; Psychological Environment

D; Social Environment

ϵ ; Error term

α_0 ; Z intercept

$\alpha_1 - \alpha_4$; Regression coefficients.

Table 4.18 presents the regression coefficients indicating that all four dimensions of the work environment, physical environment, workplace flexibility, psychological environment, and social environment significantly influence service delivery among police officers. The psychological work environment exerts the strongest impact (B =

3.412, $\beta = 3.406$, $p < 0.01$). This suggests that factors such as resilience, enthusiasm towards job, task-oriented, professional training, and reduced burnout play a critical role in enhancing service outcomes. This finding aligns with studies by Rasool et al. (2021) and Granholm Valmari et al. (2023), which highlight the importance of psychological well-being in promoting job performance.

Workplace flexibility emerges as the second most influential factor ($B = 3.301$, $\beta = 3.299$, $p < 0.01$). This includes flexible work schedules, work-family time demand, compensation, career growth, and flexible working options, all of which support improved productivity and service quality. These results corroborate Wheatley's (2017) assertion that flexible working conditions contribute to more effective service delivery. The physical work environment ($B = 3.215$, $\beta = 3.214$, $p < 0.01$), which encompasses lighting, ventilation, layout, noise, and resources also demonstrates a significant positive influence. A well-structured and comfortable workspace enhances officers' ability to perform their duties effectively. Similarly, the social work environment ($B = 3.275$, $\beta = 3.273$, $p < 0.01$), measured through indicators such as social support, harassment, sharing emotions, loyalty, and autonomy, contributes positively to service delivery by fostering collaboration, morale, and job satisfaction.

Overall, the regression analysis underscores the critical role of work environment factors in shaping service delivery outcomes. Psychological well-being and workplace flexibility stand out as the most influential predictors, emphasizing the need for strategic efforts to enhance these domains. These results are consistent with findings by Saunders, Kotzias, and Ramchand (2019), and support the broader conclusion that optimizing work

conditions can significantly improve service quality in policing and related professional sectors.

4.7 Qualitative Analysis

The qualitative data collected from the open-ended questions in the questionnaire was analysed using conceptual content analysis. The responses were examined and categorized based on emerging themes aligned with various questionnaire variables (Mugenda & Mugenda, 2003). The identified themes included the physical work environment, workplace flexibility, psychological work environment, social work environment, and service delivery.

The qualitative responses regarding the physical work environment revealed that officers believed adequate infrastructure, well-maintained office spaces, and proper equipment significantly impact their efficiency. Most respondents emphasized that poor working conditions, such as inadequate lighting, ventilation, and office space, hinder their ability to perform duties effectively. Besides, access to essential resources like vehicles and communication tools was highlighted as crucial in enhancing police service delivery. Officers suggested that upgrading facilities, providing modern technology, and ensuring a conducive physical environment would improve their overall performance.

Regarding workplace flexibility, responses indicated that rigid work schedules and excessive workload negatively impact officers' productivity and well-being. Most officers expressed the need for flexible shifts, improved leave policies, and reasonable working hours to reduce burnout and enhance their effectiveness in service delivery. Some participants suggested that flexible work arrangements, such as rotational shifts and

remote administrative tasks, could help balance workload distribution and improve response times. Overall, a more adaptable work structure was seen as essential in fostering a motivated and efficient police workforce.

For the psychological work environment, officers highlighted that high-stress levels, exposure to traumatic incidents, and lack of mental health support affect their ability to deliver quality services. Most respondents noted that emotional strain often leads to fatigue, anxiety, and reduced motivation. To address these concerns, they recommended implementing mental health programs, regular counselling services, and stress management training. Officers also emphasized the importance of leadership support and peer counselling to foster a psychologically safe work environment that enables them to serve the public effectively.

In terms of the social work environment, responses indicated that teamwork, interpersonal relationships, and workplace culture play a crucial role in service delivery. Most officers emphasized that a positive social environment, characterized by mutual respect, collaboration, and effective communication, enhances morale and coordination. However, some respondents pointed out issues such as workplace conflicts, discrimination, and lack of support from colleagues as challenges affecting their performance. Suggestions for improvement included team-building activities, leadership training, and policies promoting inclusivity and fairness in the workplace.

