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PETER CHEMOS KEMBOI, DR. MAKORI MORONGE

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DETERMINANTS OF EMPLOYEE JOB SATISFACTION IN PUBLIC SECURITY SECTOR IN KENYA: A CASE OF NATIONAL POLICE SERVICE

[1*] Peter Chemos Kemboi, [2*] Dr. Makori Moronge

[1*]Student, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

[2*] Lecturer, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

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ABSTRACT

There are a number of performance concerns about the Kenya National Police Service that have arisen due to lack of taking action, failing to prevent and detect crimes, and customers having to bribe to get their constitutional rights. These performance concerns have an indication on the level of job satisfaction of police officers. Transparency International survey ranks Kenya police second in bribery and corruption, after Tanzania, in the East African region while nationally it has been ranked fourth. The aim of the study was to fill the gap by establishing the determinants of employee job satisfaction in public security sector of Kenya. The study employed a stratified sampling to achieve the objectives. The target population under study was police officers in Nairobi County. A sample size of 100respondentswas randomly selected from the cadres. The study used a questionnaire to collect the required primary data and secondary data was obtained from published documents. A pilot study was conducted to pre-test the validity and reliability of instruments for data collection. The raw information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with the use of statistical package for social sciences (SPSS) version 21 and excel while qualitative data was analyzed by content analysis. The study adopted a regression analysis at 5% level of significance to establish the strength and direction of the relationship of the variables The analysis showed that leadership had the strongest positive (Pearson correlation coefficient =.895) influence on employee job satisfaction in security sector. In addition, employee benefits, work environment and training & development were positively correlated with Pearson correlation coefficient of .765, .793 and .733 respectively. Therefore, the most significant factor was leadership. It was suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample, to investigate the potential relationships and effects these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and co-work have on job satisfaction and contribute a more in-depth understanding of how employees view their job.

Key Words: *Work Job Satisfaction, Public Security sector, Environment, Leadership Styles, Employee Benefits, training & development*

Background of the Study

Human resource is most vital asset for organizational development. It is the source that makes other resource use and gets the best return out of them. Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2011). However getting the best of human resource requires enormous moves by organization and their management. If the human resource or employees are happy and contended with the moves and actions of employer they do their best for the best of organization. But if they are not in this state they might cause organization unmatchable loss.

Employee represents one of the most widely studied constructs in industrial psychology (Ganesan & Krishnamurthi, 2015). Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace(Tomaževič et al 2013). Avdija& Roy (2013) distinguished between job satisfaction and organizational commitment and seen the latter as a broader concept in their opinion, organizational commitment refers to the bond formed between the worker and the employing organization. Organizational commitment reflects one's feelings toward an entire organization, not just a specific job (Garlandet al, 2009) and consists of three factors (Thomas &Viswesvaran, 2010): a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization.

The different ways of satisfying the employees were found by the scholars and facilitated by the human resource managers to attract, motivate and retain the most committed workforce. Job satisfaction has direct impact on level of absenteeism, commitment, performance and productivity. Furthermore, job satisfaction improves the retention level of employees and reduces the cost of hiring new employees (Benson & Brown, 2010). Alternatively, the outcome of job dissatisfaction is increase in the cost of recruitment, selection and training, discouragement of current employees and reduction in the growth of organization (Dunham & Alpert, 2015).The dissatisfaction of the employees has adverse effect on the efficiency of the organization. So studying job satisfaction is one of the most important topics of organizations setup.

The nature of policing in peace keeping of a nation makes the operations of police officers highly demanding and essential for the development of any nation. In many parts of the world issues that affect job satisfaction of police officers include, "repeatedly dealing with death, serious injury, horrific crime scenes, the need to be constantly alert whether on or off duty, and being ostracized by communities, friends, and family", (Waade, 2015).

Global Perspective of Employee Job Satisfaction in Public Security Sector

Globally the internal security of any country is the sole responsibility of the government and is carried out by the police force or service of that particular country. Each country attempts to meet the minimum standards for law enforcement of the United Nations Rules and Regulations. The United Nations Standards stipulate that the appropriate police to population ratio is 1:450 and each member state needs to recruit and train officers to

achieve the minimum police ratio for the organization to be able to deliver quality service to citizens effectively and efficiently (Pritchard et al, 2009). According to the Swedish National Police Board (2008), policing should be carried out by consent of the citizens being, accountable to law rather than to government.

Previous studies suggest that the organizational dynamics of police organizations and the nature of police work contribute to law enforcement stress, which in turn reduces job satisfaction and increases burnout. It is also well documented that undesirable organizational factors are more hazardous to the well-being of employees than are the stressors due to nature of police work. The present study examines whether, and to what degree, organizational and operational stresses in law enforcement are associated with job satisfaction, work-related burnout, and leadership styles, holding the effects of age, rank, education, gender, tenure, and shift type constant in the analysis. A total of 538 Turkish National Police (TNP) employees from seven cities in Turkey, comprising 407 regular police officers and 131 ranked police officers, completed the study survey. The influence of organizational and operational stresses on the work-related well-being of TNP employees as measured by job satisfaction and work-related burnout was analyzed by structural equation modeling (SEM) under the theoretical framework of Kahn &Byosiere (1992) causal theory. The results of the study indicated that TNP employeesperceived that, "organizational stress had a statistically significant positive effect on work-related burnout and a negative effect on job satisfaction.''

