Work Environment and Job Satisfaction at National Police Service, Kenya

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ABSTRACT

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

Key Words: Work Environment, Job Satisfaction, National Police Service

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1. Introduction

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

According to Ndunda (2013) coming up with an active global workforce for global institutions is a daunting yet important task. It is difficult to create a culture of shared values in a domestic environment; it is more challenging to sustain an ethical and cohesive culture across national boundaries. Understanding what to expect from a prosperous global employer as a prospective employee will better prepare you for the right opportunity to succeed. A successful global workplace has a uniform code of conduct that addresses how professionally and ethically the company's employees are expected to behave. Although obstacles involve differing ethical standards around the world, a consistent working environment requires all workers to be held to the same standards. This may mean finding a middle ground on some issues between cultures. In the global community as well as at home, the company must adhere to generally accepted ethical standards. Typically, a global workplace has a massive infrastructure for technology and communication. Employees in operational organizations include colleagues working in different countries in a true global workplace. Efficient Internet access is provided for laptops, mobile devices. Digital offices with computers and mobile communication systems are also common; there are on-site meeting places where workers can use video and audio uplink technologies to collaborate with team members at other locations in real time.

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

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

According to study by Joshua (2011), on environmental factors affecting employee performance in Middle East business performance brought about conclusion that, failure to understand the work environment can generate to poor performance due to constraints to the staff. Another study by Kairu (2013) on challenges facing employee job satisfaction in Ethiopia public institutions brought about the understanding that, management efforts to control environmental impacts to employees enhances satisfaction which translates to improved work performance within the public institutions. Generally, in police departments, the goal for management is to come up with high motivated police officers who are aggressively concerned in security issues, who are ready for new ideas and solutions, and who are dedicated to community security and improve their jobs throughout their lives. Nevertheless, negative work habits such as lateness, absenteeism, lack of commitment in executing assigned tasks and sneaking out of office to operate private businesses are also present (Nyakundi, 2012). This negative attitude towards duty seems to suggest that these police officers are very unhappy with their work. A lot has been done towards reforming the National Police Service but still exits are being experienced. The salaries of officers across ranks have been revised and still being revised, house and commuter allowances have also been introduced but the force is still experiencing premature exits. It was therefore based on these challenges that the research is going to assess how work environment influences job satisfaction among policemen in National Police Service.

3. General Objectives

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

The specific objectives:

i. To evaluate the effect of organizational justice on employee job satisfaction at National Police Service.

ii. To find out effect of interpersonal conflict on employee job satisfaction at National Police Service.

iii. To identify the effect of organizational constraints on employee job satisfaction at National Police Service.

iv. To assess the effect of physical environment on employee job satisfaction at National Police Service.
4. Theoretical Review

4.1 Maslow’s Hierarchy of Motivation Theory

The hierarchy of needs of Maslow is a philosophy of psychology developed in his 1943 essay by Abraham Maslow as a theory of human motivation in psychological analysis. Maslow also extended the concept to include his natural curiosity encounters in humans. His findings agree with many other theories in human developmental psychology, some of which concentrate on human growth stages. He then decided to create a classification system that represented the basic needs of society as its base and then advanced to more emotions obtained. Maslow's hierarchy of needs is used to examine how people engage actively in social motivation. Maslow used the terms; security, belonging, and love, confidence, and self-actualization to describe the typically moving cycle of human motivations. This means that each degree of motivation to occur at the next stage must be achieved within the individual himself. The principle is also a primary basis for explaining the relationship between drive and motivation, while discussing human behaviour. Each of these individual levels includes a certain amount of internal feeling that needs to be met to complete an individual's hierarchy. The goal of the philosophy of Maslow is to achieve the fifth level or stage: self-actualization.

