

Work Environment And Service Delivery By National Police Officers In Nairobi City County Kenya

By

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Abstract

The purpose of this study was to explore the influence of workplace conditions on police service delivery in Nairobi City County, Kenya, in response to a noted decline in assurance, tangibility, reliability, empathy, and responsiveness. The contention of the study is that quality of police service delivery in Nairobi City County, Kenya, has been deteriorating, particularly in critical aspects such as assurance, tangibility, reliability, empathy, and responsiveness. Focusing on physical work environment and work place flexibility, the research applied theories such as Person–Environment Fit (PEF), Conservation of Resources (CoR), and SERVQUAL model, among others. A descriptive design was used, targeting 6,416 officers, with a sample of 377 selected through stratified and random sampling. Data collection involved a semi-structured survey with both qualitative and quantitative elements. Validity and reliability were ensured through a pilot study, expert review, and Cronbach’s Alpha. Analysis included descriptive and inferential statistics, with qualitative responses analysed narratively. The findings showed that improved infrastructure and flexible work arrangements significantly enhanced service delivery. Recommendations emphasize workplace reforms to boost police morale, performance, and public service quality.

Keywords: Workplace, Work, Environment, Police, Service delivery, Physical, and Flexibility

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Introduction

The concept of service delivery involves the provision of goods, services, and support designed to meet the needs and expectations of individuals, groups, or communities (Gjelsvik, 2020). Its roots trace back approximately 4,000 years to the emergence of structured policing systems (Dubord & Griffiths, 2021). While the term can have varied interpretations across different settings, it often refers to non-material support and emotional or social assistance (Wu, Yang & Cheng, 2020). Effective service delivery is vital in the public sector, especially for ensuring satisfaction among both new and repeat users (Wanjira & Njiru, 2020). Poor performance diminishes service ratings and spreads negative word-of-mouth, while exceeding expectations promotes positive feedback (Engel, McManus & Isaza, 2020; Assefa, Etana & Deressa, 2024). Accurate evaluations tools help enhance service quality (Waweru & Maina, 2019). In developing countries, public service delivery remains inadequate, challenged by the need to create motivating work environments (Zhenjing et al., 2022). Globally, police service quality depends on assurance, reliability, empathy, tangibility, and responsiveness, which vary across regions due to cultural, social, and systemic factors (Bondarenko et al., 2021; Maina, Kiiru & Makhamara, 2021).

Across Africa, consistent police service delivery remains a significant challenge, primarily due to limited assurance, tangibility, and reliability (Miles-Johnson, 2019). Many police departments operate under tight budgets, leading to inadequate resources that affect both the quality and responsiveness of services (Modise, Taylor & Raga, 2020). Poor working conditions and a lack of tangible support further weaken service effectiveness across the continent (Aung & May, 2019). Disparities in police compensation also contribute to inconsistent service reliability (Adugna & Italemahu, 2019). In regions plagued by corruption and abuse of power, public trust in law enforcement is eroded, lowering assurance (Jedidigah et al., 2020). In Nigeria, officers struggle with inadequate resources while facing political instability and violent unrest, making it difficult to provide reliable and empathetic policing (Ruwan et al., 2020; Olomi & Nna, 2020). In Kenya, service delivery is impaired by outdated equipment, police brutality, corruption, and inconsistent training, all of which undermine public confidence (IPOA, 2023; KNCHR, 2022).

In Nairobi City County, Kenya, police officers' ability to demonstrate empathy and responsiveness is significantly strained due to high crime rates and intense workloads (Odoyo, Mamuli & Washika, 2022). Inadequate resources and poor working conditions hinder their capacity to address community issues promptly and compassionately, leading to a decline in overall service quality (Njeri, 2022). The lack of adequate social support further reduces the effectiveness of law enforcement in navigating complex urban dynamics (Ogola, Kung'u & Nassiuma, 2021). Nevertheless, progress is being made in some African countries to improve empathy and responsiveness within policing. In South Africa, the Independent Police Investigative Directorate (IPID) works to enhance police accountability and responsiveness (Modise, Taylor & Raga, 2020), aiming to boost public trust and align policing with community expectations (Hongoro et al., 2023). Similarly, Rwanda has implemented reforms focused on improving assurance in policing, while Ghana is

strengthening community engagement and officer training to improve service quality (Jedidigah et al., 2020).

Beckley (2021) highlights that the concept of the work environment gained attention due to the consistent underperformance of public institutions, including the police, in meeting public service expectations. Improving the working conditions of police officers is seen as a key strategy for addressing service delivery shortcomings (Saunders, Kotzias & Ramchand, 2019). International research shows that supportive work environments—featuring adequate resources and support enhance service delivery elements such as reliability and empathy (Velazquez & Hernandez, 2019). In developed nations, positive physical, flexible, psychological, and social work environments contribute to increased reliability, responsiveness, and public trust in law enforcement (Shohel et al., 2020). In Africa, where tangibility and responsiveness are frequently limited, improving work conditions through better resources, fair compensation, career advancement, and strong social support can significantly improve service outcomes (Ndirangu & Kembu, 2023). In Kenya, investing in these areas, alongside greater accountability and community engagement, can enhance assurance and empathy in police service delivery (Wendy & Kiiru, 2020).