Kenya National Police Service

The National Police Service was established as per the Constitution of Kenya, (2010) and National Police Service Act (2011), whose mandate is provision of assistance to the public when in need, maintenance of law and order, preservation of peace, protection of life and property, investigation of crimes, prevention and detection of crime, apprehension of offenders and enforcement of all laws and regulations with which it is charged. The police station is the unit for service delivery. The National Police Service is composed of Kenya Police Service and Administration Police Service. The Kenya Police Service consists of: General Service Unit (GSU); Anti Stock Theft Unit; Criminal Investigation Department; Kenya Police College; Kenya Police Air Wing; Kenya Railways Police; Kenya Police Dog Unit; Tourism Police Unit; Kenya Airports Police Unit; Maritime Police Unit; and the Diplomatic Police Unit. The Administration Police Service consists of: Rapid Deployment Unit (RDU); Rural Border Patrol Unit (RBPU) and Security of Government Buildings (SGB) among other formations. The Police Reservists unit is also part of the National Police Service. The National Police Service vision is to be a world-class police service, with a people friendly, responsive and professional work service, whose mission is to provide quality service to meet the expectations of our customers by upholding the rule of law, and creating and maintaining strong community partnerships for a conducive social, economic and political development of Kenya. The motto of the Kenya police service is service to all while that of the Administration policed service is justice and integrity. It is part of executive arm of the government working in partnership with Judiciary, Correctional Services, National Security Intelligence Services, Kenya Defense Forces, Directorate of Public Prosecution, State Law Office and the society through the community partnerships.

Statement of the Problem

In Kenya, it has been reported that stressful conditions that affect the job satisfaction of the police officers include poor accommodation.

According to the performance audit of NPS (2014), on housing the poor accommodation of the officers put undue pressure on the personnel and put them under severe stressful conditions. This stressful condition of the police officers affected their job satisfaction. The Annual Report (NPS Annual Report, 2013) had in it that as a result of stressful conditions most police officers intermittently fell sick. Further the report indicated that in year 2013, 0ver 100 personnel were granted off duties for over3 months accumulatively due to sickness.

Ransley(2009) on police reforms made over 200 recommendations geared at improving the terms and conditions of police which would consequently increase their job satisfaction. Among those recommendations include need to review the salaries of police officers periodically, improvement of housing and accommodations, purchase of modern equipments and logistical facilities. The report further articulated the need for police officers to be allowed to utilize their leave days as part of stress management program, extension of training period of recruits from 9months to 15months.In addition Ransley proposed the merger of Kenya police service and administration police service, he further clearly specified the roles of each service. Moreover, Susan et al (2012), recommended the need to carry out research study on other factors which influence police job satisfaction hence this study endeavors to establish the determinants of job satisfaction in police service in Kenya.

General Objective

The main objective of the study was to establish determinants of employee job satisfaction in public security sector in Kenya.

Specific Objectives

The specific objectives of the study were to;

- Establish how work environment affect employee job satisfaction in public security sector in Kenya.
- Examine how leadership styles affect employee job satisfaction in public security sector in Kenya.
- To find out how employee benefits affect job satisfaction in public security sector in Kenya.
- To determine how training & development influence employee job satisfaction in public security sector in Kenya.

LITERATURE REVIEW

The literature review summarized the information from other researchers who had studied this field. The review covered both the theoretical and empirical reviews of the existing literature. The theoretical review helps in understanding of the current body of knowledge on the research topic while the empirical review help in understanding what other related studies have found and suggested. Hence a conceptual frame work is developed.

Theoretical Review

Merriam (2001), Theoretical framework provides the researcher the lens to view the world. A theory is an accepted fact that attempt to provide a plausible or rational explanation of cause- and-effect (causal) relationship among a group of observed phenomenon (Kothari, 2004). According to Evenett&Hoekman, (2008), theories can be classified according to their scope, function, structure and levels. Several theories and models have been put forward by scholars to explain the job satisfaction and policeperformance.

Theory of work adjustment

This is referred to as the Person–Environment Correspondence Theory. It was originally developed

by René Dawis, George England and Lloyd Lofquist from the University of Minnesota in 1964. The more closely a person's abilities (skills, knowledge, experience, attitude, behaviours among others.) correspond with the requirements of the role or the organization, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the rein forcers(rewards) of the role or organization 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. The six key values that individuals seek to satisfy are achievement conditions that encourage accomplishment and progress, comfort the conditions that encourage lack of stress, status conditions that provide recognition and prestige, conditions that foster harmony and service to others. Safety conditions establish predictability, stability and autonomy increase personal control and initiative.

The flexibility of a person or an environment will determine the extent to which they can tolerate any requirements and values reinforced. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organizational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustment often takes place, (Khumalo, 2012).

Active adjustment by the individual involves them trying to change their working environment. They may seek to change the content of the job, and therefore its behaviour requirements, to better reflect their abilities. Alternatively, they may try to alter the reinforcements of the job by seeking to gain different rewards, e.g. better working conditions or greater variety or responsibility. Active adjustment to the environment may involve trying to change the person's abilities through training or trying to change their values or expectations in some way (Kaplan & Norton, 2001). On this study, the above theory relates to the variable of Organization-work environment on police job satisfaction.

Psychosocial Stress Theories

According to Karasek& Theorell (1990), the Demand – Control Model (JDC) has been and still is influential. The basic concepts are: Demands; a big work load, pressure to work long hours, hurried work pace or high complexity of work. Control, also called decision latitude; the extent of control an employee has with regard to the job performed, in terms of having the possibility to decide how and when to do the job, or in terms of skills discretion. The combination of high or low demands, and high and low control, results in four conditions, which Karasek & Theorell (1990) attached to four predictions regarding consequences for health and distress (strain).

The two most thoroughly researched predictions of this theory are high demands and low control gives rise to "high strain jobs". Most adverse reactions of psychological strain occur when the psychological demands of the job are high and the decision latitude of the job is low, high demands and high control give "active jobs". Highly demanding jobs (challenging) when workers feel a high degree of control (mastery, freedom to use their skills among others), result in an outcome which is learning and growth (also high job satisfaction). Social support has been included as a third dimension in the model. The impact of social relations may vary: Social support can refer to buffering mechanisms between psychological stressors at work and adverse health outcomes.