Through his 1954 book Motivation and Personality, Maslow's theory was fully expressed. In sociology studies, leadership education and secondary and higher psychology teaching, hierarchy remains a very common structure. Over time, the category system of Maslow has been revised. The initial hierarchy notes that, before progressing to a higher goal, a lower level must be fully satisfied and completed. Today, however, researchers prefer to think that these grades parallel each other continuously. It ensures that at any point in time the lower levels will take precedence back over the other grades. Maslow’s hierarchy of needs is often described as a pyramid with the biggest, most basic needs at the bottom and the need to upgrade and conquer at the top. In other words, the crux of the idea is that peoples’ most basic needs must be addressed before they are empowered to fulfill higher-level needs. The concept is applicable to the analysis because the initial focus of an employee on the physiology and security needs of the lower order is important. Typically a person who starts his or her career will be very concerned with physiological needs such as appropriate wages and stable income and security needs such as health and a safe working environment. Both workers want a good salary to meet the needs of their families and want to work in a stable environment. Employees who have not reached the lowest level of qualifications can make job decisions based on pay, health and security issues. Employees will also return to meet their lowest needs if they no longer meet or challenge these needs.

4.2 Equity Theory

Adams’ equity theory requires a fair balance between an employee's inputs (hard work, skill level, acceptance, excitement, etc.) and an employee's outputs (wages, benefits, intangibles such as appreciation, etc.). The theory suggests that achieving a fair balance helps to ensure a good and successful workplace relationship with contented, inspired employees. Adams’ equity theory is named for John Stacey Adams, a management psychologist and behavioral scientist, who developed his job motivation theory in 1963. Like many of the more popular motivation theories (such as Maslow’s Needs Hierarchy and Herzberg’s Two-Factor Theory), Adams’ Equity Theory acknowledges that subtle and complex factors affect the assessment and understanding of the relationship between a worker and his work and employer.
The theory is based on the belief that workers are de-motivated if they believe their input is greater than outputs, both in relation to their job and their supervisor. Employees can be expected to respond through various means, including de-motivation (generally to the degree that the employee perceives the difference between inputs and outputs), decreased effort, being dissatisfied or even disruptive in more extreme cases. The concept is important to the analysis as it describes how to increase the job satisfaction of an employee, the level of motivation, and what can the promotion of each higher level be done? Consider the current balance or discrepancy between the employee's inputs and outputs as follows: typically inputs include: initiative, loyalty, hard work, dedication, competence, adaptability, versatility, acceptance of others, motivation, enthusiasm, superior confidence, colleagues ' support and personal sacrifice. On the other hand, the inputs usually include: financial rewards, intangibles typically including: appreciation, prestige, accountability, empowerment, anticipation, sense of progress / growth and job security.

4.3 McGregor’s X and Y Theories

The theory X and Y models of McGregor (1960) classify workers as one of two groups based on two assumptions. Theory X theories take people from a negative perspective: people can have "an inherent dislike for work and avoid it if possible; therefore they need to be controlled, supervised, directed and threatened with punishment to make them work. They prefer to be motivated, avoid responsibility, have little incentive and want protection. The ideas of Y theory take the opposite view: mental and physical organizational interactions are equated at the same time with rest and function. The primary result of action may not be external factors or any external threats. Workers or individuals may be careful and vigilant in achieving goals, but motivation in their desire to commit to goals depends on how big the incentives are as allocated to such achievement. In normal circumstances, individuals will adjust and take responsibility and not just accept it. Applying these hypotheses to a school environment, one could argue that two of the main causes of teacher frustration are problem students and rigid and inconsiderate leadership, for example, a ruthless leader who does not value the efforts of teachers or a boss who never transfers or allows teachers to make independent decisions.

A combination of Theory X and Theory Y is likely to be used by other administrators. But you may find that you actually prefer each other. You might have a tendency to micromanage, for instance, or you might prefer a more hands-off approach, conversely. While both types of management can motivate people, success will largely rely on your team's needs and desires and organizational objectives. For new starters, you can use a Theory X management style that will likely need a lot of guidance, or in a situation where you need to take control like a crisis. But if you're running a team of professionals who are used to working on their own initiative and need no feedback, you wouldn't be using it. If you did that, it would likely have a demotivating impact and could even damage your relationship with them. Nevertheless, all ideas have their own problems. For example, if your method is too rigid, the restrictive nature of Theory X can lead to people being demotivated and non-cooperative. This can result in a high staff turnover and can hurt your image in the long run. On the other hand, when you adopt a Theory Y strategy that gives people too much control, it can cause them to withdraw from their key goals and lose focus. Thanks to this more comfortable working atmosphere, less motivated people can also benefit from shirking their jobs. If this happens, you may need to take some power back to ensure everybody meets team or organizational goals. Circumstance may also influence the management style. Theory X, for example, is more common in large organisations or teams where work can be focused and repetitive. The theory's relevance to the study is that people in their jobs are unlikely to achieve
happiness or fulfillment, so a "carrot and stick" solution would continue to inspire them more effectively than an approach to theory Y. Theory Y, on the other hand, appears to be preferred by organisations with a simpler system and where lower-level people are involved in decision-making and some transparency. The theory explains that team members hate their jobs and have little motivation, so according to McGregor, you'll likely use an authoritarian style of management.