Problem Statement

According to the Independent Police Oversight Authority (IPOA, 2023), there has been a noticeable decline in the quality of police service delivery in Nairobi City County, Kenya. The effectiveness of police services is gauged by how well officers meet public expectations across key service areas such as assurance, tangibility, reliability, empathy, and responsiveness (Maina, Kiiru, & Makhamara, 2021). IPOA surveys (2022) show that public assurance remains below 50%, reflecting low trust in police performance. Tangibility, including police infrastructure and officers' professional appearance, plays a vital role in shaping public perception (Ayieko & Gitonga, 2020).

However, with only 600 active police stations and a police-to-citizen ratio of 1:650—below the UN-recommended 1:450—service coverage remains inadequate (National Police Service, 2023). Poorly maintained facilities were reported by 40% of respondents (KNCHR, 2024). Response time remains slow, averaging 15–20 minutes in urban areas and up to 45 minutes rurally, with only 30% of cases addressed promptly. Furthermore, 60% of respondents reported a lack of empathy during interactions (KNCHR, 2023). While over 1,000 community policing initiatives were launched in 2023, down from 1,200 in 2022, this signals some effort toward responsiveness (EACC, 2023). However, the resolution of public complaints declined from 70% in 2022 to 60% in 2023, indicating a drop in responsiveness and accountability (IPOA, 2023).

Several studies have explored the relationship between workplace environment and service delivery (Maina, Kiiru & Makhamara, 2021). Ligami (2023) examined the efficiency of the National Police Service in Nairobi County, revealing the fact that, improvements in organization, innovation, funding, and education significantly enhanced police performance. However, the study presented a conceptual gap, as it focused on physical resources like maintenance, availability, and quality, whereas the current research investigates physical work environments in terms of lighting, ventilation, layout, noise, and resource availability. Conradie and De Klerk (2019) studied flexible work arrangements (FWAs), finding that while FWAs did not reduce working hours, they improved engagement and performance. Yet, an empirical gap exists since their study only assessed one variable, FWAs, while the current research covers multiple aspects: physical, flexible, psychological, and social work environments. In Meru County, Kamanja (2020) found that social work settings significantly

affect employee engagement but targeted a smaller, non-devolved government population. Mutua (2022) explored police reforms in Nairobi, but relied solely on legitimacy theory, unlike this study which incorporates a multi-theoretical framework including Person–Environment Fit, Conservation of Resources, Human Relations, Social Exchange, and the SERVQUAL model.

Various reports highlight persistent gaps in service delivery, indicating that efforts to enhance work environment factors have not yielded satisfactory outcomes across the four key dimensions of service provision. This study, therefore, investigated whether specific aspects of the work environment, namely physical conditions, workplace flexibility, psychological well-being, and social settings contribute to improved service delivery among police officers. Additionally, existing empirical research revealed conceptual, contextual, and methodological gaps that require further exploration. This study addresses these deficiencies in both literature and practice by analysing the influence of the work environment on police service delivery in Nairobi City County, Kenya.

Objectives of the Study

The study examined out how the work environment affects police officers' ability to provide services in Nairobi City County, Kenya. The study was guided by the following specific objectives;

- i). To determine the effect of physical work environment on service delivery by police officers in Nairobi City County, Kenya.
- ii). To examine the effect of work place flexibility on service delivery by police officers in Nairobi City County, Kenya

Review of Related Literature

Review of Theories

Person–Environment Fit Theory

Person–Environment (P–E) Fit Theory, as outlined by Wang and Wang (2018), originates from Frank Parsons's early 20th-century work on career selection. Parsons (1909) emphasized that optimal job performance and satisfaction occur when there is alignment between an individual's traits and the job environment, forming the basis of the trait-factor approach (Hartung & Blustein, 2002). Despite criticism for its reliance on psychometric testing (Spokane, 1985), the theory remains influential, inspiring extensive research into the relationship between workplace compatibility and performance (Follmer, 2016).

Kurt Lewin (1935) expanded this theory by suggesting that behaviour is a product of the interaction between the individual and the environment, reinforcing the importance of mutual compatibility (Lewin, 1935). The P–E fit concept underlines that merely securing a job does not ensure success, true compatibility with the organizational culture and setting is essential. The theory is grounded in three main principles: fit predicts personal outcomes involving job satisfaction, better than individual or environmental factors alone; optimal outcomes result from alignment between personal traits such as skills, beliefs, and environmental features; and any mismatch—whether a surplus or deficit of desirable work traits leads to negative outcomes (Wohlers et al., 2019).

Fit theory holds that individuals with varying characteristics respond similarly to misaligned work conditions, with extreme traits intensifying reactions to environmental inconsistencies. The model is particularly relevant in evaluating service-oriented roles, like

police work. This study applies P–E Fit Theory to explore how the physical work environment affects police officers' service delivery in Nairobi City County, Kenya. The theory supports the notion that aligning personal qualities with the workplace environment enhances job satisfaction and performance. It provides a strong framework for understanding how organizations can optimize staff placement and environmental design to improve outcomes.

Conservation of Resources (COR) Theory

Developed by Dr. Stevan E. Hobfoll in 1989, the Conservation of Resources (COR) Theory focuses on how individuals manage and respond to stress by acquiring, preserving, and protecting their personal resources (Hobfoll, 1989). Resources include anything valued by individuals, such as time, energy, social support, and material assets. According to COR theory, stress occurs when there is a threat of resource loss, an actual loss, or a lack of resource gain following significant investment. This model introduces two major concepts: the *loss spiral*, where initial resource loss leads to further depletion, and the *gain spiral*, where resource accumulation promotes resilience and further resource gain (Clausen & Borg, 2011). The theory emphasizes that workplace flexibility can positively impact employee attitudes by allowing individuals to manage work-life demands more effectively, reducing conflict and stress. Flexibility in scheduling and task management can enhance job satisfaction and performance by preventing resource depletion.