Social structures affect the basic physiological processes important both to maintain health and to acquisition of new knowledge. The control part, the most researched aspect of this model, can be seen as building on the job autonomy aspect of the Job Characteristic Model, but may also rest on the expectancy aspect of the Expectancy theory. The demand part can be seen as equivalent to the stressor within stress research. In a review of the JDC model, (Taris,(2006); Kompier et al2005) emphasize that although there is much evidence for the hypothesis that high demands combined with low control leads to stress reactions, the other hypotheses are less researched and have less evidence.

Equity Theory

Adams (1965) is concerned with the perceptions people have about how they are treated as compared with others. The theory posit that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees. Failure to find equity leads to various actions one of which may be to leave the organization. The major strength of this theory is that, it recognizes that individual inputs such as education, experience, effort should be recognized in such a way that equity is experienced. It also shows that individual employees are part of the larger system. The major weakness in this theory is subjectivity of the comparison process. There is a tendency in human nature to distort their inputs especially in regard to effort and hence becomes subjective when comparing (Beardwellet al, 2007). The above relates to the job characteristic (salary) as the study variable on how it influences job satisfaction in police service.

Systems Theory

The systems theory of industrial relations as propounded by Dunlop (1958), states that industrial relations can be regarded as a system or web of rules regulating employment and the ways in which people behave at work. According to this theory, the role of system is to produce the regulations and procedural rules and regulations that govern how much is distributed in organizational culture and how the parties involve or relate to one another. Dunlop explained that the output of the system takes the following forms; the system is expressed in many formal or informal guises that are in legislation and statutory orders, trade union regulations, in collective agreements and arbitration awards, in social conventions, in managerial decisions and in accepted custom and practice. The rules may be defined and coherent or ill-defined and incoherent. In a company the rules may be concerned with doing no more than defining status quo that both parties recognize as the norm from which deviations may be made only by agreement. In this sense therefore an organizational policy systems is a normative system where a policy can be seen as a rule, a standard or a pattern for action that is generally accepted as the basis up on which the parties concerned should operate.

According to Armstrong (2011), organization procedural rules are intended to regulate relationships especially those involving conflict between the parties in the organization. Custom and practice refers to the unwritten rules on how staff and work issues should be dealt with that have been built up and accepted by management of the organization overtime. Custom and practice is an implied contractual term. The above theory relates to organizational-work environment on the job satisfaction.

Organizational Support Theory

According to organizational support theory, the development of Perceived Organizations Support(POS) is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1998). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives.

This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees. On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them. Social exchange theorists argue that resources received from others are more highly valued if they are based on discretionary choice rather than circumstances beyond the donor's control. Such voluntary aid is welcomed as an indication that the donor genuinely values and respects the recipient (Eisenberger, et al, 1987).

Thus, organizational rewards and favorable job conditions such as pay, promotions, job enrichment and influence over organizational policies contribute more to POS if the employee believes that they result from the organization's voluntary actions, as opposed to external constraints such as union negotiations or governmental health and safety regulations (Armeli&Lynch, 1997). Because supervisors act as organizational agents, the employee's receipt of favorable treatment from a supervisor should contribute to POS. The strength ofthis relationship depends on the degree to which employees identify the supervisor with the organization, as opposed to viewing the supervisor's actions as idiosyncratic.

Organizational support theory also addresses the psychological processes underlying consequences of Perceived Organizational Support (POS). First, on the basis of the reciprocity norm, POS should produce a felt obligation to care about the organization's welfare and to help the organization reach its objectives. Second, the caring, approval, and respect connoted by POS should fulfill socio-emotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies).

Conceptual Framework

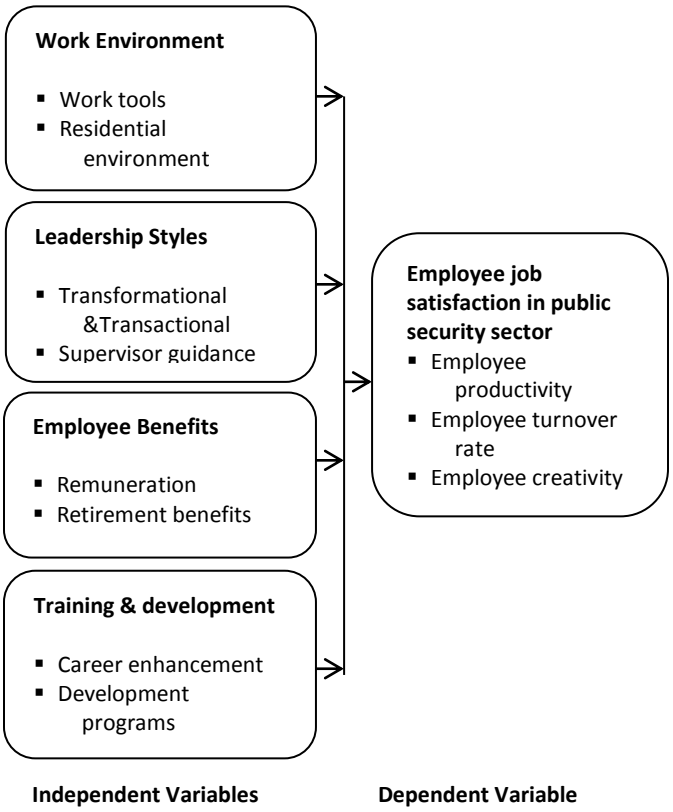

Figure 1: Conceptual Framework

Work Environment

The concept of Organization-workplace environment that is being provided by the employer to their employees may lead to employee satisfaction at work (Clements-Croome, 2006). By having a high level performance of organization, it will increase the levels of the corporate productivity and thus will increase the company's profit. Leaman (2011), argues that those employees and organization who have their performance affected by the workplace environments are those who always complaints on the discomfort and dissatisfaction at the workplace. The research further observes that It is the quality of the organization's workplace environment that most impacts on the level of employee's motivation and subsequent organization performance. Ergonomics is concerned with making the workplace as efficient, safe and comfortable as possible. Effective application of ergonomics in work system design can achieve a balance between worker characteristics and task demands. This can enhance operator productivity, provide worker safety and physical and mental well-being and job satisfaction thus improved organization performance (Garbie, 2014).

