

**DYNAMIC WORKPLACE MANAGEMENT POLICIES AND EMPLOYEE
PRODUCTIVITY OF NATIONAL POLICE SERVICE EMPLOYEES IN
NAIROBI CITY COUNTY, KENYA**

BY

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**MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE
MANAGEMENT)**

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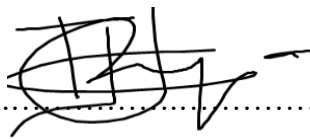
DECLARATION

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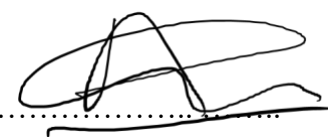
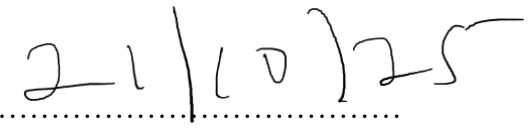
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**DYNAMIC WORKPLACE MANAGEMENT POLICIES AND EMPLOYEE
PRODUCTIVITY OF NATIONAL POLICE SERVICE EMPLOYEES IN
NAIROBI CITY COUNTY, KENYA**

ABSTRACT

The main objective of this study was to assess the effect of dynamic workplace management policies on employee productivity of national police service employees, Nairobi City County, Kenya. Employee productivity within the National Police Service (NPS) refers to the efficiency and effectiveness with which officers carry out their responsibilities to meet organizational goals. This productivity is significantly shaped by dynamic workplace factors such as employee engagement, where high involvement and commitment enhance performance. Additionally, well-structured workplace designs provide a conducive environment that boosts satisfaction and operational efficiency, while regular workload reviews ensure balanced task distribution, preventing fatigue and maintaining consistent output. Lastly, promoting work-life balance through flexible schedules and personal time contributes to improved well-being and overall job performance among police officers. Specifically, this study evaluated how employee engagement, workplace designs, workload reviews and work life balance and how each affects employee productivity. The study was guided by the Herzberg's Two-Factor Theory, expectancy theory, Contingency theory and the Systems theory while a review for the past similar studies was done to bring out the gaps. The study adopted descriptive research design while the target population was 33,000 National Police Service employees within Nairobi City County. Using Yamane's Formula, the sample size was 395 respondents. Primary data was collected using a questionnaire for analysis using both descriptive and inferential statistics. The results of the analysed data were presented in tables with mean response and standard deviations from the mean response. Finally, a regression model was used to evaluate the relationship between the independent and dependent variables of the study. From the study results, the study established positive relationship between employee engagement, workplace designs, workload reviews and work life balance with NPS employee productivity as shown by co-efficient of 0.527, 0.414 and 0.345 and 0.477 respectively. In addition, the model summary indicated that the four selected variables accounted for 83.1% of the variation in employee productivity within the National Police service. From these findings and conclusions, the study recommended that the National Police Service should strengthen employee engagement by adopting participatory leadership through feedback forums, recognition programs, and supervisor training to enhance motivation and service delivery. Moreover, the National Police Service should redesign workplaces with ergonomic furniture, improved layouts, and enhanced safety features to foster comfort, collaboration, and productivity. In addition, the National Police Service should implement workload reviews supported by monitoring systems, confidential reporting, and peer assistance programs to ensure fair task distribution, reduce burnout, and sustain efficiency. Lastly, National Police Service should promote work-life balance through flexible scheduling, mental health resources, and family support services to boost officer satisfaction, well-being, and resilience.

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DEDICATION

I dedicate this research to my dear family and esteemed course mates, whose constant support, encouragement, and understanding have sustained me throughout this journey. Your patience and guidance have inspired me to overcome challenges, remain steadfast, and pursue excellence in the completion of this study.

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DEFINITION OF KEY TERMS

In this study, the following terms were operationalized as:

- Employee Engagement:** Means the commitment levels of the officers towards their job and organization, demonstrated through enthusiasm, dedication, and willingness to go the extra mile to achieve organizational goals after consultation and or orders are issued (Mullins, & Christy, 2016).
- Employee productivity:** Means the level of efficiency, effectiveness, and consistency with which police officers perform their assigned duties, meet operational goals, and contribute to public safety and service delivery (Shabani, Jerie & Shabani, 2023).
- Work-Life Balance:** Refers to the ability of National Police Service officers to balance job demands with their personal and family responsibilities, contributing to overall well-being and sustained productivity (Gesare, Njeje & Kyule, 2024).
- Workload Reviews:** This means the regular evaluation and adjustment of the amount and complexity of work assigned to National Police Service officers to ensure that it is manageable, fair, and aligned with their skills and job roles (Elaho, & Odion, 2022).
- Workplace Design:** Means the physical layout and environmental conditions of the workplace, including space planning, shifts, working hours, lighting, ventilation, ergonomics, and safety, which influence National Police Service comfort and productivity (Armstrong & Taylor, 2020).

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In 21st century, employees have been identified as the key strategic pillars for the organizations in all industries. Therefore, creating a favorable work atmosphere is a Prerequisite for employee performance. The condition of the workplace environment acts a critical role in shaping employees' motivation and, consequently, their performance levels (Magnier-Watanabe, Uchida, Orsini, & Benton, 2020). When individuals are both physically and emotionally prepared and willing to work, their productivity tends to improve. According to Mwesigwa, (2021) a supportive and well-structured work environment can reduce absenteeism, which in turn boosts overall organization and employee performance. Workplace design and overall atmosphere greatly shape employees' motivation, performance, and engagement, often leading to either beneficial or adverse results (Voordt & Jensen, 2023). They emphasize that various elements of the work environment are vital determinants of how well employees perform, highlighting their broad impact on organizational success.

Globally, the concept of workplace dynamic management is a key concept especially with global economy, employees and the ever-dynamic environment. For instance, the implementation of the right to disconnect policy in France which allowed employees to ignore work communication outside official hours was a key strategy to reduce employee burnout and improve work life balance (Khaksar, Chu, Rozario, & Slade, 2020). The policy contributed to reduce work stress, increased employee satisfaction while improving on employee productivity (Voordt and Jensen (2023). However, despite the

policy, employees are still facing internal policy issues within the organizations leading to reduced work life balance and even working for long hours.

Additionally, various European countries are experimenting with the four-day workweek to promote better work-life balance and productivity. For instance, Belgium legislated a four-day workweek in 2022, allowing employees to compress 40 hours into four days, alongside a “right to disconnect” clause (The Guardian, 2024). Similarly, Atom Bank in the UK adopted a four-day workweek, reducing employee work hours from 37 to 34 per week without affecting pay, leading to reports of less stress and higher productivity per hour worked (Voordt & Jensen, 2023). However, not all attempts have been successful; some companies found compressed hours physically exhausting and disruptive to services, opting to revert to traditional schedules. These mixed outcomes signify the need for a tailor-made workplace policy to fit organizational contexts and employee needs. This global context indicates better workplace dynamics management, reduced employee stress and better work life balance as well as better productivity which could not be the case within the African continent.

Looking at the Sub-Saharan continent, flexible working conditions are gaining traction as a means to boost employee performance. For instance, in South Africa, experts opined that 83% of employees believed flexible working could lead to higher motivation, better work-life balance, and increased focus and productivity (Zayed, Edeh, Darwish, Islam, Kryshnal, Nitsenko, & Stanislavyk, 2022). However, within the broader context of workplace management policies aimed at improving employees’ work-life balance and overall productivity lies performance, which is a critical strategic role for the management

to consistently monitor, evaluate, and effectively focus on to deliver sustainable organizational outcomes.

Additionally, in Nigeria, the need for balanced work life for all employees has been the concern of the government as well as private sectors prompting most international organizations to relook into workload, working hours and even working days with an aim of upscaling their employee performance. In other African countries, flexibility and technology are changing work dynamics (Ahakwa, Yang, Tackie, & Atingabili, 2021). Existing literature on other African countries such as Egypt, Morocco, Ghana, and Botswana point out that most employees consider flexible work hours or locations as a means of improving their productivity while attaining maximum flexibility and work life balance. The broad African context indicates glaring issues in dynamic workplace management policies impacting on employee's welfare.

Narrowing further into the east African region, issues surrounding workplace policies especially from the 21st century have drastically changed due to technology, economic and social changes. In Uganda, the Employment Act (2006) and the Occupational Safety and Health Act (2006) guide flexible work arrangements and employee well-being, fostering inclusivity in sectors such as manufacturing and services (Mwesigwa, 2021). Tanzania has embraced digital transformation, with policies supporting remote work and automation under the Employment and Labour Relations Act (2004), particularly in urban enterprises (Mkumbo, 2022). Looking at Rwanda's Vision 2050 there is a great emphasizes on workplace innovation, integrating labor policies that encourage skill development and gender inclusivity (MINECOFIN, 2020). Existence of these

frameworks especially those enshrined in Acts enacted from government agencies highlights the regions fight for between work environment policies.

Looking at the local perspective, dynamic workplace management policies have evolved to accommodate flexible working arrangements, particularly in response to the changing global work environment (Kosgei, & Maende, 2024). The Employment Act of 2007, while comprehensive, does not explicitly address modern flexible work modalities such as part-time work, freelancing, or remote work, which have become increasingly prevalent. many employers recognize that the workforce is among the most strategic resources an organization can possess. However, achieving optimal employee productivity in Kenya remains a significant challenge. This difficulty arises from the need to attain high levels of performance from employees despite various organizational limitations. As noted by Shuriye and Wambua (2020), employees play a crucial role in determining how effectively other organizational resources are utilized, making their contribution central to overall efficiency and success.

This suggests that even if an organization possesses exceptional resources, it may still struggle to remain competitive without effective strategies for retaining skilled employees and attracting top talent. Improved outcomes and higher productivity are often linked to the creation of a better workplace environment (Shuriye & Wambua, 2020). This means, organizations must strive for a balance between being lenient to employee and attaining organizational goals (Ahakwa, Yang, Tackie, & Atingabili, 2021). Within the Kenya National Police Service significant challenges have been realized impacting on its workforce productivity and well-being. Being a law and order enforcement, the government agency faces challenges emanating from the nature of their work as well as

geopolitical environment and international issues that have a huge impact on the employee's productivity. Despite the extensive global and regional discourse on workplace management, there remains a clear research gap regarding the contextualization of these practices within Kenya's National Police Service. Existing studies primarily focus on corporate or civil service institutions, leaving a limited understanding of how workplace dynamics influence employee performance in disciplined services.