On service delivery, officers provided various recommendations for improving efficiency and public satisfaction. Most suggested increased training on community policing, better resource allocation, and enhanced accountability mechanisms to ensure professionalism in

service provision. Some respondents emphasized the need for citizen engagement and trust-building initiatives to improve police-community relationships. Others highlighted the importance of equipping officers with modern technology, ensuring adequate staffing, and implementing clear policies to streamline service delivery processes. Overall, officers believed that addressing workplace challenges would lead to better service delivery and improved public trust in law enforcement services.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study's key findings. Besides, it presents conclusions and offers recommendations for further research on work environment factors and their impact on service delivery by police officers in Nairobi City County, Kenya.

5.2 Summary

Police service delivery in Kenya is shaped by a complex interaction of physical, psychological, social, and organizational factors. At the national level, the police service continues to face structural and operational challenges that undermine the consistency and quality of service delivery. Limited resources, out-dated infrastructure, weak accountability mechanisms, and inadequate support systems collectively weaken the assurance, tangibility, and reliability of police services, which are the core expectations of the public. These systemic deficiencies contribute to reduced trust and cooperation between the police and the community, further constraining effective policing.

The status of the physical work environment within the police service reveals persistent inadequacies in infrastructure, equipment, and office facilities. Many police stations across the country operate under congested and poorly ventilated conditions, with limited technological tools and obsolete communication systems. Such constraints limit

officers' efficiency in responding to emergencies and addressing community needs, thereby diminishing the quality of service delivery. Besides, workplace flexibility within the National Police Service remains constrained by rigid structures and demanding schedules that rarely accommodate officers' work-life balance. The absence of flexible arrangements, limited opportunities for rest, and minimal consideration of family responsibilities often result in fatigue, stress, and reduced motivation. This, in turn, weakens officers' responsiveness and reliability in dealing with community concerns, thereby compromising the level of service provided.

The psychological work environment is also characterized by high levels of stress, frequent exposure to traumatic events, and inadequate access to structured counselling or psychosocial support. Officers often face emotional strain arising from both operational pressures and organizational practices such as hierarchical rigidity and limited recognition. Without adequate coping mechanisms, such conditions reduce officers' ability to exercise sound judgment and empathy, ultimately affecting the consistency of service delivery.

In terms of the social work environment, while camaraderie exists among some officers, systemic issues such as favouritism, harassment, and discrimination remain prevalent in certain settings. These conditions undermine teamwork, morale, and trust within the service. Limited recognition and encouragement from superiors further weaken officers' sense of belonging and commitment to duty. Conversely, in stations where supportive peer relationships and fair treatment are present, officers demonstrate higher levels of engagement and responsiveness, reflecting the positive role of a cohesive social environment in strengthening service delivery.

These findings collectively illustrate that weaknesses in the physical, psychological, social, and organizational aspects of the work environment collectively reduce the effectiveness of police service delivery in Kenya. The observed challenges highlight the necessity of reforms that strengthen institutional support systems, improve resource allocation, and foster a more enabling work environment for officers. Such measures would not only improve the efficiency of the police service but also restore public confidence and encourage stronger collaboration between the police and the communities they serve.

5.3 Conclusions

The study established that the physical work environment within the National Police Service plays a significant role in determining the quality of service delivery. Stations with adequate facilities, proper lighting, ventilation, and functional equipment enabled officers to respond more efficiently to public needs. Conversely, inadequate infrastructure, congested workspaces, and out-dated resources constrained effectiveness, thereby weakening the reliability and responsiveness expected in policing. Moreover, workplace flexibility was found to positively shape service delivery by reducing fatigue and allowing officers to balance professional and family responsibilities. Flexible schedules and opportunities for rest enhanced officers' motivation and improved their ability to engage with the community in a timely and responsive manner. However, the current rigid structures and limited flexibility within the police service restrict officers' capacity to sustain efficiency, underscoring the need for reforms that promote better work–life balance.