The environment that people are required to work in can have a significant impact on their ability to undertake the tasks that they have been asked to do. This can affect productivity and employee health and well-being. A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the work environment need to be done in order to get an ergonomic workplace for each of the employees in an organization.

Leadership Style

Transformational leadership theory emphasizes the importance of leaders inspiring subordinates admiration, dedication and unquestioned loyalty through articulating a clear and compelling vision. Transformation leadership is a model of leadership where the leaders inspire members to go beyond their task requirement (Bass, 1985). It is a model with four attributes, intellectual stimulation, individualized consideration, idealized influence and inspiration motivation. Burns, (1978) Transactional leader is given power to perform certain tasks and reward or punish for the team's performance. It gives the opportunity to the manager to lead the group and the group agrees to follow his lead to accomplish a predetermined goal in exchange for something else.Transactional leadership entails a system of exchange that is based upon thefulfillment of obligations. The reward is received after attainment of objectives (Bycioet al, 1995). A supervisor is a force behind relationship to the employees which they will need to be attached together (Mayer & Herscovitch, 2001). The purpose of having the framework is to see the commitment of the supervisor toward the employees. Mentoring by supervisors needs to be done in order to create a mutual understanding and relationship in between the supervisor and the employees. By having this mutual understanding, it will create a mutual satisfaction between them to enhance organization performance (Allen et al., 2000). One immediate component of the officers' work environment that has the potential to have a significant influence on officers' job satisfaction is front-line supervision. Frontline supervisors have been found to impact officers' attitudes in general (Engel, 2000). Additionally, Van Maanen (1983) found that supervisors may impact officers by rewards or punishment.

According to Rabey (2007), she stated that a supervisor could be a trainer to the employees as the trainer will assist the employees in getting their

job done by guiding the employees on the operational process especially when it comes to a new operational procedure to enhance employee performance. Supervisors in charge of enforcing the practices and rules of the organization with subordinates are seen as important figures in the organization, since they have some flexibility in reflecting policies and practices to personnel (Ellison, 2004). Employees in the same law enforcement agencies but different departments can perceive the same rules and procedures differently because of the management styles of their supervisors. Schwabe et al. (2001) concluded that creating a law enforcement workplace where employees can interact with each other in a more cohesive way is directly related to their stress levels, meaning that in such environment employees experience less stress regardless of how many criminal activities they must handle.

Employee Benefits

Ngethe, et al (2012), observed that although much of the overall research on faculty members suggests that salary, in and of itself, is one of the most important aspect of their work life and satisfaction, employee benefits is one of the primary reasons why academic staff leave the or jobs because they are not satisfied. According to Tettey (2006) dissatisfaction with salaries is one of the key factor undermining the commitment employee to the employer and careers, and consequently their decision or intent to perform.

Attractive remuneration packages are one of the very important factors of employee performance because it fulfills the financial and material desires (Shoaib et al, 2009). Less than half of the national police officers in a national study indicated that they were dissatisfied with their salary and fringe benefits (Rosser, 2004). Salary retirement and job security have been shown to be important personal issues that may affect the satisfaction of police officers.

Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004), Silla et al. (2005) & (Ceylan, 1998) concluded that the working conditions have effect on the satisfaction of employees.

Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provides the means for employee status (Shoaib et al., (2009). Compensation has always been at the heart of any employment relationship. A well designed compensation plan gives an organization a competitive advantage. It helps to attract the best job candidates, motivates them to perform to their maximum potential and retain them for the long term. To encourage valuable staff members to remain, the compensation system must offer competitive rewards for these employees to feel contented when they compare their rewards with those received by individuals performing similar jobs in other organizations.

Training &Development

To the increase in quality of their performance, training is the process of civilizing the skills, skills and knowledge of people which moulds their thinking and hints. We can say that it is a constant process of deep concern for most of the studies. Training is vital and fertile for both employee and organizational improvement. To achieve individual development Employee training provides prospects to employees broaden their knowledge and

capacities for more well-organized teamwork (Jones et al., 2006).

According to Saks, (1996), when workers receive self-growth training, the level of their job satisfaction is advanced than those without such training Martensen & Gronholdt (2001) found that the development of individual competencies through various training programs has a positive impact on employee satisfaction. When employees attended to training programs, they achieve self-confidence of making their jobs, they observe career development opportunities and they think that their companies make investment in them (Jones et al., 2006). As result of this positive situations, employee satisfaction increases. Many authors claim that job training is an important predictor of employee positive attitudes (Shields & Wheatley 2002; Schmidt, 2007a, b). It is a set of planned activities on the part of an organization to increase the job knowledge and skills of its members in a manner consistent with the goals of organization (Landy, 1985). Georgellis & Lange (2007) states that the proper accessibility of written materials for learning, courses, participation in seminars and conferences for the employees is to be known as Job training. Another research in UK, Jones et al. (2008) and Gazioglu & Tansel (2006) emphasize the positive part of job training on employee job satisfaction. Blum & Kaplan (2000) have also identified that chance to learn new skills and the job satisfaction is positively associated with each other.