1.1.1 Employee Productivity

Employee productivity refers to the effectiveness and efficiency with which employees accomplish assigned responsibilities to achieve organizational goals within a specific timeframe (Voordt, & Jensen, 2023). It is typically measured by comparing the output produced to the inputs used, such as time, effort, and resources. High employee productivity indicates that employees are completing their work efficiently, producing quality outcomes, and contributing positively to the organization's overall performance. Several factors influence employee productivity, including time management, skill and competence, leadership, work environment, employee engagement, and access to necessary tools and technology (Lari, 2024). Improving employee productivity involves implementing strategies such as provision of training and development opportunities, nurturing a constructive organizational culture, offering flexible work arrangements, and recognizing and rewarding employee achievements. Encouraging self-care and promoting health and well-being are also vital, as workplace health programs that reduce, prevent, or control illness can positively impact productivity (Shabani, Jerie, & Shabani, 2023).

Although gauging employee productivity is dynamic, it has a significant impact on a business's profitability. Employers typically recruit with productivity in mind, often

assessing a candidate's potential during the initial interview. However, several workplace factors influence how effectively an employee performs their duties. According to Shuriye and Wambua (2020), human resources are among the most closely examined assets in efforts to enhance organizational productivity. Many human resource practices are specifically aimed at improving both individual and organizational performance. Shabani, Jerie, and Shabani (2023) emphasize that managing labor costs and enhancing productivity by establishing stronger connections between compensation and performance is a key element of human resource management (HRM) aimed at gaining a competitive advantage. Moreover, growing concerns about productivity and customer satisfaction have led to a renewed focus on strategies that encourage employees to align their efforts with organizational goals.

Employee productivity within the National Police Service (NPS) is the efficiency and effectiveness with which officers perform their duties to achieve organizational objectives. This productivity is influenced by several factors: Employee engagement reflects the commitment and involvement of officers in their work, directly impacting their performance levels (Mutegi, Joshua & Kinyua, 2023). Workplace design pertains to the physical environment, where adequate facilities and resources enhance job satisfaction and efficiency. Workload reviews involve assessing and distributing tasks appropriately to prevent overburdening, thereby maintaining optimal productivity. Work-life balance addresses the equilibrium between professional duties and personal life, with policies promoting flexible schedules and personal time leading to improved performance and well-being among police personnel (Kosgei & Maende, 2024). Collectively, these factors contribute to the overall productivity of the NPS in Nairobi County.

1.1.2 Kenya National Police Service

The National Police Service (NPS) of Kenya has undergone significant evolution since its establishment during the colonial era. In 1887, the Imperial British East Africa Company recruited police officers to protect its stores in Mombasa. By 1902, the Village Headman Ordinance led to the formation of local police units, primarily tasked with enforcing tax collection and regulating social and economic activities. The formal establishment of the Kenya Police Force occurred in 1907, initially comprising mainly British and Indian officers in senior positions, with Africans in lower ranks. Following independence in 1963, the force underwent Africanization, replacing expatriate officers with local personnel (GoK, 2011).

The current structure of the NPS was solidified under the 2010 Constitution, which established the National Police Service, comprising the Kenya Police Service and the Administration Police Service. The National Police Service Commission (NPSC) was also created to oversee human resource functions within the service. Today, the NPS operates under the National Police Service Act of 2011, with its roles and functions clearly defined to prevent and detect crime, maintain law and order, and enforce all laws and regulations in Kenya (GoK, 2011). In recent years, the NPS has embarked on a series of reforms aimed at enhancing efficiency, accountability, and service delivery. These reforms include restructuring the command hierarchy, improving officer welfare, and adopting modern policing strategies to address emerging security challenges. The NPS continues to adapt to the dynamic security landscape, striving to uphold its mandate of ensuring public safety and upholding the rule of law in Kenya.

1.2 Statement of the Problem

In today's globalized and interconnected environment, effective workplace management policies are vital for enhancing employee performance, promoting well-being, and achieving organizational success (Wawire & Namusonge, 2019). Within the Kenya National Police Service (NPS), various reforms have aimed to improve employee welfare, work-life balance, and productivity. However, despite these efforts, significant challenges persist, including widespread depression affecting about 20,000 officers, an annual average of 13 murders and 11 suicides between 2016 and 2020, and operational stress where 52% of officers deployed in Garissa experience Post-Traumatic Stress Disorder (PTSD). Additionally, 13% of the force suffers from stress-related illnesses, worsened by inadequate equipment, manpower shortages, and poor working environments. These challenges expose weaknesses in dynamic workplace management policies, which remain insufficiently adaptive to officers' psychological and operational demands, underscoring the urgent need for responsive frameworks that enhance well-being, resilience, and productivity within the NPS.

Extensive research has been conducted on workplace environment and its influence on employee performance, yet significant theoretical, empirical, and contextual gaps remain particularly regarding the Kenya National Police Service (NPS). Chandrasekar (2011) examined the impact of workplace environment on public sector organizations, revealing that inadequate infrastructure and limited resources hinder productivity. Agbozo et al. (2017) found that supportive environments enhance job satisfaction and performance among health workers in Ghana, while Akinyele (2010) demonstrated that poor environmental conditions negatively affect employee output in Nigeria. Locally, Gitahi et

al. (2015) established that psychosocial factors and work-life balance strongly influence performance among bank employees in Nakuru, and Wawire and Namusonge (2019) showed that compensation and benefits affect teacher productivity in Kiambu County. Oluoch (2007) linked effective performance appraisal practices to improved motivation and job satisfaction in Nairobi's banking sector. However, these studies are largely descriptive and neglect the unique paramilitary, hierarchical, and high-stress dynamics of the NPS. This creates a contextual gap that this study aims to bridge by examining dynamic workplace management policies as a potential mechanism to enhance well-being, adaptability, and productivity within the NPS.

While existing research has explored the influence of workplace environment on employee productivity in various sectors, there is a notable empirical gap regarding the specific impact of dynamic workplace management policies such as employee engagement, workplace design, workload reviews, and work-life balance on the productivity of law enforcement personnel in Kenya which was addressed by this study.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective was to assess the effect of dynamic workplace management policies on employee productivity of national police service employees, Nairobi City County, Kenya

1.3.2 Specific Objectives

- i. To determine the effect of employee engagement on employee productivity of national police service employees, Nairobi City County, Kenya.

- ii. To assess the influence of workplace designs on employee productivity of national police service employees, Nairobi City County, Kenya.
- iii. To establish the effect of workload reviews on employee productivity of national police service employees, Nairobi City County, Kenya.
- iv. To analyze the effect of work life balance on employee productivity of national police service employees, Nairobi City County, Kenya.

1.4 Research Questions

- i. What is the effect of employee engagement on employee productivity of national police service employees, Nairobi City County, Kenya?
- ii. What is the influence of workplace designs on employee productivity of national police service employees, Nairobi City County, Kenya?
- iii. What is the effect of workload reviews affect employee productivity of national police service employees, Nairobi City County, Kenya?
- iv. What is the effect of work life balance on employee productivity of national police service employees, Nairobi City County, Kenya?

1.5 Justification of the Study

The NPS has been grappling with issues such as low pay, inadequate resources, and poor working conditions, which have significantly undermined officer morale and performance. A report by the National Crime Research Centre highlighted that inadequate resourcing, internal and external interference, and poor housing contribute to the poor performance of police officers. By systematically examining these factors, the study aims to provide evidence-based recommendations for policy reforms and interventions tailored to the unique needs of law enforcement personnel. Implementing such targeted workplace management policies is anticipated to enhance officer morale, reduce incidences of misconduct, and improve overall service delivery to the public. Ultimately, this research

seeks to contribute to the development of a more effective and responsive police force, thereby strengthening public trust and safety in Nairobi County.

1.6 Significance of the Study

1.6.1 Kenya Police Service

This study is beneficial to the Kenya Police Service in identifying and address specific challenges impacting officer productivity and well-being. The force has been grappling with issues such as inadequate resources, poor working conditions, and a lack of mental health support, all of which have significantly undermined morale and operational efficiency. By systematically examining these factors, the study aims to provide evidence-based recommendations for policy reforms and interventions tailored to the unique needs of law enforcement personnel. Implementing such targeted workplace management policies is anticipated to enhance officer morale, reduce incidences of misconduct, and improve overall service delivery to the public.

1.6.2 Government of Kenya

The Government of Kenya stands to benefit significantly from the findings of this study, as it provides a foundation for evidence-based policy reforms aimed at strengthening national security and public trust in law enforcement agencies. By addressing the root causes of challenges within the police service, such as inadequate resources, poor working conditions, and mental health issues, the government can implement strategic interventions that enhance the efficiency and effectiveness of the National Police Service. This proactive approach not only improves the safety and security of citizens but also demonstrates a commitment to supporting the men and women who serve in law enforcement. Such measures are likely to result in a more professional, accountable, and community-oriented police service, thereby fostering greater public confidence and cooperation.

1.6.3 Human Resource practitioners

For HR practitioners, the perceptions garnered from this study are invaluable in informing the development and implementation of targeted HR policies and practices within the law enforcement sector. Understanding the specific challenges faced by police officers, such as high-stress environments, exposure to traumatic events, and organizational constraints, allows HR professionals to design interventions that foster improved employee engagement, satisfaction, and performance. This may include initiatives like mental health support programs, workload management strategies, and the creation of a conducive work environment that acknowledges the unique demands of police work. By addressing these areas, HR practitioners can play a pivotal role in enhancing the well-being and productivity of officers, leading to a more motivated and effective workforce.