Hobfoll and Ford (2007) highlighted the importance of both individual traits (e.g., optimism, personality) and external stressors in understanding stress. Spielberger and Sydeman (1994) further supported COR theory by linking stress to the perceived threat of resource loss, whether psychological or physical, noting that stress is both a subjective and objective experience. COR theory integrates environmental and cognitive perspectives, showing how job demands and available resources influence outcomes like organizational commitment, work engagement, turnover intentions, and service delivery. In the context of this study on police officers in Nairobi City County, the theory provides a valuable framework for understanding how flexible work environments can support service delivery by preserving essential personal and organizational resources.

SERVQUAL Model

The SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1985), was designed to address the gap between customer expectations and satisfaction after consuming services or products. The model evaluates service quality by comparing customers' initial expectations with their actual experiences, based on the expectancy-disconfirmation theory. It identifies five core dimensions of service quality: tangibility, reliability, assurance, responsiveness, and empathy. These dimensions aim to assess various aspects of service delivery, including physical facilities, consistency, staff competence, promptness, and customer care.

SERVQUAL has been widely applied across different industries and cultural settings to measure service quality. The model includes ten key factors such as courtesy, communication, competence, and security, which influence customers' perceptions of service quality. In response to criticism, Suuroja (2003) refined the model by condensing these into the five essential dimensions, emphasizing their relevance across diverse contexts.

However, some scholars, like Buttle (1996), have argued that the five dimensions may not apply universally, suggesting that the number and relevance of service quality dimensions

vary by industry or service type. Despite this, SERVQUAL remains a valuable tool for assessing service quality in various sectors, including policing.

The SERVQUAL model is directly relevant to the study of police service delivery, focusing on key dimensions like assurance, tangibility, reliability, empathy, and responsiveness. These factors help evaluate the effectiveness of police services, ensuring that they meet public expectations and contribute to overall service satisfaction.

Empirical Review

Physical Environment and Service Delivery

Various studies have explored how physical work environments impact service delivery, particularly in relation to police officers. Burt (2019) examined how visual impairments influence public perceptions of police-citizen interactions, revealing that observers often view civilians as more confrontational than law enforcement, even with minimal details. This study highlighted a methodological gap that the present research seeks to address by employing both qualitative and quantitative approaches.

Anasi (2020) investigated how work relationships, workload, and the physical environment affect job satisfaction among librarians in South-West Nigeria. The study found that work relationships and the work environment were significantly correlated with job satisfaction, while workload was not a strong predictor. Although focused on librarians, the research provides a basis for understanding how the physical environment influences job satisfaction, relevant to police officers in this study.

Cieślak et al. (2020) studied occupational stress in municipal police officers in Warsaw, identifying stressors like physical abuse, exposure to infectious substances, extreme temperatures, and loud environments. These stressors, along with job uncertainty and insufficient resources, contributed to increased stress. The study used subjective metrics, while the present research will focus on objective metrics to assess service delivery.

Granhölm Valmari et al. (2023) explored how challenging physical, social, and mental conditions affect police officers' health, particularly in the European Union. Their findings pointed to environmental factors influencing health, including both social and physical workplace elements. Unlike this review-based research, the present study will involve direct data collection.

Ligami (2023) investigated internal reforms and their effect on police service effectiveness in Nairobi County, finding that structural changes and physical resources positively influenced service outcomes. However, this study defined physical resources differently, whereas the current research focuses on elements like lighting, ventilation, and noise in the physical work environment.

Workplace Flexibility and Service Delivery

Several studies have examined the relationship between workplace flexibility and service delivery across various sectors, including the police. Wheatley (2017) found a positive correlation between flexible work arrangements and improved employee well-being, conceptualizing workplace flexibility as work-family time demands, compensation, career growth, and flexible working options, which aligns with the current study's focus on these areas.

Li, Ten Berge, and Kristiansen (2022) explored the impact of flexible work arrangements on burnout, finding that individuals facing higher work and family time pressures benefit more from flexible schedules. Their study revealed that workplace

flexibility may alleviate burnout under demanding conditions. In contrast, the current study uses different statistical techniques, including Pearson correlation and multiple regression, to analyze the relationship between workplace flexibility and service delivery.

Conradie and De Klerk (2019) investigated flexible work arrangements among software developers, concluding that such flexibility enhances engagement and service delivery, though it does not reduce work hours. Their research, focusing only on flexible work arrangements, contrasts with the current study's broader focus on various work environment factors, including physical, psychological, and social environments.

Atalya and Genga (2019) examined the impact of career progression, salary, and work-life balance on employee retention in Machakos County, finding that workplace flexibility, among other factors, significantly influences retention. This research highlights how work-life balance practices, including flexible hours, enhance employee engagement and retention.

Abonyo (2020) found that flexible working hours were significantly correlated with improved employee performance, supporting the idea that workplace flexibility enhances performance. Similarly, Shikuku et al. (2024) indicated that work-life balance and stress management directly influence service delivery, particularly among Kenyan police officers, underlining the importance of flexibility in reducing stress and improving job performance.