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

In 1959, Frederick Herzberg, a behavioral psychologist, proposed a theory of two variables or the motivator-hygiene principle. According to Herzberg, there are some factors of work that contribute to joy, while there are other factors of work which stop disappointment. According to Herzberg, the opposite of "no enjoyment" is "pleasure," and the opposite is "no disappointment." Herzberg divided these causes of work into two groups, hygiene and motivation factors. Considerations of hygiene are variables that are critical for the morale of the workplace. These will not lead to long-term optimistic satisfaction. But if these triggers are absent / if they don't occur at work, they lead to unhappiness. Hygiene considerations are factors that pacify workers when they are appropriate/fair in a job and not disappointed with them. To deal with these variables is extrinsic. Hygiene factors are also referred to as factors of dissatisfaction or maintenance when necessary to avoid unhappiness. Such variables describe the working environment / scenario. The hygiene factors symbolized the individuals’ desired and anticipated physiological needs. Hygiene considerations include: appropriate and fair pay and wage structure. It must be on a level playing field and competitive with those in the same industry. These should not be too restrictive in company policies or operational policies. Conditions for physical work should be secure, clean and hygienic. It is important to upgrade and maintain the work equipment. Employee status within the company should be recognized and preserved. Employee interpersonal relationships with supervisors, superiors and subordinates should be reasonable and necessary. There should be no aspect of controversy or embarrassment, and the company must provide job security.

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

The hypothesis of two variables is not free from the limitations. It overlooks the variables of the situation. A correlation between happiness and efficiency was believed by Herzberg. Yet Herzberg’s work emphasized happiness and neglected efficiency. The validity of the hypothesis is unclear. The raters should make an assessment. The raters can ruin the results in different ways by evaluating the same answer. No systematic satisfaction test has been used. Even though he may dislike part of his job, an employee will consider his job appropriate. The hypothesis of two variables is not bias-free Because it is based on the natural reaction of workers as they investigate the causes of satisfaction and dissatisfaction at work. We would blame external factors such as
wage structure, business policies, and frustration with peer relationships. Employees will also give credit for the productivity variable at work, and in theory blue-collar jobs are dismissed. Despite these shortcomings, the two-factor theory of Herzberg is largely appropriate. The two-factor hypothesis on job satisfaction in relation to the work environment suggests that managers should prioritize maintaining the adequacy of hygiene considerations in order to prevent discontent of workers. The leaders also need to make sure the job is fun and rewarding to inspire the employees to work and perform harder and better. To order to motivate workers, this principle emphasizes job enrichment. The work should make maximum use of the abilities and expertise of the worker. Focusing on motivational factors may enhance work performance.

4.5 Discrepancy Theory

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

Rode (2004), noted that among the most important values or conditions conducive to job satisfaction are: mentally challenging work that the worker is able to cope with effectively; personal interest in the work itself; work that is not too physically tiring; performance benefits that are just, informative and in line with the employee's personal expectations; working conditions that are compliant; worrying. Working conditions compatible with the individual's physical needs and encouraging the accomplishment of his or her job objectives; high self-esteem on the part of the employee; organizational agents that help the employee achieve values such as interesting work, salaries and promotions whose fundamental values are similar to his or her own and minimize conflicts of position and uncertainty. Job satisfaction is primarily focused on the extent to which employees have a positive or negative attitude about their work. An attitude is an individual employee's feeling (satisfaction, indifference or dissatisfaction) towards a specific situation, object or person. Job satisfaction is the net result of the good or bad behavior at a given time of an individual employee. It may vary from one extreme to the other, but usually returns to a frequency that may be good or bad. According to Luthans (2005), job satisfaction is the product of employees' perception of how well their job provides the things deemed important. The work expresses the theory that when people are aware of a lack of skills they are motivated to learn, and the anxiety caused by the disparity between what they know and what they need to know drives them to make the necessary effort.

