

Influence of Work Environment on Performance in the Public Security Sector with a Focus on the Police in Nairobi Kenya

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Abstract: The central problem of this study was that, despite the government reform efforts in the security sector, performance has continued to deteriorate with criminal activities increasing every day. Challenges leading to this dismal performance have not been adequately investigated and well understood, hence hindering performance by the security officers who play a critical role in security issues. Yet without security, economic development is impossible. To this end, the study sought to find out the influence of work environment on performance in the public security sector in Nairobi, Kenya. The main focus was the regular police. Using stratified sampling and simple random sampling, 150 officers were selected from a total population of 1500. The considerations of the relationships between technical work environment, the human environment and the organizational environment as the independent variables and performance as the dependent variable were sought. The technical environment in this study referred to tools, equipment, technological infrastructure and physical/technological elements of the workplace. The human environment referred to the networks of formal & informal interactions among colleagues, management, reporting lines and existing levels of competences. The organizational environment referred to the immediate tasks and national environment where the police service draws inputs, processes them and provides outputs in the form of services to the general public. The study used a mixed research design approach of exploratory, descriptive and quantitative designs. The questionnaire was used to gather relevant information. Data was analyzed using both descriptive and inferential statistics including correlation, regression, analysis of variance and beta coefficients. The study established that there is a strong positive influence on performance of the regular police officers attributable to units of positive change in the technical, human and organizational environments. This is significant since for meaningful development to happen there is need for a safe and secure environment. Performance among the police determines the level of security and safety. Safety and security are key antecedents to economic development and prosperity. Economic development is directly linked to reduction of poverty, which in Kenya is of paramount importance. The study recommended that police officers need improvement in the overall work environment in order for them to perform well. The study recommended that the government, policy makers and the international community interested in matters of security and safety should employ specific measures to improve the technical, human and organizational environments for the police force in Nairobi, Kenya. This then will improve performance in the public security sector-a platform for economic development.

Work Environment: Physical and intangible work conditions and surrounding, (Ting, (1997).

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed, (McLaughlin, 2002)

Security: Peaceful and safe environment conducive for human activities, (<http://www.dictionary.com>) as retrieved on April 12, 2011.

Keywords: *Performance, Work environment, Security Sector, Economic development, Kenya*

Introduction

Background of the Study

Economic development is a function of a safe and secure environment. The police are at the centre of a safe and secure environment. With the increased complexity of the police role and the movement towards neighborhood policing, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining the highest-quality personnel (Roberg & Kuykendall, 2009). Policing is no longer a “relatively simple task” (Goldstein, 1977, p. 284). Rather police officers’ roles in today’s democratic society are extremely significant and complex (Carter & Sapp, 1992). Police officers are called on to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community demands for safety (Travis, 1996). The police commitment to work determines the level of performance. Staff commitment to work is shaped by variables within work environments. The essence of commitment of staff in the workplace is on the fact that highly committed employees perform better on the job and are less likely to exhibit such anomalous workplace behaviour as high absenteeism or presenteeism, voluntary turnover, apathy, ineptitude, sabotage, among others (Oludeyi, 2015: 10).

Out of all governmental operations, the police function is the most intimate – the daily, varied encounters between police officers and individuals, ranging from routine to traumatic experiences, represent the most visible and powerful interaction between the government and the public. If the police perform their roles effectively, society benefits immeasurably; if the police perform their job poorly, the damage to police confidence and democratic principles can be irreparable, (Goldstein, 1997). Performance standards in the security sector attract global concern since this is a key pillar for stability and development. Several overseas states have developed different promising strategies and techniques to improve performance in the security sector, even though these have not been sufficient. Hence policing is a ripe area for research.

Global Perspective of Performance in the Police force

In the UK since the 1970s the more business-like approach to public administration often referred to as New Public Management (NPM) has led to public service reforms that have focused on performance improvement and value for money (Pollitt & Bouckaert, 2000; Newman cited in McLaughlin, Osborne and Ferlie, (Eds) 2002; Boyne, Martin and Walker, 2004). The application of NPM principles have not realized the key performance improvements that might have been anticipated (HM Treasury and Cabinet Office, 2004). As a consequence the UK police service has increasingly become the focus of scrutiny, with the last labour government intent on reform (Home Office, 2008a, b, 2009). One of the key elements of this reform programme has been a particular emphasis on improving the overall police performance management regime (HMIC, 2005; Flanagan, 2008; Berry, 2009) which to date, despite the availability of significant amounts of police performance data, is still seen as being in need of significant improvement to its performance (HM Treasury, 2006). Given this context the UK police service has faced considerable challenges in the first decade of the twenty-first century.