Conceptual Framework

The conceptual framework is a crucial component of research, offering a structured basis for investigating the research problem (Alpert & Dunham, 2022). It links theoretical ideas to the practical elements of the study, providing clarity and guidance (Beg, Fitzpatrick & Lucas, 2021). This framework outlines the essential components of the research, including the variables, their interrelationships, and the overall context of the study (Assefa, Etana & Deressa, 2024).

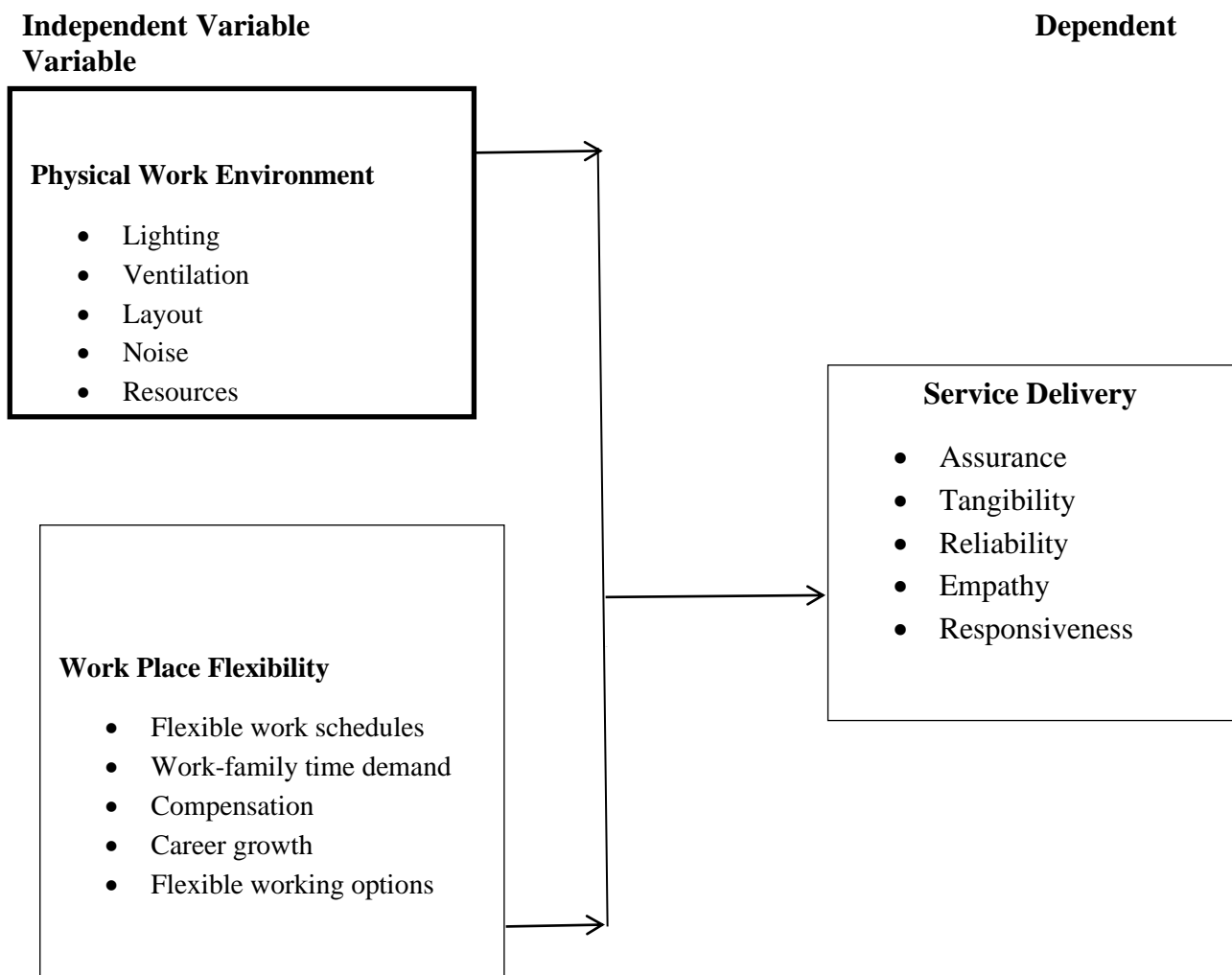


Figure 2.1: Conceptual Framework

Source: Author’s Conceptualization (2025)

Figure 2.1 illustrates the relationship between the predictor and outcome variables in the proposed study. The research examines how different factors of the work environment affect service delivery among police officers. Elements of the physical work environment, such as lighting, ventilation, layout, noise, and available resources, have a direct impact on officers' comfort and effectiveness, which in turn affects their ability to provide high-quality service. Workplace flexibility, which includes flexible schedules, work-life balance, compensation, career development, and adaptable working options, influences how officers balance their personal and professional responsibilities, thereby enhancing their ability to deliver consistent service.

Methodology

Research Design

The study adopts a descriptive research approach, incorporating both qualitative and quantitative data to investigate the impact of work environment factors on police officers'

service delivery. Descriptive research observes and measures events in their natural settings without interference, aiming to document and represent conditions as they exist (Creswell & Creswell, 2011). This approach enables simultaneous data collection and synthesis for comprehensive analysis.