The psychological work environment was also identified as central to officers' effectiveness. Exposure to stress, traumatic events, and rigid hierarchical practices created emotional and mental strain, diminishing officers' ability to exercise sound judgment and empathy. The absence of adequate support systems, such as counselling services and structured stress management, further constrained their capacity to deliver consistent and reliable services. Officers who experienced better psychosocial support and fair leadership demonstrated greater resilience and commitment, leading to more dependable service delivery outcomes.

Similarly, the study concluded that the social work environment strongly influenced service delivery. Stations where collegial support, fair treatment by superiors, recognition, and mutual respect were present fostered stronger cohesion, loyalty, and morale among officers. These conditions enhanced assurance, empathy, and responsiveness in community engagement. On the other hand, environments characterized by harassment, discrimination, or favouritism undermined teamwork and motivation, weakening the ability of officers to consistently meet public expectations. Overall, the study highlighted that the physical, psychological, social, and organizational dimensions of the work environment collectively shaped the efficiency and quality of police service delivery in Kenya. Addressing the constraints identified across these variables provides a clear justification for recommendations aimed at strengthening institutional support, improving resource allocation, and fostering a more enabling environment for effective policing.

5.4 Recommendations

The following recommendations were made based on the study findings.

1. Enhancing the Physical Work Environment

The government and relevant authorities should prioritize investment in police infrastructure. This includes modernizing police stations, ensuring adequate office space, improving ventilation and lighting, and providing up-to-date operational tools and equipment. Properly maintained facilities and efficient communication tools will enhance police officers' ability to respond to emergencies and public concerns effectively.

2. Improving Workplace Flexibility

The National Police Service should implement flexible work schedules that allow officers sufficient rest periods to reduce burnout and improve overall performance. Policies should be introduced to enable officers to balance their work and personal lives effectively. Besides, workload distribution should be reviewed to ensure officers are not overburdened, thereby enhancing motivation and productivity.

3. Strengthening Psychological Support Systems

The psychological well-being of police officers should be prioritized through the establishment of counselling centres and stress management programs within police stations. Leadership training programmes should also be implemented to promote fair and supportive leadership structures that enhance job satisfaction and decision-making

abilities. Providing job security and recognition programs will further improve officer morale and commitment to duty.

4. Fostering a Positive Social Work Environment

To create a supportive and collaborative work culture, the police force should encourage social support programmes among officers. Superiors should ensure fair treatment, promote open communication, and address workplace issues such as harassment and autonomy. Recognizing and rewarding exemplary service will further boost officer morale and encourage officers' loyalty as they deliver services.

5.5 Suggestions for Further Research

The study examined the relationship between the work environment and service delivery by police officers in Nairobi City County, Kenya. While the findings offer valuable insights, several limitations should be acknowledged. The study was geographically limited to Nairobi City County, which may affect the generalizability of results to other regions with different socio-economic, cultural, and security contexts, particularly marginalized rural areas. Future research should therefore replicate this study in diverse counties across Kenya to examine whether similar relationships hold in different environments.

Further, the study relied on self-reported data from police officers, which may be subject to bias, including social desirability and recall bias. Future studies should consider incorporating observational methods, supervisor assessments, or citizen feedback to triangulate and validate the findings. Resource and time constraints also limited the depth of data collection and analysis; future studies could benefit from

longitudinal designs to assess the long-term impact of workplace factors on service delivery.

The regression analysis revealed that all four dimensions of the work environment significantly influence police service delivery. Of these, the psychological work environment emerged as the most influential factor, suggesting that interventions aimed at improving psychological well-being such as stress management programmes, mental health support, and leadership training could substantially enhance service delivery. Future research should therefore explore specific psychological interventions and their direct impact on service delivery by police officers and community satisfaction.

The regression results found the second most influential factor was workplace flexibility, which supports prior evidence that flexible scheduling and autonomy can improve productivity. Further studies could investigate the practical implementation of flexible work arrangements in policing, and their effects on job satisfaction, burnout, and service delivery outcomes.

The regression finding established that physical work environment and social work environment also positively influenced service delivery. These findings point to the need for improved infrastructure, better resource allocation, and the fostering of supportive team dynamics. Future research should explore how specific physical and social conditions such as station facilities, collegial support, and leadership style interact to influence service delivery outcomes.