5. Empirical Review

5.1 Organizational Justice and Employee Job Satisfaction

A research by Soon Yuan (2015) on the effect of organizational justice on employee satisfaction in Malaysia concluded that procedural justice focuses primarily on the equality of structured decision-making procedures utilized by a company to measure the employee contribution
performance. The measurement criteria for the performance and those with the same obligation should have exactly the same dedication and strong visibility should be given for the related measurement processes. The study did not incorporate other aspects of work environment like interpersonal conflicts.

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

Ansari (2016) report on employee performance contributions in Public Institutions showed that the lack of institutional equality is a critical issue for an organization’s performance. It has a direct connection to its employees’ results. Organizational justice was defined as “workplace fairness.” Similarly, organizational justice means “Why workers decide if they have been treated fairly in their jobs and how they affect other work-related issues. Organizational Justice was seen as an important factor that plays an important role in enhancing an organization’s employee performance. Since various studies have shown that if workers are not treated fairly, leading to lower employee performance as a natural response to unfair treatment. Organizational equality was also considered to increase overall commitment. The research only focused on turnover intentions of employees. According to Tulsan (2015) corporate fairness is the understanding of the workers of their corporate actions, decision-making and how they tend to affect the employee’s own attitudes and behaviors in the workplace. The word is closely linked to the concept of fairness whereby workers are reactive to their employers’ everyday decision-making, both on a small and large scale, making them judge the decisions as unjust or equal. This decision continues to affect an individual behavior and may result in deviation from the workplace in situations where the action remains to have personal effect on the worker and judgment as unjust. The research only focused on justice on employee performance in public institutions. It did not incorporate employee job satisfaction as a dependent variable.

Losey (2015) suggested that it may occur that the understanding of corporate justice is affected or shaped by others who may include colleagues and even team members. It has been recognized that the understanding of justice at the team level shapes what is called the atmosphere of justice, which influences the view of justice of the individuals themselves. Individuals in an organization can learn from team members how to evaluate justice, and those can happen to lead to homogeneity of perceptions of justice within teams, creating a strong climate of justice among them. Therefore, the perception of justice at the group level can be consolidated as an antecedent to the perception of justice in the organization of the individual. The interpretation of the inequality in the company by the workers can sometimes or always result in a variety of both positive and negative outcomes. Outcomes are primarily affected by perceptions of organizational justice as a whole or even by specific organizational justice variables. The commonly cited results of organizational justice still include the issue of trust, individual performance, institutional commitment, organizational citizenship behaviour, counterproductive work behaviour, absenteeism, turnover and emotional
exhaustion. The study did not incorporate other aspects of work environment like interpersonal conflicts.

5.2 Interpersonal Conflict and Employee Job Satisfaction

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

Wafula and Musyoki (2014) studied the effects of interpersonal conflict on selected hotels in Kisii town's organizational efficiency. The report used both descriptive design of the survey and explanatory design of the sample. The sample size was one hundred and eighty-four. Results showed that interpersonal conflict approaches, relationship conflicts and work disputes have a significant impact on organizational performance, although interpersonal conflict studies have no major impact on the performance of the organization. To improve the performance of Kisii hotels, greater emphasis should be put on improving cost-control strategies, increasing task conflicts, conflicts of relationships and, eventually, conflict outcomes. Cox (2011), investigated the correlation between interpersonal conflict and job satisfaction among intensive care nurses. The study sample was 150 professional nurses (150 out of 216) with a minimum of one year of experience; and ready to take part in the analysis. The research used a three-part researcher-made questionnaire, developed from the literature review. The study concluded that interpersonal conflict negatively correlates with job satisfaction, and there were significant differences among studied nurses regarding their socio-demographic characteristics concerning interpersonal conflict and job satisfaction level except for sex which showed no significant relation.