Target Population

The target population comprises law enforcement officers across twelve sub-counties in Nairobi City County, totalling 6,416 officers from various departments and ranks. These officers utilize a unified policing platform, providing a diverse group for the study (Mugenda, 2003).

Sampling Procedure and Sample Size

The study employs stratified sampling to ensure representation from each sub-county, followed by random selection of participants. Using Taro Yamane's (1967) formula 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.

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

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

The sample size is determined to be 377 respondents, representing 5.88% of the total population. This sample is divided proportionally across the sub-counties (Lohr, 2021).

Data Collection Instrument

A semi-structured questionnaire is used to collect primary data, incorporating both closed and open-ended questions. This approach facilitates easy administration while allowing detailed responses. The questionnaire is divided into three sections: background information, independent factors, and dependent service delivery variables.

Pilot Study

A pilot study is conducted with police officers from Kiambu County to test the logistics and refine research tools. This ensures reliability and adaptability of the instruments for the main study (Bougie & Sekaran, 2019).

Validity and Reliability

The instrument's validity is tested through face and content validity, and reliability is assessed using Cronbach's alpha, with a coefficient above 0.7 indicating consistency (Cooper & Schindler, 2011).

Data Collection Procedure

Questionnaires are distributed by the researcher with clear instructions, ensuring completion by the police officers within the set timelines. The researcher also facilitates questionnaire submission through the OCS.

Data Analysis and Presentation

Data are analysed using SPSS, with descriptive statistics, correlation, and regression analyses. Qualitative data are analysed using content analysis. The results are presented in charts and tables for clarity. The relationships between variables were investigated using

inferential statistics such as correlation and regression; the qualitative information obtained from the questions that are open-ended in the instrument for gathering data were examined using content analysis; and the model of regression structure:

$$Z = \alpha_0 + \alpha_1 A + \alpha_2 B + \epsilon$$

Where;

Z; Service Delivery

A; Physical Environment

B; Work Place Flexibility

ϵ ; Error term

α_0 ; Z intercept

$\alpha_1 - \alpha_4$; Regression coefficients.

Ethical Considerations

The study adheres to ethical principles, ensuring voluntary participation, informed consent, and confidentiality of participants' identities and personal information (Osuagwu, 2020).

Findings and Discussions

Analysis of Findings

The quantitative data were analysed using descriptive and inferential analysis. The qualitative data were analysed using content analysis.

Descriptive Data Analysis

Both descriptive and inferential statistical methods were employed to analyse the study variables, while qualitative data were examined through content analysis. This section presents the mean and standard deviation of respondents' responses, as derived from descriptive statistics. A 5-point Likert scale was used to gauge levels of agreement, where 5 indicated "strongly agree," 4 represented "agree," 3 denoted "disagree," 2 denoted "strongly disagree", and 1 indicated "not sure." The scale, ranging from 1 to 5, guided the interpretation of mean scores: values near 1 reflected uncertainty, scores around 3 indicated disagreement, and those approaching 5 suggested strong agreement.

Physical Work Environment

The first objective was to determine the effect of physical work environment on service delivery by police officers. The findings on physical work environment were presented in Table 1.

Table 1: 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 for 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: Field Data (2025)

Table 1 presents respondents' assessments of their physical work environment, indicating widespread dissatisfaction with key environmental factors essential for effective service delivery. The mean score for "Working Space Adequacy" was 3.10 (SD = 0.53), reflecting general disagreement regarding sufficient space to perform duties efficiently. Similarly, "Workplace Ventilation" (mean = 3.03, SD = 0.53), "Layout Conduciveness" (mean = 2.98, SD = 0.35), and "Noise-Free Environment" (mean = 3.00, SD = 0.31) also fell below the satisfaction threshold. These results suggest that suboptimal airflow, spatial arrangement, and noise levels may hinder concentration and service delivery elements directly linked to the reliability and responsiveness of police service delivery.

The aspect of "Adequate Resources" received the lowest mean score of 2.81 (SD = 0.54), highlighting significant concern about the availability of essential tools and materials. This lack potentially undermines tangibility and assurance, as visible infrastructure and resource readiness are central to public trust and service confidence. Likewise, the item "Physical Environment Supports Service Delivery" had a low mean of 2.98 (SD = 0.15), showing strong consensus that the current environment does not facilitate optimal service, thereby indirectly affecting empathy, as officers may struggle to engage meaningfully under uncomfortable or ill-equipped conditions.

The overall mean of 2.98 (SD = 0.40) confirms a general negative perception of the physical work environment. While previous studies like Anasi (2020) established a clear link between physical conditions and job satisfaction, this study extends that implication by emphasizing how environmental inadequacies specifically affect the core dimensions of police service delivery. Consistent with Cieślak et al. (2020), the results underscore how environmental stressors such as poor ventilation and noise contribute to occupational strain. However, this study shifts the focus from well-being to operational outcomes, particularly in the delivery of quality public service. Compared with Burt (2019) and Granholm Valmari et al. (2023), who emphasize wellness and morale, the findings here suggest a more practical impact environmental limitations directly impede officers' ability to deliver reliable, responsive, and empathetic service.

Workplace Flexibility

The second objective was to examine the effect of work place flexibility on service delivery by police officers. The findings on workplace flexibility were presented in Table 2.