In the USA, the contextual nature of police-citizen interactions has long been noted as an important influence on public attitudes toward the police (Wirths, 1958). Police-citizen encounters are usually classified as either “voluntary” (e.g. service calls) or “non voluntary” (e.g. traffic stops); (Bercal, 1970). Existing data shows that citizens who have experienced non voluntary contacts with city police generally rate performance lower than those who initiated contact (Bordua and Tifft, 1971; Schwartz and Clarren, 1978). The most common form of non-voluntary contact citizen’s experience with police is the traffic stop. Some have characterized this encounter as the most detrimental to the public’s image of police (Vedder & Keller, 1965), thus putting the performance of the US police on a questionable platform.

Citizens often feel frustrated after receiving a traffic citation, feel resentment as a result of increased insurance costs, or believe that police should be focusing on “serious crime” (Radalet & Carter, 1994, p. 207). At both the city and state levels, the experience of receiving a traffic citation has been found to impact negatively on an individual’s perception of the police performance (Correia, M., Reisig, M. and Lovrich, N. 1996; Smith & Hawkins, 1973). Others argue that whether or not the experience was initiated by the citizen is only of secondary importance. The context of the police-citizen interaction is much more important in determining an individual’s attitude toward the police (Wilson, 1985). In fact, evidence suggests that higher citizen evaluations of police are more likely to result when the police treat the individual fairly and with compassion when answering a disturbance call (Bordua & Tifft, 1971) and when issuing a traffic citation (Correia, Reisig & Lovrich, 1996).

In addition to contextual factors, individual-level characteristics have also been found to affect evaluations of police. For example, earlier studies (Jesilow, P., Meyer, J. & Namazzi, N. 1995; Thurman & Reisig, 1996) have documented significant differences between ethnic groups. In general, whites tend to perceive police more positively than do their nonwhite counterparts at the city level. (Carter & Carter, 2009); Peek, C., Alston, J. & Lowe, G. 1978 ; cf. Dean, 1980. Further, African-American citizens appear to be more concerned with different types of police behavior (e.g. brutality); (Smith, Kendall & Hulin 1969), and express higher levels of discontent with other facets of the legal system (Hagen, Egan & Eltringham 1992).

Reform efforts in Cape Verde, West Africa reveal that despite political stability and economic performance, there are reasons to fear an upsurge of violence, banditry and organised crime. The country's Island status has been both protective and a source of vulnerability. The major security challenge here is transnational criminality; international alliances are therefore important (Handem, 2008). There seems to be permanent structural difficulties in Cape Verde including: small size, the fact that its ten islands are widely dispersed; poverty and the states inability to meet its security needs.

The challenges of security sector governance in Cape Verde include; ensuring the social reinsertion of citizens who have been repatriated from abroad, preventing and neutralising emerging threats, including drug trafficking, money laundering and the uncontrolled circulation of light weapons, introducing a more modern concept of security that focuses on its interdisciplinary and multidimensional nature, difficulty in withdrawing state monopoly over the maintenance of internal security, implementing a working system of internal security, within the framework of the ongoing reforms of the criminal code and the code of criminal procedure (Carter & Carter, 2009).

Preventing improper use of force and of corruption in the police and dismantling the links to external networks that sexually exploit people, especially children are other challenges facing Cape Verde. Bryden, (2008) observes there has been lack of participation of civil society in security governance as well as private bodies to provide public protection. In particular, police structures have been poor hence hindering the police presence, this impacts negatively on their operational capacity.

In neighboring Tanzania, during the elections in 2005, levels and fear of crime rose throughout the country. Simultaneously, levels of public trust and confidence in the Police Force continued to drop. Areas of particular concern included road accidents, corruption, fraud, violence, terrorism and drug trafficking (Mwema, 2008). The widening economic divide in the country is likely to create a breeding ground for crime. These trends highlight the limitations of the current Police Force and make evident the pressing need for reform. Other problems limiting effective performance in the Tanzanian Police Force have to do with human resources management (HRM) and the environment in which they work. The police reform agenda is in its infancy stage, therefore fast and swift changes are needed notes Aziz, (2006).

HRM problems include lack of recruitment and training policies, an absence of human resources information systems (HRIS), issues on work environment and inadequate training facilities. Furthermore, officers are poorly paid, demotivated and have high rates of absence; there are also problems with infrastructure, low levels of education & exposure, including poor offices, housing and transport, inadequate communication networks, and weak management information systems . The current Information & Communication Technology (ICT) infrastructure is at its infancy and requires urgent development. The Police Force's institutional and legal framework required attention, (Mwema, 2008). There is lack of internal inspections, low levels of supervision, lack of coordination in the fight against corruption and limited accountability to the public; the Police Force lacks adequate financial resources. Massey, (1993) observes that this is the main cause of all secondary problems affecting the Police Force in Tanzania.