Ridlay (2011) indicated that, interpersonal conflict in the work place can remain to interfere with business operations. Interpersonal conflicts occur whenever an individual person or a number of people is disrupting or even interfering with the efforts of another person at achieving a given goal. Regarding some researches, conflict is said to consist of three different components. The behavioral components to conflict involve the process of a person interfering with the objective of each person. Individuals are not the same, constant or consistent and may result in conflict. Additionally, their attributes are not interwoven and roles being different, ambiguous or incomplete, some individuals may feel dissatisfied. For example, whereby, a co-worker and management may be competing in sales contents, and one of the sales person bugs another during the sales calls to trip up the other people’s sales pitch. One of the persons may even throw away crucial documents from the desk when the other is not available, which is a great challenge to the success of the other party due to missing documents.
According to Zwell (2010) the workplace is inevitable whenever the staff or employees of different background are brought to the same organization, yet they have different work styles to share business purpose. It is wise to be managed effectively by the leaders and resolved with a lot of wisdom to avoid more conflict and challenges. The role of employers and managers in prevention and resolution of conflicts is significant in Creation of a workplace culture to boost harmony. Such bases of culture remain to be good relationships between workers, justice, confidence and mutual respect at all levels.

Mark (2014) states that, the conflict in the work place and more so the interpersonal conflict can be conveyed in a variety of ways, including threats, non-cooperation, intimidation and frustration. The causes can vary from conflicts of personality and mistaken interaction to mismanagement of the organization. Also, the negative effect of organizational conflict may include job delays, issues of decreased efficiency, task failure, absenteeism, turnover, and work contract termination. The emotional stress may result from a workplace dispute both cause and effect. According to Kotze (2014) in most cases or instances however, the human resource fails to learn of workplace interpersonal conflicts until the differences have escalated. The human resource stakeholders or officers should be informed of the workplace conflicts before they get to the worst points whereby they may have grown so much to challenge the control process, of which the human resource professionals should immediately act as a working system. They must be informed of the workplace interpersonal conflicts among other conflicts especially those areas which may be involving the harassment among the staffs, the discrimination, unlawful practices or other problems that may result in litigation or law enforcement involvement.

5.3 Organizational Constraints and Employee Job Satisfaction

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

According to Nzue (2013) noted that organisations are considered to have a core of all operations bound by different categories of constraints. Such organizational limitations derive from the increasing complexity of the dynamic environment in which companies function as a result of technological advancement and even globalization. The constraint factor states that organizational efficiency through employees is often hampered by some form of constraint involving bottlenecks on institution, company and routine complementarily accounts that are increasingly becoming more complex alongside their varied cultural diversity and the organization's current environmental challenges and in order to cope with such conditions, organizations implement creative learning strategies with the goal of adapting and motivating their workers with cutting-edge market information in which they can compete with confidence in the global market situation.

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

Katuga, (2013), found that time constraints in an organization may include not only the amount of time it takes to perform a specific duty or mission, but also the amount of time it takes to get supplies, hire staff and then travel to meetings. Once this is established as the main or primary organizational constraint, management is in a stronger position to take action to address time constraints and even improve operational efficiency by aligning staff with daily operations. An example of the supply orders may occur in this regard to reduce the time constraints imposed by long waiting periods. Likewise, the allocation of office space to accommodate the rooms could also make it possible to hold more meetings at home, thereby minimizing the travel time between the clients, or the people being served by the institution (Katuga, 2013). The research only focused on organizational constraints and performance in the Workplace. It did not incorporate employee job satisfaction as a dependent variable.

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

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

As the company expands and evolves, according to Martine (2010), their personnel and leadership needs often change. This can happen to limit organizational growth and level of efficiency when the organization's workers are unable to adapt to the new demands or even when additional staff are necessary or needed but may not have the capital to pay them. Company management should
recognize the constraints that the company is going through and adjust overtime, particularly with regard to poor management constraints that could encourage low employee morale or even improperly allocate resources. Often organizational regulations limit productivity. It varies from legislative and statutory controls, imports and exports and environmental restrictions that limit the products and everything that needs to be used. While the regulations need to be followed, they sometimes have an effect on growth, so this can be mitigated. In line with this issue, meeting environmental restrictions can be used as selling points in advertising that can ensure corporate development and reduce the cost incurred in compliance with the initial regulations. All of this organizational limitation can in one way or the other impact employee satisfaction at work. The research focused only on the workplace's organizational constraints and efficiency. It did not incorporate employee job satisfaction as a dependent variable