1.6.4 Future Researchers

For future scholars, this study enriches the existing body of knowledge on workplace management within the security sector, offering a robust foundation for further academic exploration and research. The unique context of the National Police Service provides a fertile ground for examining how dynamic workplace management policies can influence employee productivity and well-being in high-stress, high-stakes environments. The insights derived from this research can inform comparative studies, contribute to the development of theoretical frameworks, and guide the formulation of best practices applicable to similar contexts globally. Moreover, it opens avenues for interdisciplinary research, integrating perspectives from human resource management, organizational psychology, public administration, and criminology, thereby fostering a holistic understanding of the factors influencing law enforcement efficacy.

1.7 Scope of the Study

The study examined the effect of dynamic workplace management policies on employee productivity among National Police Service (NPS) personnel in Nairobi City County, Kenya. It specifically focused on how employee engagement, workplace design, workload reviews, and work–life balance influence the productivity of officers within the service. The target population comprised 33,000 police officers drawn from nine ranks within the NPS, including the Kenya Police Service (KPS), Administration Police Service (APS), and Directorate of Criminal Investigations (DCI). These ranks were categorized into the Inspectorate (7,000 officers) and Lower Ranks (26,000 officers), all based in Nairobi City County. A representative sample was selected proportionately from these categories to ensure balanced participation across all ranks. Primary data were collected from the servicemen and their commanding officers using structured questionnaires, while descriptive and inferential statistical techniques were employed to analyze the data. The study was conducted over an eight-month period, from January to August 2025.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theories that guide the study as well as reviewing the empirical evidence from past scholars, the research gaps and finally the conceptual framework the summarizes the relationship between the study variables.

2.2 Theoretical Review

2.2.1 Herzberg's Two-Factor Theory

This theory was introduced by Frederick Herzberg (1959) to explain the drivers of job satisfaction and dissatisfaction. The theory emphasizes that satisfaction and dissatisfaction are not opposite ends of the same continuum but rather independent conditions shaped by different factors. Herzberg, Mausner, and Snyderman (1959) grouped these influences into two categories: motivators and hygiene factors. Motivators, which are intrinsic in nature such as achievement, recognition, responsibility, and opportunities for personal growth encourage higher satisfaction and engagement. In contrast, hygiene factors, including pay, organizational policies, supervision, and working conditions, do not necessarily improve satisfaction but help prevent dissatisfaction when sufficiently addressed. The theory suggests that organizations must focus on improving motivators while ensuring that hygiene factors meet basic employee expectations to enhance productivity and morale (Robbins & Judge, 2019).

This theory is well known for its emphasis on intrinsic motivation, which has gained increased recognition in modern organizational behavior research and which is key into this organization dealing with police service. The theory highlights that employees are not solely motivated by extrinsic rewards such as salaries and benefits but also by

opportunities for personal growth and accomplishment (Armstrong & Taylor, 2020). This perspective has influenced workplace policies within the police service that focus on career development programs, leadership training, and employee recognition initiatives. Additionally, theory distinctly separates the elements that promote job satisfaction from those that merely reduce the likelihood of dissatisfaction enabling managers to design targeted interventions that improve employee well-being and retention (Mullins & Christy, 2016). By understanding that job satisfaction is influenced by internal motivators while dissatisfaction stems from external factors, organizations can craft policies that enhance engagement without unnecessary expenditure on non-motivational hygiene factors.

However, this theory has several critiques. One of its main criticisms is that it oversimplifies human motivation, assuming that motivators and hygiene factors are entirely separate, whereas, in reality, they often overlap (Bassett-Jones & Lloyd, 2005). For instance, salary can be both a motivator and or hygiene factor depending on the individual and organizational context, which the theory does not fully account for. Secondly, the theory face due to its faith on self-reported information, as the theory research was primarily based on employee interviews where partakers were asked to recall aspects that led to job fulfillment and dissatisfaction (King, 1970). This retrospective approach is subject to bias, as employees may attribute positive experiences to internal motivators while blaming external factors for dissatisfaction.

In this study, the theory was applicable in explaining how employee engagement affects employee productivity. Police officers work under demanding conditions, including high stress, long shifts, and exposure to dangerous situations, which makes motivation and engagement crucial to their productivity. According to the theory, hygiene factors such as

proper working conditions job security and fair compensation must be met to prevent dissatisfaction among officers. However, to enhance engagement and improve productivity, NPS management must also invest in motivators such as career development, recognition, and opportunities for increased responsibility. Engaged officers can demonstrate advanced echelons of duty, professionalism, and efficiency, leading to improved public safety and service delivery.

2.2.2 Expectancy Theory

Developed by Victor Vroom (1964) the theory explains motivation as a process in which individuals choose their actions based on the anticipated results. The model highlights three key elements: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased effort will improve performance, instrumentality reflects the expectation that strong performance will yield certain rewards, and valence captures the importance or value individuals assign to those rewards (Lunenburg, 2011). The theory argues that employees are more motivated when they trust that their efforts will enhance performance and that such performance will be rewarded in ways they value. Consequently, organizations should establish a clear and credible connection between employee effort, performance outcomes, and the rewards offered to strengthen motivation and overall productivity (Robbins & Judge, 2019).

One of the major strengths of this theory is that it recognizes individual differences in motivation, making it applicable across various workplace settings (Porter & Lawler, 1968). Unlike generalized motivation theories, it acknowledges that different employees have different expectations and perceptions about rewards. This makes it a flexible framework for understanding how motivation varies among employees with different

experiences, needs, and values. Secondly, the theory emphasizes the role of cognitive processes in motivation, highlighting how employees actively evaluate their work environment before deciding how much effort to put in (Pinder, 2014). By focusing on rational decision-making, this theory provides a realistic approach to the police service workplace motivation (Latham, 2012).

Despite its strengths, this theory has several weaknesses one being that it assumes employees (police officers) always make rational decisions, overlooking the influence of emotions, habits, and subconscious motivations on behavior (Mitchell & Daniels, 2003). Employees may not always weigh effort, performance, and rewards objectively, especially in high-stress environments such as policing. Secondly, the theory relies heavily on the assumption that rewards are the primary drivers of motivation, disregarding other intrinsic motivators such as personal fulfillment, ethical values, and job satisfaction (Deci & Ryan, 2000). While rewards play a role, they are not always the most critical factor in determining motivation.

In this study, Expectancy Theory guided how workplace designs affects employee productivity among National Police Service (NPS) employees in Nairobi City County, Kenya. The theory suggests that police officers could be more productive if they perceive that a well-designed workplace enhances their ability to perform their duties effectively and that improved performance leads to positive outcomes such as recognition, promotions, or better working conditions. Workplace designs, including modern office layouts, safe and well-equipped workstations, and supportive facilities, can enhance expectancy by providing officers with the necessary tools and environment to perform efficiently.

2.2.3 Contingency Theory

This Theory was developed by Fred Fiedler (1967). The theory argues that there is no universal approach to leadership or management; rather, the effectiveness of decisions and leadership styles is shaped by situational factors such as organizational structure, task characteristics, and the work environment (Donaldson, 2001). Fiedler emphasized that leadership success depends on how well a leader's style corresponds with variables like leader-member relationships, task clarity, and positional authority. Similarly, Woodward (1965) highlighted that managers must adjust their strategies to suit changing circumstances, underscoring the importance of adaptability and flexibility in organizational practice. Applied to employee productivity, the theory highlights the need for workplace policies and management strategies to be tailored to the specific demands and challenges faced by employees, instead of relying on a uniform approach.

This theory is recognized for its explanation on the complexity of organizational environments, making it more realistic in modern universal management models (Donaldson, 2001). It acknowledges that different work settings require different management approaches, which is particularly useful in dynamic environments such as law enforcement. Moreover, this theory encourages a balance between structure and adaptability, ensuring that organizational decisions align with both internal and external factors (Burns & Stalker, 1961). This makes it particularly useful in institutions like the National Police Service, where operational demands can fluctuate significantly based on crime rates, public safety concerns, and resource availability.

One major limitation is that it lacks clear guidelines on how managers should adapt to different situations, making its application somewhat ambiguous (Schoonhoven, 1981).

Unlike prescriptive theories that provide step-by-step strategies, contingency theory merely suggests that decision-making should be situational, leaving managers to determine the best course of action without specific directives. Secondly, the theory relies on the assumption that leaders and employees can easily adapt to changing conditions, which may not always be realistic (Galbraith, 1973). In highly structured institutions such as law enforcement agencies, rigid bureaucracies and strict regulations may limit the ability of employees and leaders to make flexible decisions.

Contingency Theory was applicable in studying the effect of workload reviews on employee productivity. Given the unpredictable and often high-pressure nature of police work, workload reviews must be customized to specific operational demands rather than applying rigid, uniform workload policies. For example, certain police region may experience higher crime rates and require different workload distributions compared to others. Therefore, according to this theory workload management strategies should be adjusted based on factors such as resource availability, employee capacity, and situational urgency. Additionally, reviewing workloads through situation-specific assessments allows NPS to determine the most effective way to distribute tasks, ensuring that officers are neither overworked nor underutilized, thereby improving their efficiency and overall productivity.

2.2.4 Systems Theory

The theory was developed by Ludwig von Bertalanffy in the (1968). The theory posits that organizations function as open systems, meaning they interact with their external environment and depend on various inputs to produce desired outputs (Skyttner, 2005). Within this perspective, different elements within an organization, such as employees,

policies, and management practices, work together as interdependent components that contribute to overall organizational performance (Kast & Rosenzweig, 1972). Systems Theory suggests that organizations must achieve equilibrium by continuously adapting to both internal and external factors, making it highly relevant in dynamic workplaces such as the National Police Service (NPS).

One of the major strengths of systems theory is its holistic approach, which allows organizations to view their functions as interconnected rather than isolated (Skyttner, 2005). This perspective ensures that workplace policies, management decisions, and employee well-being are considered collectively, leading to more effective solutions to organizational challenges. Secondly, the theory promotes adaptability, as it highlights the importance of responding to environmental changes, whether economic, social, or operational (Scott & Davis, 2007). This makes it valuable in law enforcement agencies, where officers face dynamic challenges such as crime fluctuations, resource constraints, and public expectations.