Local Perspective of Performance in the Police Force

The Kenyan police began its operations between 1887 and 1902, by the Imperial British East Africa (I.B.E.A.) Company. It was until 1907 that the Kenya police was organised along military lines and the training became military in nature (Kiraithe , 2011).The then Nairobi provincial police headquarter had its first P.P.O (Provincial Police Officer) in 1958 and until the late 1960's they were known as Chief Police Officers. To date it has a total of 18 PPOs. Over the last decade, a fair amount of donor-support research has been conducted with the view of increasing the capital base. However, academic research to inform the stakeholders and government on challenges facing performance by the police has not been an area of significant concern (Osborne, 2010). The concept of work environment has received little attention.

The security sector is charged with the responsibility of maintaining law and order hence preserve peace in the society. Economic development is a function of peace and security. Broadly, this is executed by security officers; a major component of which is police officers. Another key role is policing cash in transit which in the Kenyan situation has been an issue of great concern. Security provided in the form of guarding both commercial and residential premises is another key function performed by the police in the Kenyan situation. The police also man roads with the aim of checking on vehicle speed and enforcing traffic rules. This seems to have been abused as can be seen by the increase in road accidents, extortion by illegal gangs and general abuse of traffic rules (Kiraithe, 2011).

The issue of ethical conduct of the police has received a great deal of focus from International, Regional and National organs interested in promoting performance in the police sector. A consensus has been developed worldwide over the importance of reforming the police sector to strengthen performance and improve on service delivery (Weisdurd, 2003). Such reforms are crucial in protecting public resources, enhancing performance and strengthening government's role in orchestrating development and providing necessary services at large (Muncie & Hudes, 2008). The success and effectiveness of the police reforms rests on effective control over unethical practices. At the core of the transformation is Human Resource Management (HRM), since the Human Resource (HR) factor is key to various practices and dimensions of the police performance (Maguire, 2007). Tied to the HRM is the environment in which the staff lives and operate.

An overview of the security situation in Kenya revealed several sophisticated and complex challenges that allow an in depth study on performance with a view to improving service delivery and performance as a whole. The Kenyan Government in its efforts to improve on performance in the police force has invested hefty amounts of resources in police reforms. To compliment government efforts in provision of security and peace initiatives non-state actors have taken a more active role *Daily Nation-May 24th, 2011*. These include private sector firms, civil society and faith-based organizations. Preaching peace, tranquility and harmony have been common as can be echoed through the national anthem- 'may we dwell in unity, peace and liberty....' Sad to mention that despite government efforts to reform the police force, criminal activities have been on the increase and the situation could get worse with the 'bigger EAC'.

Several criminal activities have been experienced in the past with culmination into the International Criminal Court (I.C.C) debate dubbed the 'Ocampo Six' *Daily Nation, April 3rd, 2011*. Key to this inquiry was the manner in which citizen security was handled. Conflicts and crimes experienced in the recent past include; cattle rustling, robbery with violence, ethnic clashes, election violence, cross border raids, carjacking, gender violence, money laundering and conflicts over resources, sea piracy, mushrooming of organised gangs and terrorist attacks. Sad to mention that these have impacted development negatively. This when not checked immediately results to increased poverty levels. This study sought to examine the influence of work environment on performance in the security sector in Nairobi County, since Nairobi seems to have the highest level of criminal activities compared to other parts of the country as shown in table 1.0. The Kenya Police Force has for long been ranked as one of the leading institutions in terms of corruption, (*Transparency International Journal, Report December, 2011*). Could the environment in which the police live and operate have any influence on their level of performance.

Table 1.0: Crime Level in Nairobi in 2010 compared to Other Parts of the Country

Activity	Nairobi	Other parts of the country	Percentage (Nairobi)
Carjacking	72	42	63.2
Organized gangs	112	71	61.0
Bank robberies	46	16	74.0
Gender violence	67	89	42.0
Phone robberies	172	43	80.0
Road accidents	32	78	32.0
Mob justice deaths	17	22	4

Source; Police statistics, 2011

Statement of the Problem

Performance in the police force in Kenya has been deteriorating (Carter & Sapp, 1990). Every day, criminal activities are experienced. Post-election violence and clashes for instance, led to loss of lives (more than 1300 people died), destruction of property, business buildings and food in the stores (*Daily Nation April 3rd, 2011*). This situation aggravated the already high poverty level. Road accidents are on the increase with more productive people who are bread winners dying every day, banking institutions, commercial centers and individuals in business lose cash at the hands of organized criminal gangs, minors are raped, corruption is on the increase (<http://www.ieakenya.or.ke/publications>) as retrieved on June 12th, 2011. There has been an increased wave of theft of cash on transit as recently experienced by the Group Four Securicor (G4S) notes Kiraithe, (2011), where about 140 billion Kshs was lost-just to cite one. Sea piracy is on the rise due to poor security systems. Cattle rustling and cross-border raids appear to be a life-long security challenge (Munich, 1995).