5.4 Physical Environment and Employee Job Satisfaction

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

The working environment is the most critical factor in keeping a worker happy in the corporate world of today, according to Krause (2015). The workforce of today is unique, dynamic, and ever-changing. Physical environment thus determines how an organization's workers communicate, carry out jobs, and push them. The physical environment directly affected the human sense as an aspect of the work environment and slowly altered social relationships and therefore efficiency. In office environments such as lighting, temperature, window life, free air movement, environmental features suggest that these physical environment elements influence employees' mood, behaviour, satisfaction, efficiency and productivity. Mako (2016) study focused on the effects of the physical environment on job performance: towards a theoretical model of pressure in the workplace. Descriptive research design was utilized. A study sample of 75 employees were used. The study found that the balance between environmental demands and user's willingness and ability to act on their environment is a way to define optimum innovation and flow workspace. On the other hand, environmental autonomy increases psychological comfort and, by increasing decision flexibility, reduces stress. Without some degree of environmental autonomy (control), the novelty and unpredictability of changes in the workplace in the modern corporate world of today is likely to increase discomfort and pressure.

Michael (2011), examined the effect of physical environment on employee engagement in call centers: the role of employee well-being mediation. A questionnaire instrument was performed by 65 front line call center workers based on previously approved measures. Baron and Kenny followed the four-step protocol of evaluating mediation effects. The statistical analysis indicates
that employee well-being affects the relationship between physical environment and employee engagement. Particularly important is the high positive correlation between participation and involvement with employee engagement. This suggests that greater employee engagement in company can lead to greater appreciation, bonding and communication with the organization itself.

Pandey (2013), described the effect of the work environment on job satisfaction and engagement of Nigerian nurses. A model was developed and tested using two hundred and twenty-eight detailed questionnaires completed by nurses in the public hospitals of Lagos, Nigeria. Modeling structural equation was introduced to check the theories and relationships between variables that are likely to exist. The findings show a strong correlation between job security and job satisfaction; and workers are not satisfied with the current conditions of the work environment. The analysis of the results suggests a good fit, which means that the studied dependent and independent structures have a strong correlation. Decision-makers must, however, try to make the work environment conducive to receiving the engagement of staff, which tends to increase organizational quality. According to Kinne (2014), the physical environment has a direct impact on the human sense as a component of the workplace environment and can slowly change social relationships and thus efficiency. This is because the attributes of a work room or meeting place have an effect on performance and satisfaction levels. A significant number of work environment studies have shown that employees / users are happy with similar workplace characteristics. Such user-friendly features are of great importance for their efficiency and employee satisfaction. The research only focused on physical environment and performance in the workplace. It did not incorporate employee job satisfaction as a dependent variable.

6. Research Methodology

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

According to Kombo and Tromp (2006), a population is defined as a group of individuals, things or even artifacts whose samples were produced for measurement or it is the entire group of individuals or even those elements that may have one thing in common at least. The study focused on 2,000 officers. The research used the approach of stratified sampling. The stratified sampling approach tests the overall population parameters more precisely and guarantees the collection from a relatively homogeneous population of a representative sample (Kothari, 2004). Also, proportionate stratification ensures that the sample size of each stratum is proportionate to the population size of the stratum, represented at different levels (Kothari, 2004). It included the strata; police engineers, police officers, corporal police, police sergeants, and constables. The sample size was estimated using the method of determining a sample size for a given population size by Krejcie
and Morgan. The target population had 2,000 officers, so the method used by Krejcie and Morgan to determine a sample size made up of 322 respondents.

The questionnaires as part of primary source were used as a data collection tool, to provide the organization with critical information. Both structured and unstructured questionnaires made use of, in the study to enable effective data collection as expected. This is so because Kerlinger (2009) specified that descriptive data were normally gathered using questionnaires. An introductory letter from Kenyatta University was taken to National Police Service Kenya, human resource department to enable collection of data. The researcher was to administer the questionnaire in an effort to obtain the necessary information for the relevant respondents. Due to the busy work schedule of the target respondents, the questionnaire was administered by a fall and later picked form. This increases the level of tension with the daily tasks and operations of the company.