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APPENDICES

APPENDIX I: Introduction Letter

Dear Respondent,

Regarding: Request for Study Participation

I am presently working on an MBA with a Human Resource Management specialization at KU. The research paper is titled: "WORK ENVIRONMENT AND SERVICE DELIVERY OF NATIONAL POLICE OFFICERS IN NAIROBI CITY COUNTY, KENYA." The purpose of the study is to investigate how Nairobi City County National Police Officers' work environments and service delivery effectiveness relate to one another. The research's findings are meant to guide and support strategies aimed at improving the NPS overall effectiveness and service provision.

Your involvement in the investigation will yield insightful information, and I would be very grateful for your feedback. You may be sure that any information you submit will be treated with the highest secrecy and used only for this research. Besides, you are able to discontinue participation in the research at any time without facing any repercussions because it is completely voluntary.

Consider taking time to carefully review each question, and then following the given directions to offer the most accurate response you can.

I appreciate your collaboration and thoughtfulness.

Regards,

WILSON ILENY NASIKE

D53/22488/2021

APPENDIX II: Questionnaire

The purpose of the present research is to investigate how police officers' work environments in Nairobi City County, Kenya, affect their ability to provide services. You have been selected to take part in the present investigation, and I would want to reassure you that any information you choose to share will be kept completely private and applied only for scholarly research. The efficacy of this research effort depends on your truthful and precise answers, which will help us comprehend more about the variables influencing the provision of police services. Your feedback is extremely valuable in advancing our research, so please spare the opportunity to and carefully fill out the form.

Section A: Background Information.

Kindly place a tick (✓) where relevant:

1) Which sex are you? Male Female

2) Which age range do you fall into?

Under 25 26-30 31-40 over 40

3) What are your terms of service? Probationary Pensionable

4) Which is your education level?

| | |
|-------------------|--------------------------|
| Primary | <input type="checkbox"/> |
| Secondary | <input type="checkbox"/> |
| Diploma | <input type="checkbox"/> |
| Bachelor's Degree | <input type="checkbox"/> |
| Master's Degree | <input type="checkbox"/> |
| Doctorate Degree | <input type="checkbox"/> |
| Others (Specify) | |

5) What is your Kenya Police Service rank?

| | | | |
|-----|--------------------------|-------|--------------------------|
| SSP | <input type="checkbox"/> | S/SGT | <input type="checkbox"/> |
| SP | <input type="checkbox"/> | SGT | <input type="checkbox"/> |
| ASP | <input type="checkbox"/> | CPL | <input type="checkbox"/> |
| CI | <input type="checkbox"/> | PC | <input type="checkbox"/> |
| IP | <input type="checkbox"/> | | |

6) State your year (s) in the police service

| | | | |
|-------|--------------------------|-------|--------------------------|
| 0-10 | <input type="checkbox"/> | 20-30 | <input type="checkbox"/> |
| 10-20 | <input type="checkbox"/> | 30-40 | <input type="checkbox"/> |

7) Year (s) served in the current rank

| | | | |
|-------|--------------------------|-------|--------------------------|
| 0-10 | <input type="checkbox"/> | 20-30 | <input type="checkbox"/> |
| 10-20 | <input type="checkbox"/> | 30-40 | <input type="checkbox"/> |

B. WORK ENVIRONMENT

Use the scale to respond to these statements: The scale is as follows: 5: Strongly Agree, 4: Agree, 3: Disagree, 2: Strongly Disagree, 1: Not Sure.

i) Physical Work Environment

Please choose how much you agree or disagree about the claims on how the physical workspace affects service delivery. In the designated blank spots, please indicate a value that best represents your reply.

| | Physical Work Environment | 5 | 4 | 3 | 2 | 1 |
|----|--|---|---|---|---|---|
| 1. | The working space has enough lighting | | | | | |
| 2. | The workplace is well ventilated | | | | | |
| 3. | The layout of this workstation is conducive for work. | | | | | |
| 4. | The work station is free of disturbing noise | | | | | |
| 5. | There are adequate resources in the station. | | | | | |
| 6. | Physical work environment supports service delivery by a police officer in this station. | | | | | |

Give suggestions on ways that physical environment affect service delivery.