Employee Job Satisfaction In Public Security Sector

Job satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the job and job-related experiences with some degree of favor or disfavor (Locke, 1976).Since job satisfaction is an intangible concept, conceptualizing job satisfaction is vital. Locke argues that due to the fact that satisfaction is an emotional response to one's job, this concept can only be explored by self-diagnosis of the content. For this reason he suggests that "job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Lock, 1976,). Further, Locke claimed that job satisfaction is due to the difference between the employee's expectation of the job and the reality of the job. On this premise, job satisfaction of police officer is vital to explore due to the major differences in police officers' expectation of the job when coming in and the reality of the job.

Job satisfaction represents one of the most widely studied constructs in industrial psychology (McShane& Von Glinov, 2007). Job satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace (Mihalič, 2008). Some authors (Griffin et al, 2010) have distinguished between job satisfaction and organizational commitment and seen the latter as a broader concept – in their opinion, organizational commitment refers to the bond formed between the worker and the employing organization. Organizational commitment reflects one's feelings toward an entire organization, not just a specific job (Garland et al, 2009) and consists of three factors (Mowday et al, 1982); a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization.

According to Meyer & Allen (1991), commitment is a psychological state that has three separate components reflecting the: desire (affective commitment); need (continuance commitment) and obligation (normative commitment) to maintain

employment in an organization. An employee can experience all three forms of commitment to varying degrees. Organizational commitment has also been conceptualized as a force that binds an individual to a course of action that is relevant to a particular target and can be accompanied by different mind-sets that play a role in shaping behavior (Meyer & Herscovitch, 2001).

Spector (2003) defines job satisfaction as "the extent to which people like their job". According to Weiss (2002), job satisfaction is an attitude toward one's job resulting from the net sum of the individual's positive and negative emotions experienced at work. Job satisfaction is a pleasant feeling a person has when their expectations from work have been fulfilled. Henceforth the term "employee satisfaction" will be used as it encompasses the notion of satisfaction with the job itself (duties, working conditions, salary) as well as other facets such as leadership styles, relationships, autonomy, the reward and promotion system, possibilities of professional development, trade union activities, job security, internal and external communications, possibilities of a work-life balance and the organization as an institution, sometimes also environmental facets like the attitude of the public towards the police among others.

More reasoning of the importance of research on police job satisfaction exists. First, negative attitudes toward work negatively affect officer job performance. This poor performance can impact police and community relationships by degrading the public attitudes towards the police (Buzawa et al, 1994). Police officer job satisfaction is directly related to citizens' trust, police legitimacy, and most importantly to up hold the law. When officers who are employed by the state to uphold the law and they are not acting within the legitimate boundaries of their job requirement because they are unhappy with their job, adverse relations with the public may result. Additionally, having police officers' with high job satisfaction may lessen the turnover rate and job stress (Zhao et al, 1999). Job turnover rate is important because of financial reasons. Loo (2004) suggested that increased recruitment and training expenses for new police resulted from high employee turnover due to work stress. This added financial burden negatively affected the already limited budgets of police agencies.

Empirical Review

Studies have shown that police officers have more work-related stress than workers in most other professions. This stressful condition results from the nature of the work of the officers that expose them to certain hazardous circumstances that result in burnout and premature retirement among many of the officers (Anshel, 2000). In addition to experiencing job-related stress by police officers, the officers usually confront certain deviant situations that make them susceptible to the exposure of very high risk. Prominent among the awkward dangerous work-life situations associated with policing include dealing with unlawful and dangerous actions by citizens and lack of general social support that expose them to wanton risk. These exposures compel some of police officers to indulge in certain practices that are manifestations of stress such as high consumption of alcoholic beverages, suicide, and marital divorce (Storch & Panzarella, 1996).

A research carried out by Mensoor et al (2011) proved that job stress measured by role overload, physical environment, and role ambiguity negatively influenced job satisfaction of the employees. There is role overload when workers have the view that their jobs demand a lot from them that they work more than what their ability and time can permit them to do (Schultz & Schultz, 2006). A research by Jamal (1985) on the relationship between job stress

and job satisfaction indicates that high role overload leads to lower level of job satisfaction.

Empirical evidence from a research carried out by Nele & Hans (2006) also indicates that too much work, in terms of quality and quantity, has negative influence on job satisfaction. Fatigue and workload are some of the policing stress factors that increase the turnover rates among the officers (Julseth et al, 2011).

The several studies on physical working conditions of a worker relate to stress. The stressful conditions include poor illumination, pollution, high temperatures, noise, and shift work (Schultz & Schultz, 2006). Workers with poor fit with their physical working environment suffer job stress resulting from damages caused by both physiological and psychological means (Caplan et al, 1975). Some studies have revealed that poor physical working conditions have negative influence on job satisfaction (Kim et al., 2002). These stressors related to the police organizational climate have significant negative influence on the job satisfaction of the personnel (Pagon et al, 2011). Studies on policing concerning the relationship between social support received by the officers and job satisfaction indicated that the personnel who were not satisfied showed limited supervisor support (Kawada & Otsuka, 2011). A related study on job stress, associated with coworker support and job satisfaction also revealed that "high level of stress experienced in the job is positively, strongly, and significantly associated with the dependent variables" (Gul & Delice, 2011). Research has shown that police officers who are females, for example, suffer more stressful conditions than their male counterparts and also junior police officers experience more stress level than the senior police officers (Omolayo, 2012). The use of critical incident peer support programs encourages the personnel who are to embark on a hostile action to work with confidence and vigor. This intervention is useful for reducing the stress level of the officers.