Analysis of data, according to Burns and Grove (2003), is a method for minimizing and interpreting data in order to forecast results that allow the researcher to interpret. Data processing involves the conversion of the answers of a questionnaire into a form that can be manipulated to predict statistics. This involves coding, scanning, data entry and recording of all data processing. When quantitative information was collected through questionnaires, it was prepared by editing, managing blank response, categorizing coding, and then stored as a statistical kit for social science (SPSS) in computer software for study. The statistics to be developed included descriptive statistics and inferential statistics. Microsoft Excel was used in the development of diagrams and tables to support the same. The quantitative information gathered was analysed utilizing Descriptive statistics using the Social Sciences Statistical System (SPSS) version 21. Using tables and frequencies, the results are presented. Multiple linear regression was used to show the correlation between organizational justice, interpersonal conflict, organizational constraints and physical environment and job satisfaction. The model of regression is shown below: 

\[ M = \lambda_0 + \lambda_1 S_1 + \lambda_2 S_2 + \lambda_3 S_3 + \lambda_4 S_4 + \varepsilon, \]

Where: \( M = \) Job Satisfaction; \( \lambda_0 = \) Constant; \( S_1 = \) Organizational Justice; \( S_2 = \) Interpersonal Conflict, \( S_3 = \) Organizational Constraints; \( S_4 = \) Physical Environment; \( \lambda_1 - \lambda_4 \) regression co-efficient; \( \varepsilon \) is the error term. The ANOVA test was conducted to determine the level of significance of the variance using a single-way ANOVA to evaluate the existence of major variables.

7. Research Results

The four independent variables that studied, clarify 36.7 percent of National Police Service employee satisfaction measured by the revised R square in Table 1. Consequently, other factors not studied in this research contribute 63.3% of employee satisfaction. Therefore, it is recommended that a study focusing on others factors that have not been studied to be found to close the gap.

Table 1: Regression Model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.612*</td>
<td>.375</td>
<td>.367</td>
<td>.481</td>
<td>.375</td>
</tr>
</tbody>
</table>
The value 0.000 shows the significance level is less than 0.05 showing a statistical significance of the model on how the independent variables studied influenced the dependent variable. The value of F calculated value is greater than the value of F tabulated (46.468 > 10.747) at 5% level of significance indicating that the model was significant.

**Table 2: Analysis of Variance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4</td>
<td>10.747</td>
<td>46.468</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>71.697</td>
<td>310</td>
<td>.231</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>114.686</td>
<td>314</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**Table 3: Results of Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.607</td>
<td>.289</td>
<td></td>
<td>6.441</td>
<td>.000</td>
</tr>
<tr>
<td>Organizational justice</td>
<td>.650</td>
<td>.055</td>
<td></td>
<td>3.089</td>
<td>.002</td>
</tr>
<tr>
<td>Interpersonal conflict</td>
<td>.511</td>
<td>.063</td>
<td></td>
<td>1.150</td>
<td>.003</td>
</tr>
<tr>
<td>Organizational constraints</td>
<td>.710</td>
<td>.039</td>
<td></td>
<td>4.290</td>
<td>.000</td>
</tr>
<tr>
<td>Physical environment</td>
<td>.780</td>
<td>.068</td>
<td></td>
<td>2.411</td>
<td>.000</td>
</tr>
</tbody>
</table>

The regression equation obtained from the analysed data was as follows: Y = 0.607 + 0.650X₁ + 0.511X₂ + 0.710X₃ + 0.780X₄. Where: M = Job satisfaction; S₁= Organizational justice; S₂= Interpersonal conflict; S₃= Organizational constraints; S₄= Physical environment. Therefore, job satisfaction at National Police Service = 0.607 + (0.650 x organizational justice) + (0.511 x interpersonal conflict) + (0.710 x organizational constraints) + (0.780 x physical environment). It can be deduced that physical environment contributed more (0.780) to the job satisfaction at National Police Service. The study established that organizational justice was positively related to employee job satisfaction as shown by beta-value (β= 3.089, p < 0.05). Research by Kaithya (2013) found that higher levels of organizational justice contribute positively to job satisfaction and supervisor and management trust. Losey (2015) study also suggested that the understanding of organizational justice may be affected or shaped by others who might include colleagues and even members of the team.