.....

.....

.....

ii) **Work place flexibility**

Please indicate your level of agreement with the statements regarding workplace flexibility and its impact on service delivery. Mark the appropriate number that best represents your response in the blank spaces provided, using the above scale.

| | Work place flexibility | 5 | 4 | 3 | 2 | 1 |
|----|--|----------|----------|----------|----------|----------|
| 1. | In the place of work there is flexible work schedules. | | | | | |
| 2. | The balance of work-family time demands helps in managing personal responsibilities. | | | | | |
| 3. | Compensation enhances commitment in the job. | | | | | |
| 4. | Career growth opportunities enhance skills development. | | | | | |
| 5. | Flexible working options improves service reliability | | | | | |
| 6. | Adequate work place flexibility promotes service delivery by a police officer. | | | | | |

In what ways does work place flexibility affect service delivery?

.....

.....

.....

iii) Psychological Work Environment

If you are in agreement or disagreement with the comments about the psychological work environment along with how it affects service delivery, please let us know. Following the preceding scale, choose the amount that appears in the blanks which most closely matches your response.

| | Psychological Work Environment | 5 | 4 | 3 | 2 | 1 |
|----|---|---|---|---|---|---|
| 1. | Resilient by remaining calm helps in remaining focused during crisis | | | | | |
| 2. | Always enthusiastic towards assigned job. | | | | | |
| 3. | Always cope well with task assigned. | | | | | |
| 4. | Professional training helps in building competence. | | | | | |
| 5. | The level of burnout has increased in the recent times. | | | | | |
| 6. | Psychological work environment promotes service delivery to a great extent. | | | | | |

Give suggestions on the areas of psychological work environment that can be improved in order for police officers to render services.

.....

.....

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iv). Social Work Environment

Kindly select how much you are in agreement or disagreement with the statements about the social work environment and how it affects the provision of services. Similar to before said, choose the total number within the blank spots that matches your reaction.

| | Social Work Environment | 5 | 4 | 3 | 2 | 1 |
|----|--|---|---|---|---|---|
| 1. | Police officer always receive social support. | | | | | |
| 2. | A police office is usually harassed in the place of work. | | | | | |
| 3. | A Police officer is easy to share emotions with colleagues. | | | | | |
| 4. | Loyalty to the job helps in building confidence. | | | | | |
| 5. | A police officer is granted autonomy to make decisions independently. | | | | | |
| 6. | Social work environment has greatly improved service delivery by police officers | | | | | |

How does social work environment affect service delivery?

.....
.....
.....

C) Service Delivery

Please indicate your level of agreement with the statements regarding service delivery. Mark the number that aligns with your response in the blank spaces, as indicated earlier.

| | Service Delivery | 5 | 4 | 3 | 2 | 1 |
|----|--|----------|----------|----------|----------|----------|
| 1. | A police officer always maintain assurance when handling client's complaints | | | | | |
| 2. | The police station has high levels of tangibility. | | | | | |
| 3. | Police officers are always reliable on a client's initial visit and meet the promises made to them | | | | | |
| 4. | A police officer always maintain empathy to those receiving their services. | | | | | |
| 5. | Police officers are always responsive in addressing the public complaints. | | | | | |

Give suggestions on how service delivery that, can be improved on

.....
.....
.....

Appendix III: Research Proposal Approval from Kenyatta University



**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: Executive Dean, Graduate School

DATE: 24th February, 2025

TO: Wilson Ileny Nasike
C/o Business Administration Dept.

REF: D53/22488/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th February, 2025 approved your Research Project Proposal for the M.B.A Degree Entitled, “**Work Environment and Service Delivery in National Police Officers 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 and progress report Forms per semester. The Forms are available at the University’s Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

**RUTH SARAH ACHIENG
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL**

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Priscilla Ndegwa
C/o Department of Business Administration
Kenyatta University

RSA/mo



Appendix IV: Nacosti Permit

| | |
|--|--|
|  REPUBLIC OF KENYA MINISTRY OF SCIENCE, TECHNOLOGY AND INNOVATION |  NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 671728 | Date of Issue: 11/March/2026 |
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