Ercikti, et al (2011) emphasized the importance of investigating police job satisfaction. They claimed that negative attitudes toward work can adversely affect job performance in both the quantity and quality of services provided; implying that if an officer has a negative assumption towards his or her job, they will express their stress intentionally or unintentionally towards the citizens that they encounter. This encounter will provoke citizen's siege mentality of us versus them; leading to police officer's job dissatisfaction and consequently also leading to more negative attitudes by officers. Ercikti et al. (2011) emphasizes that because of negative outcomes of police job dissatisfaction, it is important to satisfy officers because job satisfaction promotes lower levels of job stress, and burnouts. This may lead to better performance of police officers. As these few reasons show, it is critical to explore possible explanations for police officers' job satisfaction.

In 2007, a study conducted by Carlan suggested that, statistically, factors such as: pay, adventure/excitement in work, autonomy, social contribution, peer respect, enforcing law, and job security were each predictors of work environment related police job satisfaction (Carlan, 2007). A more recent study in 2011 provided comparable research results. This study concluded that the largest correlation occurs between feedback and autonomy of officers (Ercikti et al., 2011). That is, officers are most likely to have satisfaction when their supervisor gives feedback for the good and bad they have done in the job. Research has also shown that officers with more discretion (autonomy) and officers who received more positive feedback from supervisors explained more than 33% of the officer job satisfaction variance (Zhao et al, 1999). The authors also suggest that worker's perception of independence and feedback from the supervisor, in these case police officers, is critical in relation to work environment satisfaction.

Such factors, which are work environmental factors, have vital influence on officers' job satisfaction. More work environmental factors are provided below that influences officers' job satisfaction.

Study conducted by Ingram (2013) displayed supervisory influence on subordinate officers' role ambiguity. This study provided that when supervisors and subordinate officers had incongruent views on order maintenance activities, role ambiguity was highest Ingram (2013). For example, when officers held emphasis on order maintenance but when supervisors did not, it resulted in high levels of role ambiguity (Ingram, 2013). From this study's results, it may be possible to deduce that different views of supervisors, or different styles of supervisors, may influence subordinate officers' job satisfaction. It is important to emphasize that it was not the top down impact of supervisor and subordinate officer; rather it was individual impact that occurred when the individual supervisor and subordinate officer views were incongruent. From this, we may reason that supervisor style may influence subordinate officers' behavioral outcomes according to subordinate officers' incongruence or congruency compared with the supervisor's style. Another study by Johnson (2011) is worth mentioning due to its ironic results of supervisors' emphasis on traffic violation and the outcome of traffic citations given out by the subordinate patrol officers. Johnson (2011) found out when supervisors had high emphasis on traffic violation citation, subordinate patrol officers actually cited less traffic violations. This study also provided evidence of how supervisors' attitude may influence subordinate officers' attitudinal

RESEARCH METHODOLOGY

Research Design

This study used descriptive research design. This design refers to a set of methods and procedures that describe variables. It involved gathering data that describe events and then organizes, tabulates, depicts, and describes the data.

Target Population

The target population of interest in this study was 20,000 police officers working in Nairobi County (NPS, 2015).The officers in different cadres ranked as: gazette officers, inspectorates, non-commissioned officers and constables.

Data collection instruments

The study collected both primary and secondary data during the study. Primary data was collected using questionnaires. The questionnaire contained both structured and unstructured questions. The secondary data comprised of materials that were relevant such as library text books, internet and magazines and reports in the NPS.

Data Analysis and Presentation

The data collected was quantitative and qualitative. Once the questionnaires were received they were coded and edited for completeness and consistency. To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel.

DATA ANALYSIS, PRESENTATIONS AND DISCUSSIONS

The data was gathered exclusively from the questionnaire as the research instrument.

Response Rate

A total of 100 questionnaires administered and 67 of them, 67% were dully filled and returned. This response rate was good and enough to allow for generalization of the findings to the target

population besides arriving at the conclusions of the study.

Gender Distribution

Further the study sought to determine the gender distribution of the respondents in order to establish if there was gender balance in the positions indicated. The findings indicated a simple majority (65%) were male respondents with (35%) being females respondents. The statistics show that the male gender could be dominating the public security sector.

Age Distribution

The study established the respondent's age distribution. From the findings, majority (45%) indicated that they ranged between 41-50 years, followed by those who indicated that they are 51 and above years with few (15%) and (5%) and indicating that they were 31-40 years and 20-30 years respectively. This implies that respondents were well distributed in terms of their age during the study.

Level of Education

The study further found it of paramount to determine the respondents' level of education in order to ascertain if they were well equipped with the necessary knowledge and skills for the running the public security sector. From the study findings majority (40%) indicated that they had university first degree, followed by those who indicated that they had diploma at (33%) with few (14%) indicating that they had master's degree and (7%) doctorate qualification respectively and this implies that respondents were well educated and that they were in a position to respond to research questions with ease.

Work Experience

The study sought to determine how long the respondents had been in the respective jobs, this was to ascertain to what extent their responses could be relied upon to make conclusions for the study based on experience. The findings indicated a simple majority (30%) of the respondents indicated that they had been in the public security sector for a period ranging from 11-19 years followed by those who indicated that they had been in the public security sector for a period of 20 - 30 years(28%), (12%) indicating that they had 1-4 years and with only few (10%) indicating that they had been in public security sector for a period more than 30 years.

Working Environment

The research asked respondents to indicate whether office design increased employee productivity in the organization. According to the study results, 32% of the respondents stated that it facilitated staff collaboration, interaction and privacy, 35% indicated that it improves employee functionality and 33% posited that it motivated and encouraged to perform their best .This implies that office design was not good thus affecting employee productivity in the organization. The findings of the study are in agreement with Chang et al (2004) who states that to achieve high levels of employee commitment; organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 2006) and employee well-being (Huang et al, 2004). Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment.