One key limitation of this theory is that it can be overly complex, as it requires organizations to analyze numerous interconnected variables, which may make decision-making more challenging (Richardson, 1991). In structured institutions such as law enforcement, implementing an entirely systems-based approach can be difficult due to bureaucratic constraints and rigid operational structures. Secondly, the theory assumes that all components within a system work harmoniously, which is not always the case in real-world settings (Katz & Kahn, 1978). Conflict, resistance to change, and varying employee interests may disrupt the balance within an organization, making it difficult to apply a purely systems-based approach.

Systems theory was applicable in this study to explain the effect of work-life balance on employee productivity. Given the demanding nature of police work, where officers often work long hours and face high-stress situations, sustaining a balance between private and career is essential for overall productivity. Systems Theory suggests that work-life balance should be approached holistically, meaning that factors such as workload, shift schedules, family responsibilities, and mental health support should be analyzed as interconnected components rather than isolated issues. For instance, if officers experience excessive work stress, it affects their performance, decision-making, and overall well-being, which in turn impacts organizational effectiveness.

2.3 Empirical Review

2.3.1 Employee Engagement

Gallup (2024) evaluated determinants of employee engagement in USA using a survey methodology to assess engagement levels across industries. The findings revealed that organizations with highly engaged employees experienced a 17% increase in productivity and a 21% increase in profitability. Additionally, engaged employees had 41% lower absenteeism and a 59% lower turnover rate, demonstrating the critical role of engagement in workplace efficiency. The study emphasized that firms investing in employee engagement programs saw improved operational outcomes and financial performance, reinforcing the necessity of workplace strategies that foster employee motivation and commitment. This study points that employee engagement programs improve on organizational performance which could be said of the NPS in Kenya. With more engagement in decision making, the NPS employees could deliver better results.

Buckingham, Hayes, Wright, & Chumney (2018) examined employee engagement in Germany through its Global Study of Engagement, utilizing survey methodology across multiple industries. The findings showed that engaged employees contributed to a 10% increase in overall productivity, reflecting higher work efficiency and commitment. The study further highlighted that organizations emphasizing employee engagement experienced enhanced innovation and improved alignment with corporate goals. The research also found that companies with structured engagement policies had a lower turnover rate and improved job satisfaction, making employee engagement a critical component of sustainable business growth in Germany. However, this study was done in a developed country, and in the private sector hence the need for a local perspective within the disciplined forces.

Moletsane, Tefera, and Migiro (2019) evaluated the relationship between employee engagement and organizational productivity of sugar industry in South Africa. The study employed both quantitative research design with descriptive and inferential analysis. Surveying 73 employees in the KwaZulu-Natal sugar industry, the study established a strong positive relationship between engagement and productivity. Employees with higher engagement levels demonstrated greater commitment and efficiency in their roles. The findings emphasized factors such as leadership style, communication, and workplace conditions as key drivers of engagement. The study concluded that organizations seeking to improve productivity must prioritize employee engagement strategies. Despite the positive relationship between the study variables, this study majored on sugar industry with combined public and private investment and could therefore be different from the local NPS which is purely a civil service.

Burke and El-Kot (2022) investigated work engagement among managers and professionals in Egypt and employed a survey methodology. The research collected data from 242 employees across various industries and identified a strong link between engagement and work outcomes. Findings indicated that engagement, particularly dedication, significantly influenced job satisfaction, employee retention, and overall organizational performance. Employees with high levels of vigor and dedication demonstrated increased productivity and reduced burnout. The study further suggested that organizations fostering work-life balance and professional development initiatives experienced higher employee engagement and output. There is therefore a need to undertake a similar, local study to evaluate how the NPS employee's productivity is impacted by their levels of engagement.

Sang (2017) examined the relationship between employee engagement and labour productivity in State Corporations in Kenya, utilizing an explanatory research design. A census of 205 Kenyan state corporations was conducted, and data were analyzed using descriptive and inferential statistics. The study found that employee engagement had a significant positive effect on labor productivity. Engaged employees exhibited increased efficiency, better work performance, and greater commitment to organizational objectives. The findings suggested that organizations focusing on engagement strategies such as career development and workplace motivation saw improved employee output and business performance. Despite showing positive results, this study was done in multiple state corporations and therefore the results cannot be generalized into the disciplined forces, hence the need for this study.

Karanja and Were (2021), assessed the influence of employee engagement on organizational productivity in Kenyan financial institutions, employed a mixed-methods approach, combining surveys and in-depth interviews. Data collected from 312 banking sector employees revealed that engaged employees contributed to a 15% increase in individual performance metrics and an 18% improvement in organizational productivity. The research further indicated that financial institutions investing in engagement strategies experienced lower staff turnover and increased customer satisfaction. The study recommended that businesses prioritize employee involvement in decision-making and workplace development programs to enhance productivity. However, the study focused on the banking sector and although the results were positive, the same could not be said of the NPS which operates under a strict chain of command, and varied employee engagement hence the results could be different.

2.3.2 Workplace Designs

Al Horr, Arif, Kaushik, Mazroei, Katafygiotou, and Elsarrag (2016) conducted a comprehensive literature review analyzing 120 research articles to evaluate the impact of indoor environmental quality (IEQ) on employee productivity in office buildings in Canada. The study focused on key environmental factors, including lighting, temperature, air quality, and acoustic conditions, and their influence on employee efficiency and performance. The findings revealed that optimal lighting conditions could lead to a performance improvement of up to 23%, while poor air quality was associated with an 11% reduction in employee output. Furthermore, temperature variations beyond recommended comfort levels resulted in decreased cognitive function and increased fatigue among employees. The study concluded that organizations must adopt workplace designs that

optimize these environmental factors, as doing so can significantly enhance employee productivity and well-being. However, this study was done in a developed country and a local perspective could reveal different results especially within the NPS service.

Clements-Croome, Rees, and Leaman (2000) conducted a survey involving 779 office workers to assess the impact of environmental factors on self-reported productivity in UK. The study measured how aspects such as temperature control, air quality, natural lighting, and workplace flexibility influenced employee performance. Results indicated that employees who had control over their workspace conditions experienced a productivity increase of 3-7%, as they were able to adjust their surroundings to meet personal comfort preferences. On the other hand, dissatisfaction with environmental conditions led to a 15% decline in employee output, emphasizing the importance of workplace customization. The study further highlighted that natural ventilation and ergonomic workspace layouts were crucial in reducing workplace fatigue and increasing engagement levels. Based on these findings, the researchers concluded that organizations should prioritize designing flexible work environments that allow employees to modify their immediate surroundings to improve performance. This study however, focused on self-reporting methodology which is different from the current study which focuses on employee rating by their superiors.

Ephraim, Awuah, and Buabeng (2020) utilized both qualitative and quantitative methods to investigate workplace design factors influencing employee productivity at Gold Fields Ghana Limited. The study collected data from 240 respondents, including expatriates and senior management, to assess how physical workplace infrastructure, noise levels, and safety protocols impacted productivity. Findings indicated that workplace

infrastructure, including building safety, spatial arrangement, and office aesthetics, played a crucial role in employee efficiency. However, factors such as air quality and lighting had a minimal direct impact on productivity compared to safety concerns and noise levels. Employees working in environments with high noise pollution reported difficulty concentrating and increased stress levels, leading to reduced work output. The study concluded that improving workplace safety standards and implementing noise reduction policies could significantly enhance employee performance. This study focused on senior expatriates unlike the current study focusing on all levels of employees within a disciplined force.

Awo, Bassey, and Otiala (2021) conducted a survey of 200 workers from 25 manufacturing firms in the Calabar Free Trade Zone (Ghana), using structured questionnaires and Pearson product-moment correlation analysis to relate the variables. The study examined how workplace design elements such as gangway circulation, spatial arrangement, and ventilation influenced employee efficiency. Findings revealed that poor workplace design contributed to increased stress levels, higher rates of industrial accidents, and the prevalence of work-related chronic diseases, all of which negatively affected productivity. Specifically, the absence of proper ventilation led to respiratory issues among employees, while congested workspaces increased the risk of workplace injuries. The study highlighted the need for Nigerian manufacturing firms to adopt workplace designs that prioritize employee well-being and safety. The study concluded that by implementing proper ventilation systems, optimizing space utilization, and improving the overall work environment, organizations could enhance employee productivity, reduce absenteeism, and promote long-term workforce sustainability. The study being done on a free trade zone

could be different from the current study which focused on the NPS with defined chain of command and work segregation.

Wangechi and Ndeto (2019) conducted a descriptive survey on workplace design and employee productivity, using a sample of 320 respondents from a target population of 1,872 employees in Nairobi City County. The study assessed how workplace rewards, supervisor support, and training and development affected employee efficiency. Findings revealed that organizations with structured workplace design strategies, including the provision of adequate office space, employee rewards, and career development programs, experienced higher productivity levels. Employees who felt supported by their supervisors and received regular feedback on their performance demonstrated increased incentive and commitment to organizational objectives. The study concluded that county governments and private sector organizations should enhance reward systems, implement structured employee engagement programs, and provide professional development opportunities to optimize productivity. This study focused on a local government, unlike the current local study focusing on the NPS which relies on funding from the state.

Kibe and Njoroge (2019) looked at Ergonomic workplace design and employee productivity in Kenya's banking sector. The study utilized a cross-sectional survey design, collecting data from 150 banking sector employees in Nairobi. The study focused on how ergonomic workplace design, including appropriate office furniture, workstation layout, and equipment, influenced employee productivity. Findings indicated that employees who worked in ergonomically designed office spaces experienced a 12% improvement in efficiency, as proper seating arrangements and equipment reduced physical strain and fatigue. Employees also reported lower cases of musculoskeletal disorders, which

contributed to improved concentration and overall work performance. The researchers concluded that investing in ergonomic workplace designs is essential for boosting efficiency, reducing workplace-related health problems, and enhancing employee job satisfaction. This study however focused on the banking sector and the results cannot be generalized into the NPS hence the need for this focused study.