Given the above scenario, the government lost and still loses tax payers, skilled manpower and property in terms of buildings and food reserves. With increased insecurity investors and tourists get scared and keep off in which case huge resources have to be used to lure them back to the country. Development is challenged and slowed down by insecurity (Osborne 2010). On a more local level the societal equilibrium is destabilised, families lose bread winners; ethnic rivalry and enmity become a common phenomenon. Institutions and industries suffer instability leading to huge losses notes Brans & Vincke (1985).

The resultant poor performance in the police sector sticks out strongly and is distinct from other forms of poor performance in any other sector because lives are lost (Maguire 2007). In an effort to perform their duties, the police is perceived by the society as being slow in responding to social ills, (Osborne, 2010) and not willing to offer free, fair and selfless service and sometimes seen to undertake inappropriate measures, hence defeating their primary objective-to maintain law and order to all without favoritism or fear. This crisis in the security sector requires innovative solutions (Rainer, 1996).

One area of research that deserves further inquiry involves performance and understanding of the correlation between various determinants of performance in the security sector (<http://www.ieakenya.or.ke/publications>) as retrieved on April 16, 2011. Police and judicial reforms remain necessary in Kenya. The way forward for police and judicial reforms lie largely in constitutional, legislative and performance reforms (<http://www.usalamaforum.org>) as retrieved on April 16, 2011. These are critical for public safety, law and order, and overall performance improvement in Kenya, (<http://www.ieakenya.or.ke/publications>) as retrieved on April 16th, 2011.

Performance is a multifaceted area as applied to workforce experience and awareness within a work environment. Yet no known or little research has been done to evaluate the position that paints the security workforce as corrupt and poor performers. It was against this background that this inquiry sought to establish the influence of work environment on performance in the public security sector with a focus on the regular police officers in Nairobi. This study explored perceptions of the police officers in Nairobi, Kenya about work environment & performance and analysed strategies to alleviate and reduce the influence of bad work environment on performance in the regular police in Nairobi.

General Objective

To find out the influence of work environment on performance in the public security sector with a focus to the police in Nairobi, Kenya.

Specific Objectives

- i. To find out how the technical work environment affects performance in the public security sector with a focus to the regular police in Nairobi Kenya.
- ii. To determine how the human environment affects performance in the public security sector with a focus to the regular police in Nairobi Kenya.
- iii. To establish how the organizational environment affects performance in the public security sector with a focus to the regular police in Nairobi, Kenya

Justification of the Study

The research aimed at establishing new data, new models, new interpretation as well as new frontiers of knowledge that would be of importance to various stakeholders in security sector. Due to questionable performance standards in the security sector lives are lost (Kiraithe, 2011). This has an impact both to government and the general society.

The government loses tax payers and proficient workforce; families lose bread winners, while theft of cash and goods in transit and piracy leads to immense financial challenges.

Post-election violence and clashes for instance led to loss of lives, destruction of property, buildings and food in stores. Overall impact was increased poverty which retards the realization of the Sustainable Development Goals, on a global perspective. This becomes a challenge to the attainment of the three pillars of Vision 2030-Economic, Social and Political on a national basis. Security sticks out as a key antecedent to the achievement of the three pillars of Vision 2030. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment.

Aligning itself to Vision 2030, Nairobi aspires to be a capital city firmly interconnected through a network of roads, railways, ports, airports, waterways and telecommunication (Molm, 1997). With this kind of expansion there is need for review of performance in the security sector. Aligning the national policy and legal framework with the needs of a market-based economy is another key sub-set of Vision 2030. Regionally; investors are discouraged, tourists shy away and this in turn eats into the country's economic basket. This underscores the urgent need for research to explore challenges to performance in the security sector. Specifically, the study will benefit the following;

Policy makers: The government, the International Community and other interested stakeholders will utilize the knowledge gained from this in assisting to develop programmes that will address challenges affecting police performance. Policies formulated will be aimed at supporting the officers and act as enablers to their work. Government and policy makers will use the findings in reforming the security sector, address challenges contributing to the current poor performance hence improve service delivery and overall performance.