Table 2: Descriptive Statistics for Workplace Flexibility Items

Item	Mean	SD
In this 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 enhance skills development.	4.37	0.48
Flexible working options improves service reliability	4.37	0.48
Adequate work place flexibility promotes service delivery by a police officer.	4.37	0.48
Aggregate Score	4.04	0.49

Source: Field Data (2025)

Table 2 illustrates that respondents generally expressed favourable perceptions of workplace flexibility, as most items related to flexible work arrangements recorded mean scores above 4.0 on the 5-point Likert scale. These scores fall within the "agree" category, signifying strong agreement with statements concerning work-family time demands, compensation, career growth, and flexible work options. Such high ratings indicate that officers feel positively about how workplace policies support their work-life integration and professional development.

Despite these positive evaluations, the specific item labelled "Workplace Flexibility" yielded a mean score of 2.80 (SD = 0.54). This value lies closer to the "disagree" category, suggesting a disconnect between the general elements of flexibility and how officers perceive workplace flexibility as a whole. The relatively low score, accompanied by a moderate standard deviation, indicates that while certain flexibility features are appreciated, broader or institutionalized flexibility may be lacking or inconsistently implemented across the force.

These patterns have important implications for service delivery. Since service quality was measured in terms of assurance, tangibility, reliability, empathy, and responsiveness, the positive perception of specific flexibility components such as work-family time and flexible options may enhance officers' ability to respond empathetically and reliably in community interactions. Officers who perceive support from their organization are likely more motivated and emotionally available, which enhances responsiveness and empathy, key indicators of effective service delivery.

This interpretation aligns with prior studies. Wheatley (2017) emphasized that workplace flexibility improves employee well-being, a factor that indirectly supports service quality. The present findings reinforce this connection, particularly where officers report high agreement with work-life balance and compensation. Similarly, Conradie and De Klerk (2019) identified a positive link between flexible work arrangements and both employee engagement and performance outcomes elements that are critical to reliable and assured policing services.

Li et al. (2022) noted that the effects of workplace flexibility are influenced by individual work-family demands. While such variation may be expected, the generally high mean scores in this study suggest that flexibility is broadly beneficial across respondents, regardless of personal circumstances. Nonetheless, the low mean score for "Workplace

Flexibility" as a standalone construct may indicate a need for organizational clarity or consistency in defining and applying flexibility in the police context.

Despite mixed results reported by Abonyo (2020), who noted variability in how flexible scheduling impacts performance, this study presents a more cohesive picture of workplace flexibility as a facilitator of quality service delivery. This is especially notable in the law enforcement context, where operational demands often limit flexibility. Still, the findings echo Shikuku et al. (2024), who concluded that even within such structured environments, well-implemented flexible work practices can support officer effectiveness and improve tangible service outcomes.

Service Delivery

The findings on social work environment were presented in Table 3.

Table 3: Descriptive Statistics for Service Delivery

Item	Mean	Standard Deviation
A police officer always maintains assurance when handling client complaints	3.09	0.61
The police station has high levels of tangibility	2.85	0.48
Police officers are always reliable on a client's initial visit and meet promises made to them.	2.98	0.35
A police officer always maintains empathy toward those receiving services	2.98	0.57
Police officers are always responsive in addressing public complaints	3.00	0.62
Aggregate Score	2.98	0.53

Source: Field Data (2025)

Table 3 presents the perceptions of police service delivery, revealing a generally mixed but somewhat unfavourable view. The overall mean score of 2.98, which is situated close to the "disagree" category on the 5-point Likert scale, suggests that public evaluations leaned toward disagreement regarding the quality-of-service delivery across the five SERVQUAL dimensions: assurance, tangibility, reliability, empathy, and responsiveness. While this score does not reflect outright dissatisfaction, it indicates a lack of strong confidence in police services and highlights the need for systemic improvements.

Among the five dimensions, assurance, defined as the perceived competence and credibility of police officers in handling public complaints, received the highest mean score (M = 3.09). Although slightly above the overall mean, this score still falls within the disagreement range, signalling limited public trust in the police's ability to manage complaints effectively. Responsiveness, reflecting officers' timeliness and willingness to assist the public, followed with a score of 3.00, placing it at the threshold of disagreement. This suggests that while some respondents recognized efforts made by the police, perceptions of responsiveness remained inconsistent. Reliability and empathy both recorded mean scores of 2.98, reinforcing the perception that the police are not consistently dependable nor perceived as emotionally attuned to the needs of the public. These results indicate persistent

scepticism about the police’s reliability in service delivery and their ability to express genuine concern during public interactions.

Tangibility, which pertains to physical infrastructure, equipment, and facilities, scored the lowest at 2.85. This clearly falls within the disagreement range, reflecting notable public dissatisfaction with the physical and visible aspects of police services. Concerns may include the accessibility, adequacy, and condition of police stations and resources, factors that significantly influence perceptions of professionalism and institutional trust.

Standard deviations ranging from 0.35 to 0.62 suggest moderate variability in responses, indicating that public experiences with police services vary considerably across demographics and locations. While some individuals may report satisfactory encounters, others appear to have experienced significant deficiencies. These findings align with the SERVQUAL framework (Parasuraman et al., 1985), particularly in exposing service performance gaps in areas like empathy and responsiveness. They also resonate with insights from Rasool et al. (2021) and Saunders et al. (2019), who argue that internal organizational stressors—such as toxic work environments and operational pressures can negatively impact service delivery by police officer and ultimately degrade public service delivery.