2.3.3 Workload Reviews

Berhed and Ariani (2024) conducted a quantitative analysis using structured questionnaires and multiple linear regression to examine how the work environment, job stress, and workload influence employee performance at the Ministry of Religion in South Halmahera, Indonesia. The study collected data from 300 employees from a target of 7000 workforce in the ministry. The study results showed that workload exerted a both significant and positive (65.1%) effect on employee performance, whether considered individually or collectively as supported. The study concluded that better workplace conditions, appropriately managed workloads, and stress levels aligned with employee capabilities significantly boost performance. However, this study was done in Indonesia, a developed country and where the results could be different from the current study whose focus is on a disciplined sector.

Mulyadi, Sitiari, Meryawan, and Saputri (2024) investigated the interplay between workload, psychological resilience, and employee performance, with job stress treated as a mediating variable. Utilizing a quantitative survey method across multiple Indian organizations, the study revealed that excessive workload significantly increased job stress (71.2%), which in turn, negatively impacted employee performance. Conversely, psychological resilience characterized by individuals' ability to manage stress and remain

optimistic was found to mitigate these adverse effects. The study concluded that enhancing employee well-being through resilience-building and equitable task distribution, policies are essential for sustaining high performance levels across modern workplaces. Although the conclusions are positive, the application into the current study maybe challenges as the current focus is on the policy force and with local context.

Damayanti, Rabialdy, and Poespowidjojo (2023) carried out a study to examine how workload, organizational support, and the work environment jointly influence employee performance in the context of remote working arrangements in Zimbabwe. Employing a quantitative research design, 150 questionnaires were distributed to employees working from home and analyzed the data using regression techniques to establish the relationships among variables. The findings revealed that a supportive organizational environment and adequate assistance from management significantly improved performance outcomes, while excessive workload had a negative effect by increasing stress and reducing efficiency. The study emphasized that during work-from-home settings, employees rely heavily on organizational support and conducive virtual environments to remain productive. It concluded that balanced workloads, consistent managerial support, and well-structured work environments are essential in sustaining high employee performance, particularly in flexible or remote working systems. The current study deviates from this by looking at police force where most its workforce is not involved in decision making when design the workloads.

Kenkyu Group (2021) conducted research titled The Impact of Job Stress on Performance of Employees, focusing on Nigerian hospitals. The study employed a quantitative research design, using structured questionnaires distributed to 400 healthcare

professionals. Findings showed that moderate workload levels positively correlated with employee performance, but excessive workload beyond a certain threshold led to stress, burnout, and reduced productivity. The study concluded that healthcare institutions should implement workload reviews and balance task assignments to ensure optimal performance and prevent employee fatigue. The study having focused on the medical field which is very demanding could resonate with the current study looking at a local perspective but within the NPS.

Gallup (2023) conducted the State of the Global Workplace Report, assessing workload challenges and their impact on productivity in Kenya. The study used a large-scale survey approach, collecting responses from over 2,000 employees within the Manufacturing sector. Findings revealed that high workloads negatively impacted employee engagement, with 62% of Kenyan workers reporting job-related stress as a major productivity barrier. The study concluded that organizations should implement regular workload assessments and provide employee support programs to mitigate burnout and enhance overall workplace efficiency. The study however focused on the manufacturing sector which is different from the current study as it focuses on the civil service.

Gesare, Njeje, and Kyule (2024) conducted a descriptive study to assess how workload affects employee performance in selected Level Five private hospitals in Nairobi County. The research targeted 520 employees across four facilities Nairobi West Hospital, Coptic Hospital, St. Mary's Hospital, and MP Shah Hospital and obtained usable responses from a sample of 79 staff members through structured questionnaires. Data were analyzed using SPSS, which revealed that workload had a significant impact on employee outcomes. Employees who reported manageable levels of workload demonstrated higher motivation,

better focus, and improved productivity, while excessive workloads were associated with reduced performance levels. The authors concluded that proper workload management is a key determinant of employee performance and is essential for strengthening healthcare delivery and achieving efficiency in private hospital settings. The current study is different as it focuses on a disciplined force in charge of public law and order and with undefined workload hence the results could be different.

2.3.4 Work Life Balance

Tan, Lee, and Goh (2022) conducted a study examining the effect of work-life balance on employee productivity in the financial services sector in Singapore. Using a quantitative research design, data were collected from 350 employees through structured surveys. Findings indicated that flexible work arrangements, such as remote work and staggered hours, increased productivity by 18%. Employees with better work-life balance reported higher job satisfaction and lower turnover intentions. The study concluded that organizations should adopt flexible policies and wellness programs to improve productivity and employee retention. The current study therefore seeks to relate work life balance and the productive of the NPS employees who work in a challenging field with policy differing from the actual work conditions.

Müller and Schmidt (2024) explored the impact of work-life balance policies on employee productivity in the technology sector in Germany. The study used longitudinal data from 600 IT professionals across multiple companies. Findings showed that organizations offering remote work and additional vacation days saw a 27% increase in employee engagement and a 30% reduction in burnout rates. The study concluded that work-life balance is a crucial determinant of productivity and that companies should

continuously evaluate and improve their policies to maintain a competitive workforce. This study was done in Germany where the government highly supports work life balance including work from home guidelines and cannot therefore be said of the same within the current study context where the NPS employees must be present to execute their duties.

Johnson and Roberts (2023) analyzed the relationship between work-life balance policies and employee productivity in the healthcare sector in the United States. The study used a mixed-methods approach, incorporating survey responses from 500 healthcare professionals and in-depth interviews with HR managers. Results showed that hospitals offering paid parental leave and flexible scheduling experienced a 22% increase in staff efficiency and a 15% reduction in absenteeism. The study concluded that work-life balance initiatives directly contribute to enhanced employee performance and reduced burnout in high-pressure industries. However, this study could be different from the current study which focuses on the NPS employees who may not have flexible schedule due to the demanding nature of their work.

Okonkwo and Ibrahim (2021) examined the impact of work-life balance on employee performance in the banking sector in Nigeria. A cross-sectional survey was conducted among 300 banking professionals across five major banks. Findings revealed that 63% of employees experiencing poor work-life balance reported decreased job performance, increased stress, and higher turnover rates. Conversely, employees with access to family-friendly policies and shorter workweeks showed a 20% improvement in task completion rates. The study concluded that Nigerian banks should prioritize work-life balance initiatives to enhance productivity and job satisfaction. This study focused on the banking sector with properly defined working hours and schedules unlike the current study

focusing on the NPS which dictates employees must be vigilant around the clock and therefore the results could be different.

Boateng and Mensah (2020) assessed the role of work-life balance in employee performance in the education sector in Ghana. Using a descriptive research design, data were collected from 250 university lecturers through structured questionnaires. Findings indicated that lecturers with better work-life balance reported improved teaching effectiveness and research output by 16%. The study also found that excessive workload and lack of personal time significantly hindered performance. The researchers concluded that universities should implement workload management policies and flexible work arrangements to support academic productivity. The same can be said of the local National Police service where employees are engaged for long hours with minimal rest to ensure law and order are fully maintained in the country.

Mwangi and Wambui (2022) conducted a study on work-life balance and productivity among employees in the telecommunications industry. A sample of 400 employees from three leading telecom companies participated in the study through an online survey. Results showed that employees with flexible work arrangements and supportive HR policies reported a 19% increase in productivity and a 25% reduction in stress levels. The study concluded that integrating work-life balance policies into corporate strategies can significantly improve employee efficiency and overall job satisfaction. This study focused on the telecommunication sectors which differs from the current study whose focus is in a disciplined force and therefore the results could be different in both sectors.

Kamau and Otieno (2023) investigated work-life balance among healthcare professionals in private hospitals. The study employed a quantitative approach, collecting

data from 200 doctors and nurses through structured questionnaires. Findings revealed that poor work-life balance led to high levels of burnout and reduced performance, with 58% of respondents experiencing job dissatisfaction due to excessive workload. The study concluded that hospitals should implement work-life balance programs, such as flexible shifts and mental health support, to improve staff well-being and productivity. This study focused on the health care sector which despite being demanding, the results cannot be generalized into the disciplined forces creating a gap which was filled by the current study which endeavors to relate work life balance and NPS employee job performance.

2.4 Research Gaps

Despite intensive research on employee productivity, several gaps have been identified. Regionally, past research has focused on developed nations such as the United States (Gallup, 2024), Germany (ADP Research Institute, 2018), and Canada (Al Horr et al., 2016), with limited studies addressing employee engagement, workplace design, workload reviews, and work-life balance within the context of law enforcement in Kenya. Contextually, existing research largely emphasizes corporate environments, financial institutions (Karanja & Were, 2021), and healthcare sectors (Gesare, Njeje, & Kyule, 2024), neglecting the unique operational challenges faced by law enforcement personnel, such as irregular work schedules, job-related stress, and security risks. Empirically, while prior studies in Kenya (Sang, 2017; Wangechi & Ndeto, 2019) have examined engagement and workplace design in state corporations and county governments, there is limited empirical evidence on how dynamic workplace policies specifically impact police productivity. Additionally, existing studies often focus on private sector employee engagement without addressing the influence of security-specific workplace dynamics on

law enforcement officers' performance. Thus, this study aims to bridge these gaps by investigating the role of workplace policies in enhancing productivity within the NPS in Nairobi City County.