Regular Police Officers: Both existing and potential officers will benefit from the findings of this study since they will use it to understand the dynamics and mitigation of performance challenges.

Researchers and Scholars: The study will make empirical contribution to the field of performance and particularly performance in the security sector.

HR Practitioners: Will gain practical knowledge on performance challenges and especially in the security sector as studied in the Kenyan situation.

Scope of the Study

The research was conducted in Nairobi City County where the respondents of study were the regular police officers since they are the ones charged with the responsibility of carrying out day to day maintenance of law and order and frequently interface with civil society. Data was collected from 13 police divisions to help answer the research questions. A total of 150 offices were randomly selected. The study examined three independent variables and one dependent variable named the technical environment, the human environment, the organizational environment and performance.

Theoretical review

Holland's Theory of Personalities in Work Environments

Arnold R. Spokane, Erik J. Luchetta, Matthew H. Richwine;1997

They articulate the realization that the old arguments about whether heredity or environment—nature or nurture—is the cause of human personalities. A human individual represents an interaction of unique genetic endowment with the environment. Most social scientists agree that major features of the environment affect the behavior of inhabitants. The human behavior then determines the level of commitment which has a strong influence on performance (Diamond, 1999). That the larger physical world affects behavior has been obvious for some time to environmental psychologists (Altman, 1975; Proshansky, Ittelson, & Rivlin, 1976). The theory readily acknowledges that behavior in a bustling urban neighborhood differs substantially from that on a sun-drenched beach or in a serene mountain setting. Barker & Gump, (1964) note behavior and social roles differ, depending on essential characteristics of the environment. In a more-or-less parallel universe, the longstanding tradition of individual differences (Dawis, 1992; Lubinski, 2000; Lubinski & Dawis, 1995), bolstered by behavioral genetics (Betsworth *et al.*, 1994; Gottfredson, *et al.*, 1999; Plomin & DeFreis, 1998), assures us that stable dispositions such as values, interests, personality, and the behavioral repertoires associated with these dispositions can be readily identified and studied. Indeed, such dispositions may dictate which environments individuals select, thereby multiplying their effects.

Whereas in the theory initially, environments were defined by the number of individuals of a certain type inhabiting that environment (for example, a social environment consisted of individuals with similar social codes and who solved problems by interacting socially), environments were now defined not only by the census of their inhabitants but by an analysis of data (level of data, people, items from job analysis data) concerning what those individuals actually did in their environments, (Gottfredson & Richards, 1999).

A Practical Model of Person-Environment Interaction

Holland's theory describes the nature or disposition of the individual worker. He uses six basic personality-interest types and classifies the composition of the work environments in which those individuals function, according to a parallel set of constructs. The interaction of certain types with specific environments predicts and explains the behavior and interactions that occur in those environments (satisfaction, stability, performance, and so on).

This model of person-environment fit implies some change and adjustment in people and in the environments in which they work (Holland, 1997; Spokane *et al.*, 2001). The individual is viewed as a relatively stable entity (Costa, McCrae, & Holland, 1984; Tyler, 1995) who moves in and out of environments rationally when the perceived fit is no longer optimal.

Theory of Work Adjustment (TWA)

Developed by Amanda *et al* (2009), the goal was to provide theoretical framework that will describe or explain the relationship among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. This work environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements (Aremu 2006). The degree to which the requirements of both are met is called correspondence. This is why TWA is also known as *Person-Environment Correspondence Theory*.

This was put in other words by Aremu (2006) as the more closely a worker's abilities (such as skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role, or the job or the organisation, the more likely it is that the worker will perform the job well. The better he performs the job is perceived as satisfactory by the employer. In exchange, the more closely the reinforcers (rewards-environment) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. This satisfaction indicates the work adjustment of the individual with the work environment and of the work environment with the individual. Work adjustment is the process of achieving and maintaining correspondence (where correspondence is the degree to which individual's needs and environment's needs for the job are both met).

Since satisfaction indicates adjustment and satisfying comes from the ability of the environment to meet up with individual requirement (in terms of needs or rewards), then satisfying may be seen as a predictor of job commitment. It may therefore follow that if individual workers are unsatisfied with the ability of the environment to meet up (or correspond) with his or her need, he or she is likely to exhibit a low or no job commitment which reflects on the level of performance. After all, empirical studies (Danish & Usman, 2010; Odunlade, 2012) have demonstrated that rewards and recognition offer more job satisfaction to employees, thus better performance.

Where employees perceive some factors in workplace environment as unsatisfying, then such environment may be construed as being toxic. Hence, for an environment to be perceived as satisfying (conducive), the Person-Environment relationship must be corresponding (i.e. the requirement of P and E must be met).