Employee Benefits

The study requested respondents to state type of employee benefits that were available in the organization. From the study results, 2% of the respondents stated that they had retirement plans, 3% indicated that they had child care, 7% stated elder care, 65% stated hospitalization programs, 65% stated social security and 20% posited vacation and paid holidays.

This implies that the employees were not provided with adequate benefits thus affecting their commitment in the organization. The study findings corroborates with literature review by Amah (2010) who states that employee benefits such as health insurance, vacation pay or retirement pension are the important indirect financial rewards. The benefits given by the employer are not only a mechanism to improve the employees' performance, but it also helps to attract applicants in the recruitment process. She argues that piece rates, commissions, tips, bonuses, stock options and others, offered by employers, including health, life and dental insurance, retirement plans, maternity leave or child care provision could give a big impact towards the performance and commitment of the employees.

Leadership styles

The research kindly requested respondents to state whether transactional leadership increased employee productivity in the organization. From the study results, 36% of the respondents stated that it provided direction to the employees, 38% indicated that it improved employee mentoring and 26% posited that it inspired employees to meet their goals. This can be deduced that transactional leadership is necessary to enhance employee creativity in the organization. The study results corroborates with literature review by Chen & Chen (2008), previous studies on transactional leadership to which leaders adopt in managing organizations to influence employee productivity.

Training & Development

From the study results which showed whether training increased employee productivity in the organization, 60% of the respondents stated that it enhances employee self-assessment, 76% indicated that it improved employee mentoring and 88% posited that it enhanced job rotation. This implies that training was not adequate to enhance employee satisfaction in the organization. The findings of the study are in agreement with literature review by Leibowitz, et al (2006) and Lips-Wiersma& Hall (2007) who observed that career enhancement training under life time employment practices motivate employees for career enrichment as well as desired performance and employee productivity in the organization (Nadler & Nadler, 2009). Career development refers to systems of training, development programs, promotion, incentives and salary of an organization. Under favorable conditions human resource managers should promote the managerial learning skills so as to reduce employee turnover for career development (Chen et al, 2004).The product of the career training of an employee and the employee productivity is career development (Baruch &Peiperl, 2000).

Employee Job Satisfaction

The respondents were kindly asked to show whether there was an increase of employee productivity in the organization the last 5 years (2011 to 2015). The study established that the employee productivity had made a good increase with an average of 40% of the respondents stated that it increased by 30%, with an average of 60% of the respondents indicated that it increased by more than 30%, with an average of 42% of the respondents posited that it increased by less than 30%, with an average of 35 % of the respondents

cited that it decreased by 30%, with an average of 55% of the respondents indicated that it decreased by more than 30% and an average of 23% of the respondents indicated that it decreased by less than 30% in the last five years. The study findings implied that there was slight improvement on employee productivity in the organization in the last five years.

Multiple Regression Analysis

The results are shown in Table 1. and is indicated that the coefficioent of determination(R^2) is used to measure how far the regression model's ability to explain the variation of the independent variables. The coefficient of determination is between zero and one. The data showed that the high of 0.812. It shows that the independent variables in this study were able to explain 81.20% variation of the employee job satisfaction in public security sector while the remaining 18.80% is explained by variables or other aspects outside the model

Table 1: Model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.901[a]	.812	.188	.002

a. Predictors: (Constant), work environment, leadership styles, employee benefits, training & development

Analysis of Variance (ANOVA)

Table 2: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.098	4	16.275	82.4885	.0330[b]
	Residual	12.234	62	.1973		
	Total	87.332	66			

a. Dependent Variable: Employee job satisfaction in public security sector

b. Predictors: (Constant), Work environment, leadership styles, employee benefits and training & development

c. Critical value = 22.520

From the Table 2, based on the results of the ANOVA test or F-Test, obtained was with significance of 0.0330 and because (p-value) was less than 0.05 it can be stated that the independent variables affect dependent variable(Y)-. employee job satisfaction in public security sector Further, the calculated F-value was greater than the F-critical value (82.4885> 22.520) an indication that work environment, leadership styles, employee benefits and training & development all influence employee job satisfaction in public security sector.

The general form of the equation was to predict employee job satisfaction in public security sector in Kenya from work environment, leadership styles, employee benefits and training & development is: $\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon}$ Where Y= Employee job satisfaction in public security sector; β0 = Constant Term; β_1, β_2, and β_3 = Beta

coefficients; X_1= Leadership style; X_2= Work environment;X_3= Employee benefits; X_4 = Training & development and ε = Error term. The model equation would be; $Y=76.564 +.895 X_1 + 0.765X_2 + 0.793X_3 + 0.733X_4$. The employee job satisfaction in public security sector = 76.564 + (0.765xWork environment) + (0.895 x leadership style) + (0.793 x Work environment) + (0.733 x Training and development). From above regression equation; the study found out that when all independent variables (work environment, leadership styles, employee benefits and training & development) are kept constant at zero the employee job satisfaction in public security sector was at 76.564. At one unit change in work environment lead to 0.765 increases in employee job satisfaction in public security sector. Also a one unit change in leadership style resulted to 0.895 increases in the employee job satisfaction in public security sector. Further, a one unit change in employee benefits lead to 0.793 increases in the employee job satisfaction in public security sector and one unit change in training & development lead to 0.733 increases in employee job satisfaction in public security sector. This concludes that leadership style contributed more to employee job satisfaction in public security sector .To test for the statistical significance of each of the independent variables, it was necessary to test at 5% level of significance and 95% level of confidence of the p-values and from the Table 3 the work environment had a 0.006; Leadership style showed a 0.001 level of significance, employee benefits showed a 0.004 level of significance and training & development had a 0.010 level of significance. Therefore, the most significant factor was leadership style.