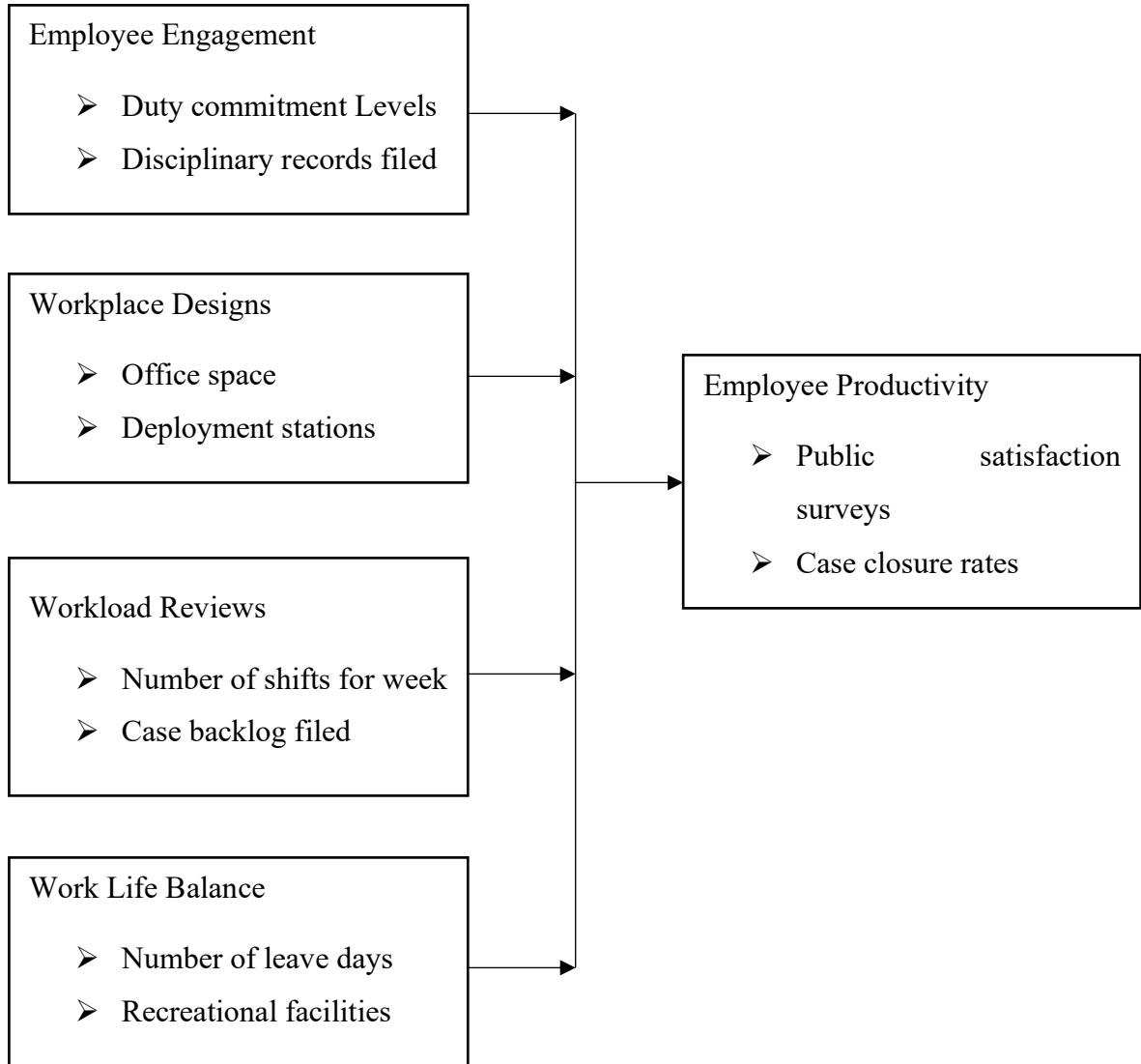
2.5 Conceptual Framework

This is a designed representation of the variables under review and their associations, providing a theoretical foundation for research. It serves as a guide by illustrating how independent, dependent, and moderating or mediating variables interact within the study context. The framework is developed based on existing theories, empirical studies, and logical reasoning, ensuring coherence in the study design. In this study, employee engagement, workplace designs, workload reviews, and work-life balance were identified as the IVs, employee productivity was the dependent variable.

FIGURE 1:
Conceptual Framework

Independent Variables

Dependent Variable



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section explains in details the design, followed by a discussion on the population of interest, sampling and determination of sample size, the data instrument employed to obtain data as well as the procedure and finally the chosen method of analysis.

3.2 Research Design

The study employed a descriptive research design. In the words of Mugenda and Mugenda (2013) this design is concerned data collection from the field, organizing it systematically, analyzing it, and recording the findings to answer study questions. Descriptive research design allows for an in-depth thoughtful of the concept under examination by focusing on the characteristics, trends, and relationships of variables without manipulation (Kothari, 2014). This research design was suitable when asking questions such as how, when, why, and how much to the respondents, which are the kind of questions this study had, and therefore it was fit for the current study. Additionally, descriptive research design facilitates the exploration of complex issues while maintaining objectivity, making it ideal for studies seeking to describe and interpret existing conditions (Cooper & Schindler, 2013). Moreover, this method was deemed economical as it can collect all information required for a study with minimal cost. It provides a clear framework for data collection through surveys, interviews, and observations, allowing the researcher to capture diverse perspectives and patterns that can inform decision-making processes.

3.3 Target Population

Population in a scientific study is the total number of respondents or elements with physical characteristics and from which information is collected form by the researcher (Cooper and

Schindler, 2013). For this study, all employees working for the national police service within Nairobi city county formed the population of interest. According to the National Police Service Act (2014), the National Police Service of Kenya consists of three main branches: the Kenya Police Service (KPS), responsible for general law enforcement and public safety; the Administration Police Service (APS), tasked with national security, border control, and protection of critical infrastructure; and the Directorate of Criminal Investigations (DCI), which handles complex criminal investigations, forensic analysis, and intelligence gathering. Within these three branches, the officers have ranks which includes: Senior Superintendent of Police (SSP), Superintendent of Police (SP), Assistant Superintendent of Police (ASP), Chief Inspector of Police (CIP), Inspector of Police (IP), Senior Sergeant, Sergeant, Corporal, and Constables. The nine ranks of employees were targeted since similar workplace management policies are drafted and implemented for them. Secondly, all these employees could provide insights into daily challenges at workplace and how these can be improved by their employer. Finally, these officers were more suitable to provide primary data concerning their jobs. Therefore, data obtained from the Nairobi regional human resource office indicated that within the Nairobi City county these are 9 ranks had a total of 33000 employees. All these were targeted to provide the required data for analysis. The respondents were divided into two categories for convenience. This is shown in Table 1.

TABLE 1:
Target Population

Ranks	Target Population	Percentage
Inspectorate	7000	21
Lower Ranks	26000	79
Total	33000	100

Source, (Regional HR Office, 2025)

3.4 Sample Size and Sampling Technique

As defined by Ghanad (2023), sample size is the representant of the entire set of items under review and which bears the total characteristics of the entire set. While selecting a sample, the researcher must count key population dimensions sch as the size, error expected and eve the period of the study (Coe, Waring, Hedges & Ashley, 2021). Sampling technique is the procedure deliberately chosen by a researcher to select the representative units, elements or individuals from the entire population of interest. The goal of deploying a sampling technique is to generate an accurate sample that has al features of the population and large enough to provide data to answer set study questions. Therefore, in this study, stratified sampling was used to select the sample from the total number of National Police service who were grouped into two strata for convenience sampling. To calculate the sample size, and using the stratified sampling, Yamanes Formula (1967) was adopted as follows:

as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{33000}{1 + 3300(0.05)^2}$$

$$n \approx 395$$

This is shown in table 2

TABLE 2:

Sample Size

Ranks	Target Population	Sample Size
Inspectorate Ranks	7000	84
Lower Ranks	26000	311
Total	33000	395

Source (Author, 2025)

3.5 Research Instruments

A research instrument is a means by which the researcher collects the required information from the study population for the purpose of analysis and study conclusions (Cooper & Schindler, 2012). In this study, a questionnaire was adopted to collect data. The questionnaire was used to collect data from National police service employees within Nairobi City County. A questionnaire was appropriate as it can easily reach a large number of participants and produce impressive results which can be generalizable to a large population. Questionnaires provides a standardized way of collecting data (Walliman, 2021). The questions were predetermined and presented in a consistent manner to all respondents. This standardization helped to ensure that each participant filled in the same set of questions, reducing variability in responses and enhancing the reliability of the data. Questionnaires also made respondents feel more comfortable expressing their opinions or

providing sensitive information through a questionnaire because it allowed for anonymity (Daniel & Harland, 2017). The questionnaire consisted of open and likert scale questions. The questionnaire was developed under the guidance of the study objectives, variables and indicators under each variable (Olsen & George, 2022).

3.6 Data Collection Procedure

The data collection process for the study commenced by obtaining an introduction letter from KCA University, ethical form and research permit from NACOSTI. These three clearances were presented to the national police service management to request permission to collect data from its employees. Once permission is granted, the researcher distributed the questionnaires through a drop and pick method, allowing respondents to complete the surveys at their convenience. The questionnaires were estimated to take 15-20 minutes to complete. The researcher collected the completed questionnaires within a three days period to ensure thorough data collection while overcoming time constraints.

3.7 Validity and Reliability

3.7.1 Reliability of Research Instruments

Reliability refers to the extent to which a data collection instrument (such as a questionnaire, interview guide, observation checklist, or test) yields consistent, stable, and dependable results across different occasions, settings, or groups (Olsen & George, 2022). In this study, a questionnaire was utilized to collect data. The questionnaire reliability level was evaluated by the use of the Cronbach alpha. Internal consistency analyses the relationships that exist between various questions on the same test. Further, it measures whether the different questions the same results indifferent settings. According to Castillo (2009), the cronbach alpha offers the thumb rules that >0.7 co-efficient is acceptable and

therefore the researcher adopted it as the standard for comparing the questionnaire items. For all the set questions, the co-efficient was more than 0.7 and therefore the toll was deemed reliable.

3.7.2 Validity of Research Instruments

Validity is the degree to which a research tool or instrument accurately captures the concept it is designed to assess. It indicates the accuracy and truthfulness of the instrument in capturing the specific concept or variable under investigation. According to Cooper and Schindler (2012), the study instrument must be precise on what the reserch is aimed at measuring. For the purpose of this study, validity of the resaecrh instrument was evaluated through content validaton by the project supervisor as well as peer review. After this exercise, adjustments were made to the data collection tool before final administration.