Empirical Review

Work Environment

Ali Turkeyilmaz, Gulsen Akman, Coskun Ozkan and Zbigniew Pastuszak, (2009). *Empirical study of public sector employee loyalty and satisfaction.*

Findings: Physical working conditions contain factors about the job such as comfortable workplace, ventilation, lighting & temperature, bigger, better & cleaner work spaces, and office spaces. These factors influence employee job satisfaction since employees want a work environment that provides more physical comfort (Drake & Simper,

2003a). When this is provided by the firm, employee satisfaction increases. Some studies have shown that job satisfaction levels can be mainly associated to the physical working conditions (Cox & Snell, 1989).

In this study, working condition was found to be the second most important factor on employee satisfaction, which in return has a positive impact on the level of performance. Job satisfaction can be influenced by the quality of the physical environment in which officers work. Whether work is physical or cognitive, it is performed in an environment that includes both physical and social aspects. Working conditions include satisfactory work space, appropriate lighting, thermal environment, usability related issues and office equipment. Ergonomic design of office workplaces increases the organizational performance. Management should create a new concept for work environments to improve worker effectiveness.

In addition, management of the organization should provide ergonomically designed workspaces that enhance employees' health and well-being, and supports employees' job tasks by being adaptable to the changing work process through flexible, moveable and adjustable workspaces. Well-designed work environment also increases communication and collaboration among employees and departments. Work measurement and task analysis is the second criteria of working condition construct. Work measurement is a very important activity for the effective management of the public organizations. Task analysis describes the specific interaction between a person and their physical equipment. Task analysis can be used to determine the appropriate allocation of the function of humans and the application of equipment in work related operational systems, determining staffing and job organization levels, and assessing what is needed to do a particular job and how it will be provided. It can also help to ensure that people within the system are capable of carrying out their assigned tasks, and it can measure work performance, system safety and reliability.

A number of scholars, such as Herzberg (1968) and Spector (2008), posit that the work environment has a significant effect on the level of (dis)satisfaction of employees. Over the years, scholars have identified a number of important environmental factors that are thought to influence job satisfaction (Lambert, Hogan & Barton, 2001). These include salary level, climate management, promotion opportunities, fairness of appraisal systems, and satisfaction with co-workers. Although recent researchers advocate that the work environment is a better predictor of job satisfaction (Spreitzer, 1995), a small but significant, body of research posits that demographic factors are also good predictors of job satisfaction. For instance, researchers have paid significant attention to the association between the sex variable and job satisfaction, albeit reporting inconsistent results (Smith, Kendall & Hulin, 1969; Tait, Padgett & Baldwin, 1989).

In addition to salary and incentives being the most significant environmental factors that influence job satisfaction which has a positive impact to performance, the findings show that satisfaction with the job requires satisfaction with different aspects of the work, including physical work environment, variety in the skills and activities required to carry out the tasks, and autonomy in performing work. This is because work itself might provide opportunities for creativity and task variety, allowing employees to increase their knowledge and change in responsibility (Tabachnick & Fidell 2001). The view taken is that performance can be increased by investing in new technology, machinery, human resources and work organization (Docherty, Forslin & Shani, 2002). New products, services and operating models affect the workplace's production capability which, in turn, generates more jobs.

Research Gaps

The literature review suggested that there is limited empirical research on organizational performance in the public security and more so, the police and what there is only covers the constable level (Kakar, 2003; Reiner *et al* ,1999). This study covered other ranks that have more citizen-police interaction. The literature review on the government initiative on police reforms showed research was done to establish *what* was not being done well by the police as a whole department but not *why* the work was not being done well, hence the *why* of poor performance in the security sector remains an area of concern and especially taking cognizant of the work environment. Most studies used only a descriptive design while this one used a mixed design.

Methodology of the study

This study adopted a mixed designs approach including exploratory, descriptive, qualitative and quantitative designs. The advantages of doing qualitative research include (Zhao *et al*, 1999): flexibility to follow unexpected ideas during research and explore processes effectively; sensitivity to contextual factors; ability to study symbolic dimensions and social meaning; increased opportunities to develop empirically supported new ideas and theories; for in-depth and longitudinal explorations of phenomena; and for more relevance and interest for practitioners. It describes phenomena as they are using words and phrases.

The study also adopted an exploratory approach using a descriptive survey design, which ensured ease in understanding the current status of insight and ideas about the area of study (Mugenda & Mugenda, 2004).