The study examined that interpersonal conflict was positively related to employee job satisfaction as shown by beta-value (β= 1.150, p < 0.05). This finding is supported by Wafula and Musyoki (2014) study results showed The interpersonal conflict mechanisms, conflicts of relationships and conflicts of tasks influence organizational performance significantly. On the other hand, the

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findings are in contrary to Cox (2011) study findings which indicated that interpersonal conflict negatively correlates with job satisfaction.

The study revealed that organizational constraint was positively related to employee job satisfaction as shown by beta-value (β= 4.290, p < 0.05). This finding concur with the Nzue (2013) study who observe that the constraint factor indicates that the organizational quality of employees is often hampered by some sort of constraint involving gaps in the accounts of the complementarity of the institution's structure, business and routines that are increasingly becoming more complex alongside their diversity of culture as diverse as they are. The study examined that physical environment was positively related to employee job satisfaction as shown by beta-value (β= 2.411, p < 0.05). This finding is in line with the results of the study by Pandey (2013), showing that there is a strong relationship between job security and job satisfaction; and employees are not satisfied with the current work environment situation. Kinne (2014) study therefore shows that the physical environment as a component of the workplace environment directly affects the human sense and can slowly change social relationships and hence productivity.

8. Conclusions

On organizational justice, the study concludes that favorable results are likely to happen when employees perceive organizational justice, meaning that they think their business is fair to them. Organizational justice has been linked to job performance at the person, team and organisational level, including both task and contextual performance, and therefore focuses on how staff assesses the organization’s conduct and how this conduct is related to the attitudes and behaviors of staff with respect to the company. The research concludes on interpersonal conflict that interpersonal conflict is something that often happens in a group of staff, particularly in a high-pressure scenario such as the workplace. Interpersonal conflict inspires employees’ members to compete. That competition can enhance productivity, be a source of fresh ideas to solve problems of the organization, and encourage staff to work harder for success. By tracking interpersonal conflicts between employees, the National Police Service can learn about its shortcomings and find ways of solving conflicts arising from its employees.

The research concludes that elevated levels of human resources and infrastructure constraints influence job satisfaction of employees on organisational constraints. Manpower constraints allow organisations to accurately estimate the amount of staff to achieve set objectives and decrease job waste. Budgetary constraints encourage productive competition, provide incentives for efficient performance and give each individual worker within the organisation a feeling of purpose. On the physical environment, the research concludes that an appropriate workplace climate helps to reduce the rate of absenteeism and can thus boost the job satisfaction of the staff. Positive physical job environment improves self-confidence and inspires higher efficiency and achievement for both staff and employers, allowing staff to enjoy their job truly and become more productive, happier and successful.

9. Recommendations

The research advises on organizational justice that it is essential for the National Police Service to understand the behavior and decision-making operations of its staff that affect organizational justice. When explaining choices to staff, the National Police Service should use quality communication because this can boost confidence for both leadership and the organisation. Employees should be provided voice or input in organisational processes as this improves both procedural and interpersonal justice perceptions. The research recommends that the national police
service create measures to control conflict to stop any negative effects on interpersonal conflict. It can be essential for the success of the organisation to maintain a good level of interpersonal disagreement. The National Police Service requires to moderate its staff’s competitive aspect to avoid it from disrupting day-to-day job. To stimulate healthy competition, the organisation should use interpersonal conflict. A controlled interpersonal level of dispute will enable the more resourceful staff to discover alternatives to problems, thus enhancing employee satisfaction.

Organizations as the centre of all operations are bordered by various categories of limitations owing to the growing complexity of the vibrant environmental setting in which they work as a result of technological developments and globalization. The research therefore proposes that the National Police Service learn how to adapt to this constantly changing dynamic by learning how to cope with the complexities in varied uncertainties; advocating fresh learning and leadership technologies that are both innovative and flexible, and easier to enforce. In the physical environment, the research proposes that the national police department develop a favorable job climate, pay its staff according to industry norms, use suitable reward and recognition programs to demonstrate the organisation to its staff, provide training and development possibilities and offer their staff the opportunity to be creative and innovative.

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