3.8 Data Analysis

Data analysis is a process by which the collected data from the field is summarized into meaningful results for reporting purposes and answering the study questions (Kothari, 2014). The process commences after data collection where the researcher must adopt the correct tools and techniques to produce the desired results. In this study the filled questionnaires were collected and checked for completeness, accuracy and thereafter each assigned a code for convenient data coding into Statistical Package for the Social Sciences (SPSS Version 26). The Data was summarized into arithmetic means and standard deviation from the means. The results from the quantitative data was displayed using tables, accompanied by narrative explanations. To examine the relationships among variables, correlation analysis was conducted, providing insights into how independent and dependent variables are related. Additionally, multiple regression analysis was applied to

determine causal relationships between the independent and dependent variables in the study. The regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby the variables were identified as follows: -

Y = Employee Productivity

X₁ = Employee Engagement

X₂ = Workplace Designs

X₃ = Workload Reviews

X₄ = Work Life Balance

While β_1 , β_2 , β_3 and β_4 was the coefficients of determination, β_0 was the constant term and ε was the error term.

3.9 Model Assumptions

3.9.1 Normality test

In regression analysis, one key assumption is that the data follows a normal distribution (Henry, 2002). To examine this assumption, the study applied the Shapiro–Wilk test, among other complementary diagnostic statistical procedures. Normality testing evaluates whether the collected observations approximate a normal distribution, depending on the scale of measurement used. This step is important in identifying the most suitable analytical model. In this study, the data were examined for skewness, and where deviations from normality were detected, necessary corrective adjustments were carefully made before further analysis.

3.9.2 Homoscedasticity Test

Homoscedasticity in linear regression refers to a situation where the spread of the error terms remains consistent across all values of both the predictor and the outcome variables. In this study, the assumption was tested using Levene's test, which checks whether the variances between the independent and dependent variables are similar. When the test produces a significance value above 0.05, it suggests that the variances are not significantly different, thereby confirming that the homoscedasticity assumption is satisfied.

3.9.3 Multicollinearity

In multiple regression analysis, multicollinearity arises when independent variables are strongly correlated, making it difficult to determine the unique contribution of each predictor to the dependent variable (Paul, 2006). According to Kothari (2014), it reflects the extent of interdependence among explanatory variables within a regression model. When multicollinearity is present, interpreting regression coefficients becomes challenging. Cooper and Schindler (2012) emphasize that Variance Inflation Factor (VIF) values below 5 indicate that multicollinearity is within acceptable limits. Therefore, in cases where VIF values are less than 5, the variables were considered appropriate for use in the model.

3.9.4 Linearity Test

To examine whether the assumptions of linear regression were met, a linearity test was performed. Linearity was assessed using scatterplots between each independent variable and the dependent variable. The scatterplots were visually inspected to determine if the relationships followed a straight-line pattern, which would justify the use of linear regression for further analysis.

3.10 Ethical Considerations

The research strictly complied with ethical standards throughout its design, implementation, and reporting phases. Before the commencement of data collection, participants were thoroughly informed about the study's purpose, procedures, possible risks, and expected benefits. Their involvement was entirely voluntary, and informed consent was secured through signed forms attached to the questionnaire. The forms also highlighted that respondents retained the right to withdraw from the study at any stage without experiencing any form of penalty or adverse consequence.

Confidentiality and anonymity were carefully safeguarded. Participants were not asked to reveal their names or any identifying details, and all responses were handled with the highest level of confidentiality. Data collected was used exclusively for academic purposes, stored securely, and reported only in summarized form to prevent identification of individuals or specific institutions.

In addition, ethical approval was sought and granted by the relevant review board at KCA University, and official authorization was obtained from the National Police Service management in Nairobi City County, alongside a research permit from NACOSTI. These approvals were facilitated through an introductory letter from the university, which allowed the researcher to access participants and administer the instruments. The study also upheld academic integrity by citing all consulted sources appropriately and ensuring that findings were presented truthfully, without falsification, fabrication, or misrepresentation.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1 Introduction

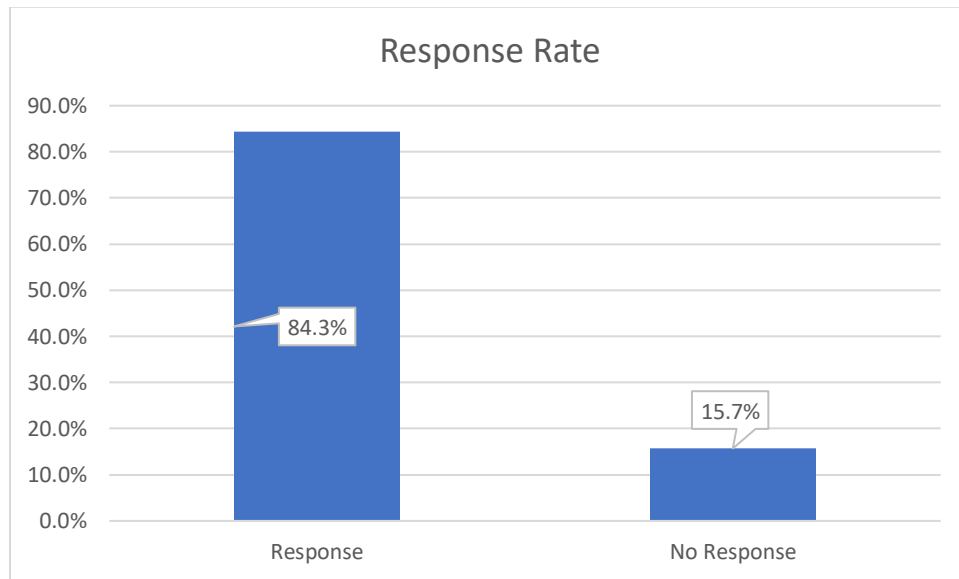
This chapter provides a summary of the analyzed data gathered from study participants, organized according to the research objectives. The presentation covers demographic characteristics alongside descriptive statistics and inferential analyses.

4.2 Response Rate

The research distributed a total of 395 questionnaires to employees working for the national police service within Nairobi city county and were given four working days to fill and return the data sheets. In return, the researcher collected 333 questionnaires as shown in figure 4.1.

FIGURE 2:

Response Rate



Source, (Researcher, 2025)

From the analysis, out of the 395 questionnaires distributed to employees of the National Police Service in Nairobi City County, 333 were successfully completed and

returned, representing a response rate of 84.3%. This high response rate indicates strong participant engagement and interest in the study, which enhances the reliability and validity of the findings. The remaining 62 questionnaires, accounting for 15.7% of the total distributed, were either not returned or were incomplete and thus excluded from the analysis. Such a high response rate surpasses the recommended threshold of 70% for survey research, and therefore, the collected data was deemed adequate for analysis and making meaningful interpretation and generalization.

4.3 Demographic Analysis

The researcher presented a set of questions to the respondents to collect background information that would form the basis for further questioning. The responses are shown in Table 3

TABLE 3:
Demographic Response

Question	Response Option	Response Rate (%)
Please indicate your Gender	Male	72.1
	Female	27.9
What is your Age Bracket?	Below 25 years	22.2
	25–34 years	40.8
	35–44 years	13.2
	45–54 years	15.0
	55 years and above	9.9
Please indicate your highest level of education attained	Secondary Certificate	34.5
	Diploma	27.3
	Bachelor's Degree	24.6
	Postgraduate Degree	13.5
How many years have you worked in the National Police Service?	Less than 5 years	21.3
	5–10 years	19.5
	11–15 years	27.0
	16–20 years	17.1
	Over 20 years	15.0
Please indicate your Rank/Position in the Service	Constable	48.9
	Corporal	26.1
	Sergeant	17.4
	Inspector	5.1
	Chief Inspector and above	2.4

Source, (Researcher, 2025)

From the analysis in table 3, most respondents were male, representing 72.1% of the sample, while females accounted for 27.9%. This distribution reflects a gender imbalance within the National Police Service in Nairobi City County and falls short of Kenya's constitutional two-thirds gender rule, which seeks to ensure no more than two-thirds of positions are held by one gender. The findings highlight a need for deliberate

recruitment and promotion strategies to enhance female representation in the service. In terms of age, 22.2% of respondents were below 25 years, 40.8% were aged between 25–34 years, 13.2% were in the 35–44 years category, 15.0% were aged 45–54 years, and 9.9% were 55 years and above. These results indicate that the majority of the respondents are relatively young, with over 60% being under 35 years, suggesting a workforce with potentially high energy levels to execute the demanding needs of a national police service employee.

Education levels among respondents varied, with 34.5% holding a secondary certificate, 27.3% a diploma, 24.6% a bachelor's degree, and 13.5% a postgraduate degree. This distribution indicates that while a considerable number of officers meet the minimum entry-level qualifications, a significant portion possess higher academic credentials. This diversity in education can contribute to better problem-solving and leadership within the service. Regarding work experience, 21.3% had served for less than 5 years, 19.5% for 5–10 years, 27.0% for 11–15 years, 17.1% for 16–20 years, and 15.0% had more than 20 years of service. This shows a balanced mix of both fresh recruits and seasoned officers. The presence of many experienced officers is crucial for institutional memory, while younger officers bring adaptability and technological openness, hence a balanced workforce to meet the ever-evolving society needs in terms of law and order provision. In terms of rank, 48.9% were constables, 26.1% corporals, 17.4% sergeants, 5.1% inspectors, and 2.4% chief inspectors and above. This structure reflects the pyramidal nature of the police service hierarchy, where the majority occupy junior ranks. It suggests that decision-making is concentrated at higher levels, while most officers operate at the operational front line.