While there are modest strengths in dimensions such as assurance and responsiveness, overall public sentiment remains largely negative. To restore public trust and satisfaction, targeted reforms are needed to enhance both tangible elements, such as infrastructure and equipment and intangible factors, including service reliability, emotional intelligence, and responsiveness. Only through comprehensive, multi-dimensional improvements can police departments begin to bridge the identified service gaps and cultivate stronger public engagement.

Inferential Statistics

The inferential statistics section centres on regression analysis to determine the relationship among the study variables. This analysis was conducted using SPSS version 26 and aimed to assess the impact of the work environment on service delivery by police officers in Nairobi City County.

Table 4: 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**

Source: Field Data (2025)

Table 4 indicate the regression coefficients, showing that both physical work environment and workplace flexibility are significant predictors of service delivery outcomes among police officers. Notably, workplace flexibility emerged as the most influential factor, with a regression coefficient of $B = 3.301$, standardized beta $\beta = 3.299$, and a significance level of $p < 0.01$. This strong positive association highlights the critical importance of a psychologically adaptive and accommodating work environment in shaping the quality of police services. Flexibility metrics, including flexible work schedules, manageable work-family time

demands, fair compensation, and opportunities for career advancement, and access to flexible working options, collectively empower officers to perform more effectively. These results align with Wheatley (2017), who emphasized that flexibility supports not only productivity but also broader service excellence through improved well-being and engagement.

Similarly, the physical work environment also demonstrated a significant positive effect on service delivery, with a regression coefficient of $B = 3.215$, standardized beta $\beta = 3.214$, and a significance level of $p < 0.01$. This finding underscores the tangible impact of environmental conditions, specifically, lighting, ventilation, layout, noise levels, and availability of operational resources on officers' service delivery. A well-maintained and thoughtfully designed workspace contributes to officer comfort, reduces fatigue and occupational stress, and fosters a more focused and responsive approach to community service. When these environmental elements are optimized, officers are better positioned to deliver high-quality service across all dimensions of assurance, tangibility, reliability, empathy, and responsiveness.

Taken together, these findings reinforce the view that both psychological flexibility and physical infrastructure are not peripheral concerns but central components in the delivery of effective policing services. Investment in these areas is therefore not only a matter of organizational health but also a strategic priority for enhancing public trust, operational efficiency, and overall service quality. Therefore, the overall multiple linear regression model becomes $Z = 1.203 + 3.215A + 3.301B + \epsilon$. Where;

Z; Service Delivery

A; Physical Environment

B; Work Place Flexibility

ϵ ; Error term

α_0 ; Z intercept

$\alpha_1 - \alpha_4$; Regression coefficients.

Discussion of Findings

The present study aimed to investigate how the physical work environment and workplace flexibility influence service delivery by police officers in Nairobi City County. The findings, based on descriptive and inferential analyses, offer critical insights into the operational dynamics shaping police performance. The first objective examined the impact of the physical work environment on police officers' ability to deliver quality services. Descriptive statistics revealed a generally unfavourable assessment of the physical conditions under which officers operate. The aggregate mean score for the physical work environment was 2.98 (SD = 0.40), falling below the threshold of satisfaction. Specific indicators such as lighting (M = 3.10, SD = 0.53), ventilation (M = 3.03, SD = 0.53), and noise control (M = 3.00, SD = 0.31) suggest minimal agreement that these environmental factors support effective service delivery. Particularly concerning was the low rating for the availability of resources (M = 2.81, SD = 0.54), which underlines an institutional gap in providing the tools necessary for frontline service delivery. These findings reflect broader concerns highlighted in previous literature. While Anasi (2020) emphasized the role of environmental conditions in job satisfaction, this study extends that line of inquiry by showing how deficiencies in physical infrastructure can directly impair operational performance. As Cieślak et al. (2020) observed, poor environmental conditions can elevate occupational stress, which in turn diminishes the capacity for focused, empathetic, and timely service delivery. Moreover, the uniformity of the low scores (evident in small standard deviations) suggests a shared

experience of environmental inadequacy among officers, pointing to systemic infrastructural limitations.

The second objective explored the influence of workplace flexibility on service delivery. The results here painted a more optimistic picture. With an aggregate mean score of 4.04 (SD = 0.49), most respondents agreed that components of flexibility such as work-family time demand (M = 4.37), compensation (M = 4.37), career growth (M = 4.37), and flexible working options (M = 4.37) positively influence service outcomes. These high scores imply that officers who perceive supportive workplace arrangements are more capable of fulfilling their roles reliably and empathetically. The specific item on flexible work schedules received a lower mean of 2.80 (SD = 0.54), suggesting that while officers appreciate the benefits of flexibility, they do not feel such options are widely or consistently available. This discrepancy highlights a potential policy-practice gap; although institutional rhetoric may promote flexibility, practical implementation may lag behind, especially in a rigid, hierarchical system such as law enforcement. These findings resonate with studies by Wheatley (2017) and Conradie & De Klerk (2019), who noted that flexibility enhances employee engagement and performance. The psychological benefits of supportive working conditions likely translate into more reliable and compassionate service delivery, particularly in high-stress environments like policing.