Using stratified sampling followed by simple random sampling 150 respondents were selected being 10% of the population. Mugenda and Mugenda (2003) suggest that for a population of few thousands a sample size of 5-10% is adequate. Questionnaire were administered and 148 were returned. Returned questionnaires were checked for plausibility, integrity and completeness to ensure validity. Pilot testing was done to ensure instruments were reliable and ensured validity. Cronbach's Alpha was used to check for the reliability. Statistical Package for Social Science (SPSS) version 22 was used to screen code and capture the data. Correlation, regression and ANOVA analysis were computed so as to determine the relationship between work environment and performance.

Data findings, Analysis and Discussion

Descriptive Statistics

i) Technical Environment

Findings in table 1.1 showed, 20.0 % of the respondents were highly dissatisfied with the technical environment, 29.1 % were dissatisfied, while 25.3 % were neutral. Another 22.9 % were satisfied while 2.7 % were highly satisfied. Cumulatively 49.1% of the respondents were dissatisfied with the technical environment in which they work.

Findings agree with those of Savery, Soutar & Weaver (1993) who in a number of their recent studies in Australia have linked workplace physical conditions and technical factors to performance. They noted a positive relationship between physical work conditions & technical conditions and performance.

ii) Human Environment

As shown in table 1.1, 29.2 % of the respondents were highly dissatisfied with their human environment, 20.9 % dissatisfied, while 23.6% were neutral, 23.6 % were satisfied while 2.7 % were highly satisfied. On a cumulative scale 50.1% of the respondents were dissatisfied with the human environment. Findings corroborate with other scholars. Brans and Vincke, (1985) observe that police work is a function of its people, expertise and their comfort (Docherty *et al.*, 2002).

iii) The Organizational Environment

The findings in table 1.1 showed, 20.3 % of the respondents were highly dissatisfied with the organizational environment, 31.8 % were dissatisfied, while 20.2 % were neutral. Another 14.9 % were satisfied while 12.8 % were highly satisfied. In total 52.1% were dissatisfied.

The findings corroborate with views that were found in earlier research; Kroes, Margolis, and Hurrell, (1974) reported that "the officers stated the courts, administrative policies and lack of support, inadequate equipment, community relations, and changing work shifts together with their supervision as stressors and these make them dislike any form of supervision. Anderson, Swenson, and Clay (2002) echo Gaines and Jermier's, (1983) earlier findings when they reiterate that lack of proper supervisor support and lack of group cohesiveness create stress in law enforcement agencies. This is known to contribute negatively toward performance (Docherty *et al.*, 2002).

Table 1.1 The level of satisfaction with constructs of work environment on Performance

Percentage	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
Technical Environment	20	29.1	25.3	22.9	2.7
Human Environment	29.2	20.9	23.6	23.6	2.7
Organizational Environment	20.3	31.8	20.2	14.9	12.8

Correlation

The correlation technique was used to analyse the degree of relationship between work environment and performance variables. The computation gave the Pearson Moment correlation coefficient r of 0.533 signifying a positive relationship between work environment and police performance. This means an improvement in the three indicators of work environment will lead to improved performance and a decrease in the indicators of work environment will lead to decrease in performance. Specifically, this correlation results show that an improvement in the technical environment, in human environment and in the organizational environment will lead to an increase in

police performance and vice versa. (Brans *et al.*, 1985). Caruso *et al.*, (2004) agrees with these findings and posits that a good work environment enhances officers' comfort and therefore improves performance. Tercuman, (2006) suggests that work environment is a key determinant of performance. The test of significance revealed the p- value of 0.024 which is less than the level of significance of 0.05 hence the test is statistically significant. Findings of this study agree with those of other scholars (Tercuman, 2006)

Regression Results

The coefficient of determination R^2 explains the extent to which variations in the dependent variable police performance can be explained /predicted by the changes in the independent variable- indicators of work environment. The R^2 in linear regression relationship also tells how the regression line fits the data. In table 4.1 the regression result gave an $R^2 = 0.589$ which means that 58.9% of the corresponding variation in police performance can be explained/predicted by changes in work environment indicators based on the three objectives ; the technical environment , the human environment and the organizational environment . It is an important indicator of the predictive accuracy of the model equation fitted as shown below; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$, Where Y=Police Performance; β_0 = Constant; X_1 = Technical environment; X_2 = Human Environment; X_3 = Organizational Environment; ϵ = Uncontrolled factors /Experimental errors; $\beta_{1,3}$; = Model parameters. Tests in table 3.1 on the constant revealed that the constant $\alpha = 10.848$ at the test of significance p - value of 0.001 is less than the level of significance of 0.05. This means that the constant in the resulting model is significant implying police must perform despite the work environment. This is explained by the fact that the security is a sensitive docket that could result to death and therefore the police officers must work despite the work environment.