Regression Coefficients

Table 3

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	76.564	2.065		2.309	.000
	Work Environment	.765	.095	.567	5.455	.006
	Leadership style	.895	.056	.732	8.266	.001
	Employee benefits	.793	.087	.675	4.011	.004
	Training & development	.733	.156	.456	3.069	.010

The model equation would be; Y=76.564+0.895X1+0.793X2+0.765X3+0.733X4.The employee job satisfaction in public security sector = 76.564+(0.765xWork environment) + (0.895x leadership style) + (0.793x Employee benefits) + (0.733 x training & development).

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study sought to establish the influence determinants on employee job satisfaction in public security sector. The study examined employee benefits, leadership style, work environment and training & development relate to employee job satisfaction. This chapter captures the summary of findings, conclusions, recommendations, and recommendations for further study.

Summary of the Findings of the Study

Employee Benefits

The research sought to find out from respondents whether the employee benefits influence employee job satisfaction in the organization. The study established that from the descriptive statistics employee benefits did influence employee job satisfaction in the organization to a great extent. It was also found out that the employer did not offer offside, inside child care, elder care programmes, and elder care referral services that could motivate employees' commitment to the organization. This infers that an employee elderly care programmes in the organization was not available thus affecting employee job satisfaction. The study also established that there were no effective allowances and salary increment for employees thus employee commitment was low in the organization.

Leadership Style

The study went further to find out if the leadership style influences employee job satisfaction in the organization. The study established that from the descriptive statistics leadership styledid influence employee job satisfaction in the organization to a great extent. It was also found out that type of leadership style, supervisor and top management support and type of leadership style did influence employee job satisfaction in the organization. This infers that in the organization was not adequate thus affecting employee job satisfaction.

Work Environment

From the study findings to find out whether the work environment influences employee job satisfaction in the organization, the study established that from the qualitative and descriptive statistics work environment did influence employee job satisfaction in the organization to a great extent. It was also found out that there was no clear application of employee occupational guidelines, work tools were not enough for employees and inadequate lighting and seating in the organization thus affecting employee job satisfaction. Therefore, from these quantitative and qualitative results show that the research which sought to establish the influence of work environment on employee job satisfaction was achieved because it established that work environment influences employee job satisfaction in the public security sector.

Training &Development

From the study results whether career enhancement influences employee job satisfaction in the organization, the study established thatfrom the qualitative and descriptive statistics thatcareer enhancement did influence employee job satisfaction in the organization to a great extent. The respondents indicated that career enhancement is carried out in the organization through job posting and counseling, mentoring, self-assessment, performance appraisal, job rotation and career training which were not effective. The study also established that career enhancement was not properly facilitated by management as many employees depended on their fellow employees and not consultants to guide them. The respondents further indicated that customers' satisfaction was the major reason to facilitate

career enhancement to enhance employee job satisfaction in the organization.

Conclusions of the Study

The study revealed that the employer did not offer offside, inside child care, elder care programmes and elder care referral services that could motivate employees' commitment to the organization. The elderly care programmes in the organization was not available thus affecting employee job satisfaction The study also established that there was no effective allowances and salary increment for employees thus employee commitment was low in the organization. Additionally, leadership styledid influence employee commitment in the organization to a great extent. It was also found out that type of leadership, supervisor and top management support did influence employee commitment in the organization.

The study also established that work environment influences employee job satisfaction in the organization to a great extent. It was also found out that there was no clear application of employee occupational guidelines, work tools were not enough for employees and inadequate lighting and seating in the organization thus affecting employee commitment. A good work environment and good work conditions can increase employee job satisfaction and leads employeesto give their best which can increase the employee work performance. The importance and the need therefore describes or defines the physical environment by identifying those elements or dimensions that make up the physical environment

Finally, training and developmentdid influence employee commitment in the organization to a great extent. The respondents indicated that training and development is carried out in the organization through job posting and counseling, mentoring, self-assessment, performance appraisal, job rotation and career training which were not effective. The study also established that training and development was not properly facilitated by management as many employees depended on their fellow employees to guide them thus affecting employee job satisfaction.

Recommendations of the Study

There is need for the management to offer offside, inside child care, elder care programmes and elder care referral services that can motivate employees' commitment to the organization. The elderly care programmes in the organization should be provided to enhancement employee commitment. This can be done by ensuring that there is effective allowances and salary increment for employees.

Additionally, leadership plays an important role on employee commitment in the organization to a great extent. The supervisor and top management support and quality of leadership should be enhanced for employee commitment in the organization. The study also recommends that the organization should provide a conducive work environment with enough work tools, correct seating and lighting with well applied employee occupational guidelines.

Training and developmentto enhance employee job satisfactionin the organization should be enhanced. This can be carried out in the organization through job posting and counseling, mentoring, self-assessment, performance appraisal, job rotation and career training.

Based on this study, and analysis of factors affecting employee's job satisfaction, this study also makes the following recommendations to the policy makers and managers of the public security sector to create favorable work conditions for the company. Guide the employee to communicate

effectively, build a good interpersonal environment within the company, in order to create good work conditions, improve the pay treatment of employees. The public security sector should improve the overall salary packages of employees and ensure rightsizing strategy within the organization where have shortage of employees and train-up them appropriately for future positions.

Recommendations for further Studies

Since this study sought to establish the influence of determinant of employee job satisfaction in public security sector in Kenya, it was established that from literature review most studies were carried out on the developed economies and scanty studies are available in Africa and specifically in Kenyan security set up. Additionally, very little has been undertaken to explore work influence of determinants on employee job satisfaction in security sector thus the researcher call for similar studies to be undertaken in Kenya for generalization of the findings of this study. It is suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample, the research is needed to further investigate the potential relationships and effects these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and co-work have on job satisfaction and contribute a more in-depth understanding of how employees view their job.

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