Assessments of service delivery across the five SERVQUAL dimensions of assurance, tangibility, reliability, empathy, and responsiveness yielded a modest overall score of 2.98 (SD = 0.53). The highest-rated item was assurance (M = 3.09, SD = 0.61), suggesting some degree of confidence in officers' competence, though still below the midpoint. Conversely, tangibility received the lowest rating (M = 2.85, SD = 0.48), indicating dissatisfaction with the physical and infrastructural aspects of service provision, such as station facilities and visible equipment. Empathy and reliability also scored low, pointing to challenges in consistent and emotionally attuned interactions with the public. These findings highlight the critical importance of both material and interpersonal resources in shaping public perceptions of police effectiveness. As emphasized by Saunders et al. (2019) and Rasool et al. (2021), organizational stressors—such as inadequate infrastructure or inflexible system can erode the quality of public engagement and service reliability.

Regression analysis provided robust evidence supporting the significant impact of both physical work environment and workplace flexibility on service delivery. Both variables were statistically significant predictors ($p < 0.01$), with workplace flexibility showing a slightly stronger effect ($B = 3.301, \beta = 3.299$) than physical work environment ($B = 3.215, \beta = 3.214$). These results affirm that service delivery is not merely a function of procedural or behavioural standards but is deeply influenced by the organizational context in which officers operate. The predictive power of workplace flexibility underscores the importance of responsive, supportive, and adaptive work policies in enhancing officer performance. This finding aligns with studies by Li et al. (2022) and Shikuku et al. (2024), who concluded that flexible arrangements can improve service outcomes even in traditionally rigid sectors like law enforcement. Simultaneously, the significant role of physical environment corroborates long-standing assertions in occupational research that workspaces must be conducive, well-resourced, and ergonomically designed to optimize productivity and service quality.

Taken together, these findings provide compelling evidence that both physical and psychological dimensions of the work environment are integral to effective police service delivery. Environmental inadequacies constrain officers' ability to meet public expectations, while flexible, supportive policies can unlock higher levels of engagement, empathy, and operational reliability. Consequently, policy reforms aimed at improving infrastructure and

institutionalizing flexibility are not just workforce investments—they are strategic imperatives for building public trust and enhancing the quality of policing in urban Kenya. Beyond the statistical data, qualitative responses from officers further support these quantitative findings. Regarding the physical work environment, many officers indicated that adequate infrastructure, well-maintained office spaces, and access to proper equipment significantly influence their efficiency. Inadequate lighting, poor ventilation, cramped workspaces, and outdated equipment were frequently cited as barriers to effective performance. Officers emphasized the need for basic operational resources such as transportation (e.g., vehicles) and communication tools, which are fundamental to timely and efficient service delivery. Suggestions for improvement included upgrading facilities, investing in modern technology, and ensuring a more organized and professional physical environment, all of which are expected to enhance both the quality and consistency of police work.

In terms of workplace flexibility, officers expressed frustration with rigid work schedules, excessive workloads, and limited leave opportunities, all of which contribute to fatigue and reduced job satisfaction. Many advocated for flexible shift systems, improved leave policies, and a better work-life balance as ways to reduce burnout and improve service responsiveness. Proposals included the introduction of rotational shifts, allowing for remote handling of certain administrative duties, and mechanisms for fair distribution of tasks. Such changes, according to respondents, would not only improve individual productivity but also contribute to a more motivated and resilient police force.

On the broader theme of service delivery, officers put forward several key recommendations. These included more training in community policing strategies, better resource distribution, the establishment of stronger accountability structures, and initiatives to strengthen trust between police and communities. A recurring theme was the need to equip officers with modern technology and to ensure sufficient staffing levels to meet growing public demands. The insights gathered suggest that tackling workplace challenges, both physical and structural, is essential for improving service quality, boosting public satisfaction, and reinforcing trust in law enforcement institutions.

The results from both the quantitative and qualitative analyses converge on a central message: creating a more flexible and supportive work environment, alongside investments in physical infrastructure, can substantially enhance service delivery. Addressing these workplace factors is not only critical for organizational efficiency but also essential for building stronger public trust and professionalizing service outcomes in law enforcement.

Conclusion and Recommendations

The study concluded that both the physical work environment and workplace flexibility significantly enhance service delivery. A well-maintained and adequately equipped physical environment was found to improve officers' efficiency and responsiveness. Similarly, flexible work arrangements were shown to reduce burnout and support a work-family time demand, leading to better service delivery outcomes. Based on these findings, the study recommended two key actions: First, the government should invest in modernizing police infrastructure by improving facilities, providing sufficient office space, and equipping officers with essential tools and communication systems. Second, the National Police Service should adopt flexible shift schedules and fair workload distribution to ensure officers are well-rested and motivated. These measures would not only improve the well-being of officers but also enhance the quality and reliability of police service delivery to the public.

Suggestion for further studies

While the study provides important insights into how workplace conditions affect service delivery, it has several limitations. Primarily, the research was confined to Nairobi City County, which may limit the applicability of its findings to other regions, especially rural areas with different socio-economic and security dynamics. To enhance generalizability, future research should be conducted in various counties across Kenya. The most influential factor identified was workplace flexibility, with strong statistical support, highlighting the positive impact of flexible scheduling and autonomy on productivity. This suggests the need for further research into how flexible work arrangements can be practically implemented in policing and their effects on job satisfaction and burnout. The study also found that the physical work environment significantly influences service delivery, emphasizing the importance of investing in better infrastructure and resources. Future studies should explore how specific physical factors interact and contribute to service outcomes, offering more targeted strategies for improvement.

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