Further tests on the β coefficient of the resulting model suggested $\beta = 0.682$ which is significantly different from 0 at p- value of 0.009 which is less than the level of significance of 0.05. The β value shows a strong positive relationship between work environment and police performance. One unit improvement in work environment will lead to a 0.682 increase in police performance. The implication is that the coefficient β of the resulting model is significant, the model fits the data/goodness of fit. The model Police Performance = $\beta_0 + \beta$ (work environment) + e, holds as suggested by the tests above .This confirms that there is a positive linear relationship between work environment and police performance.

Table 2.1 shows the value of F_{calc} (56.892) which is greater than F_{crit} (4.165) at the level of significance of 0.05 and p value is 0.00 this confirms the model goodness of fit and the study concludes that work environment indicators technical environment, human environment and organizational environment positively influence police performance in Kenya. Findings agree with those of other scholars. Thurston (2003) noted that, often times, an officer's performance was the result, not only of his or her personality, characteristics and motivations, but that the environment also played a big role in performance Thurston (2003). Zhao *et al.*, (1999) maintain that the police agencies' work environment is a key pointer to good performance.

Table 2.1: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1474.538	1	1474.538	56.892	.000(a)
	Residual	3784.051	146	25.918		
	Total	5258.590	147			

Predictors: (Constant), WORK ENVIRONMENT

Dependent Variable: PERFORMANCE

Table 3.1 Beta Coefficients

Model		B	Std. Error	Beta	T	Sig
1	(Constant)	10.848	1.006		10.785	.000
	WORK ENVIRONMENT	.682	.090	.530	7.543	.009

a Dependent Variable: PERFORMANCE

Table 4.1: Model Summary

Model	R	R square	Std Error of the Estimate
1	.768 ^a	.589	3.9003067

a. . Predictors: (Constant), TECHNICAL ENVIRON, HUMAN ENVIRON, ORGANIZATIONAL ENVIRON,

b. Dependent variable Performance

Summary of Findings

How does the work environment under which the police work affect performance?

The study found out that there was a positive and strong correlation between work environment and performance. A total of 58.9% of the corresponding change in performance can be explained by unit improvement / change in work environment. A conducive work environment boosts the morale of the workers and enhances their comfort. Such employees are committed to their work hence improved performance. Comfortable employees do their work very well. The work environment in this case is comprised of the technical environment, human environment and the organizational environment. These all seemed to influence the comfort of the officers and hence their level of commitment and job satisfaction. These then had a strong influence on performance. Findings are in tandem with Holland's Theory of Personalities in Work Environments.

Conclusion

Based on the research findings it is logical to conclude that police performance can be improved. It is logical to articulate that the current phenomenon of poor performance among the police can be reversed if the government and other stakeholders ensure that there are specific measures put in place to improve the environment (technical, human & organizational). The police must also be willing to change and have the necessary understanding as the interventions are sought. The police must also be aware of the antecedents of performance and how they impact on performance in order to embrace the necessary positive change. Improved performance among the police means a safe environment which is a key antecedent to economic development.

Recommendations

The study justifies that with, a conducive work environment, this can help eliminate assumptions, misconceptions, misjudgments and the gross negative perception about performance in the police force. The government of Kenya, policy makers, the International community and other stakeholders with interest in security matters should pay attention to measures that ensure proper performance within the police organ in Kenya. Specifically, the study recommends: Work environment; Officers require a conducive physical work environment; the work load is too high per individual officer having to handle several tasks at ago. This means these cannot be effectively and efficiently done. There is need to hire more officers in order to reduce the work load per officer for improved performance. The type of supervision and line of authority can either create a great work environment or create one that is loathsome; hence a review of this is necessary. There should be opportunities for advancement academically in terms of the career, personal life and in the profession. There is need for the culture to change as most officers are not comfortable with the current culture, this may take a while but yet it is necessary. There is need for regular stress management short trainings to equip the officers with the requisite skills they need to manage stress since their work is inherently stressful. Mechanisms need to be put in place to facilitate interaction at different levels. Just like other people the police do fall sick, yet their nature of work requires a level of privacy, hence either more hospitals or a medical cover to be identified. Generally there is need for review and improvement of the technical, human and organizational environments.

Areas for further study

Due to the financial constraints, this study could not exhaust all the factors that affect police performance in Nairobi, Kenya. Research should be conducted to establish other factors that influence police performance since those covered in this study account for 51.4% only. Such a study should also be conducted in other counties in Kenya to establish the unique factors so that harmonization can be realized. This study focused on the regular police, such a study should also be done on other police ranks and security institutions.

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