4.4 Descriptive Analysis

4.4.1 Employee Engagement and Employee Productivity

Respondents were asked to rate their opinions on statements regarding employee engagement and its influence on the productivity of National Police Service staff using a five-point Likert scale. The findings were presented in table 4

TABLE 4:
Employee Engagement and Employee Productivity

	N	Mean	Std. Deviation
I am regularly consulted and involved in decision-making processes that directly affect my daily assignments.	333	2.2703	.82081
My superiors values my feedback and use it to improve operations in the police service.	333	2.2222	.91434
I feel emotionally and mentally committed to the goals and vision of the police service.	333	4.1502	.64587
I am recognized and appreciated for the contributions I make to the department's success.	333	3.5916	.96076
I have access to training and professional development opportunities that enhance my engagement at work.	333	3.1351	.77793
I clearly understand my role and how it contributes to the broader mission of the police service.	333	4.0601	.65583

Source, (Researcher, 2025)

Employee engagement is a key driver of employee productivity as it reflects the extent to which employees are emotionally, mentally, and behaviorally committed to their roles. In the context of the National Police Service, engagement determines how motivated

and effective officers are in performing their duties, which in turn influences service delivery and operational efficiency. The data collected and analyzed based on mean and standard deviation reveals varied perceptions of engagement levels among the respondents. Notably, the highest mean recorded was 4.1502, while the lowest mean response was 2.2222, indicating significant differences across various aspects of engagement.

From the findings, majority of the respondents held the view that they are emotionally and mentally committed to the goals and vision of the police service ($\mu = 4.1502$; $SD = 0.64587$). This suggests that most officers have a strong intrinsic connection to the organizational mission, which is a critical factor in sustaining high productivity. In addition, a high number of respondents indicated that they clearly understand their role and how it contributes to the broader mission of the police service ($\mu = 4.0601$; $SD = 0.65583$). This clarity of purpose is vital in aligning individual performance with institutional objectives. Similarly, recognition and appreciation for contributions was considered significant in enhancing engagement and productivity, as shown by a mean of 3.5916 and a standard deviation of 0.96076. This finding implies that acknowledgment of good performance remains a key motivational factor among officers. Moreover, having access to training and professional development opportunities that enhance engagement was moderately rated, with a mean of 3.1351 and a standard deviation of 0.77793. This highlights the need for increased investment in skill-building programs to maintain engagement levels. Finally, the lowest mean values were recorded for regular consultation in decision-making ($\mu = 2.2703$; $SD = 0.82081$) and superiors valuing feedback ($\mu = 2.2222$; $SD = 0.91434$). These results indicate limited participatory practices, suggesting that officers feel their input in operational and strategic matters is underutilized.

4.4.2 Workplace Designs and Employee Productivity

Respondents were given statements on workplace design and its effect on the productivity of National Police Service employees, and they indicated their views using a five-point Likert scale. The scale ranged from “strongly disagree” at the lowest level to “strongly agree” at the highest. The findings were presented in table 5.

TABLE 5:
Workplace Designs and Employee Productivity

	N	Mean	Std. Deviation
My working environment, including the office layout, enhances my efficiency and productivity on a daily basis.	333	4.0420	.66181
The design of the workspace allows easy interaction and coordination among officers and departments.	333	4.2763	.64608
The physical infrastructure, such as lighting, ventilation, and furniture, is conducive for long hours of duty.	333	4.2312	.58904
Safety and security measures in the workplace are adequate to support my confidence while executing duties.	333	3.2643	.67383
The physical appearance and cleanliness of the workplace positively influence my morale and performance.	333	2.6126	.98334
My workstation is ergonomically designed to minimize physical strain and improve my work output.	333	4.0781	.68100

Source, (Researcher, 2025)

Workplace design plays a significant role in shaping employee productivity by influencing comfort, safety, interaction, and motivation. In the National Police Service, a

well-structured work environment can enhance operational efficiency, morale, and overall job satisfaction. The analysis of the collected data, based on mean and standard deviation, indicates varying perceptions among respondents on the effectiveness of workplace design in supporting productivity. The highest recorded mean was 4.2763, while the lowest was 2.6126, showing that while some aspects of workplace design are viewed positively, others require improvement.

From the findings, most respondents strongly agreed that the design of the workspace allows easy interaction and coordination among officers and departments ($\mu = 4.2763$; $SD = 0.64608$). This highlights the importance of open and functional layouts in enhancing teamwork and communication. In addition, the physical infrastructure, such as lighting, ventilation, and furniture, was rated highly in supporting long hours of duty ($\mu = 4.2312$; $SD = 0.58904$), suggesting that many workstations meet essential comfort and operational standards. Similarly, the ergonomic design of workstations was considered significant in minimizing physical strain and improving output ($\mu = 4.0781$; $SD = 0.68100$). This indicates that attention to physical comfort is already incorporated into many workspaces, promoting efficiency and reducing fatigue. Moreover, the general working environment, including office layout, was seen as a factor enhancing daily efficiency and productivity ($\mu = 4.0420$; $SD = 0.66181$), reinforcing the role of structured and organized spaces in supporting effective work habits. Conversely, the adequacy of safety and security measures was moderately rated, with a mean of 3.2643 and a standard deviation of 0.67383. While this shows a fair level of satisfaction, it points to potential gaps in occupational safety protocols that, if addressed, could boost officers' confidence in their work environment. The lowest rating was given to the influence of workplace appearance and

cleanliness on morale and performance ($\mu = 2.6126$; $SD = 0.98334$), suggesting that aesthetic and hygiene factors may be overlooked despite their psychological impact.

4.4.3 Workload Reviews and Employee Productivity

Participants were asked to rate statements on workload reviews and their impact on the productivity of National Police Service employees using a five-point Likert scale. The findings were presented in table 6.

TABLE 6:
Workload Reviews and Employee Productivity

	N	Mean	Std. Deviation
Workload distribution among officers is regularly reviewed to ensure fairness and efficiency.	333	4.0661	.64599
I am given reasonable timeframes to complete tasks without compromising on quality.	333	3.6096	.69691
The administration evaluates our workload frequently and adjusts it to match available human resources and operational needs.	333	3.1592	.68232
When I am overwhelmed by the volume of work, there are systems in place to provide support or redistribute the tasks.	333	2.0871	.72076
The amount of work assigned to me aligns well with my job description and responsibilities.	333	2.9159	.73149
Excessive workload is addressed through formal structures, allowing for feedback and adjustments when necessary.	333	4.3183	.71612

Source, (Researcher, 2025)

Workload reviews are an important aspect of employee productivity as they ensure tasks are distributed fairly, completed within reasonable timeframes, and supported by

appropriate systems. In the National Police Service, effective workload management directly affects operational efficiency, employee morale, and service delivery. The analysis of the data reveals mixed perceptions, with mean scores ranging from 2.0871 to 4.3183, indicating that while some workload management practices are commendable, others require significant improvement. The highest rating was recorded for the presence of formal structures to address excessive workloads, allowing for feedback and adjustments when necessary ($\mu = 4.3183$; $SD = 0.71612$). This demonstrates that in certain cases, there are well-established mechanisms to prevent burnout and maintain productivity. Similarly, the regular review of workload distribution to ensure fairness and efficiency was rated highly ($\mu = 4.0661$; $SD = 0.64599$), reflecting positively on efforts to create equitable work environments across the service. Reasonable task completion timeframes also received a moderately high rating ($\mu = 3.6096$; $SD = 0.69691$), suggesting that many officers feel they can meet expectations without compromising quality, though improvements could further ease time-related pressure. In addition, frequent evaluation and adjustment of workloads to match available human resources and operational needs scored moderately ($\mu = 3.1592$; $SD = 0.68232$), indicating that while such practices exist, they may not be consistently applied. However, two areas stood out as needing more attention. The lowest mean score was recorded for the presence of systems to provide support or redistribute tasks when employees are overwhelmed ($\mu = 2.0871$; $SD = 0.72076$). This points to a gap in immediate workload relief mechanisms, which could negatively impact employee wellbeing and output. Additionally, the alignment of assigned work with job descriptions and responsibilities scored relatively low ($\mu = 2.9159$; $SD = 0.73149$), suggesting that role clarity and task allocation may not always be optimal.

4.4.4 Work-Life Balance and Employee Productivity

Respondents rated statements on work-life balance and its influence on the productivity of National Police Service employees using a five-point Likert scale, where responses ranged from a very small extent to a very great extent. The findings were presented in table 7.

TABLE 7:
Work-Life Balance and Employee Productivity

	N	Mean	Std. Deviation
I am able to manage my professional responsibilities without sacrificing my personal or family life.	333	4.0420	.59468
The police service offers flexible schedules or shift arrangements that help balance work and personal time.	333	1.8979	.69536
I rarely carry job-related stress into my personal life due to supportive workplace practices.	333	2.3093	.81614
I am encouraged by my supervisors to take leave or breaks that allow me to recharge and remain productive.	333	3.2072	.66019
Policies that support family and personal wellness are clearly communicated and accessible to all employees.	333	4.2853	.45223
My workload and work schedule enable me to pursue personal interests, family time, and rest consistently.	333	3.3153	.65375

Source, (Researcher, 2025)

Work-life balance is a critical factor in sustaining employee productivity, especially in demanding professions such as the National Police Service. A strong equilibrium between professional and private life ensures that officers remain physically and mentally

fit to deliver optimal service. The findings from the analysis reveal variations in the extent to which work-life balance is achieved, with mean scores ranging from 1.8979 to 4.2853, indicating strengths in some areas and significant gaps in others.

The highest-rated aspect was the presence of policies supporting family and personal wellness, which are clearly communicated and accessible to all employees ($\mu = 4.2853$; $SD = 0.45223$). This demonstrates strong institutional commitment to promoting personal wellbeing alongside professional duties. Similarly, the ability to manage professional responsibilities without sacrificing personal or family life scored highly ($\mu = 4.0420$; $SD = 0.59468$), showing that many officers feel capable of balancing their dual roles effectively. Moderate ratings were observed in areas such as encouragement from supervisors to take leave or breaks for rest ($\mu = 3.2072$; $SD = 0.66019$) and work schedules enabling personal time and rest ($\mu = 3.3153$; $SD = 0.65375$). These indicate partial success in creating supportive work arrangements, though there is room for greater flexibility and consistency in practice. On the other hand, some areas scored low, suggesting notable weaknesses in work-life balance measures. The lowest rating was given to the availability of flexible schedules or shift arrangements to balance work and personal time ($\mu = 1.8979$; $SD = 0.69536$), highlighting a rigid scheduling system that may limit officers' personal time. Additionally, the ability to avoid carrying job-related stress into personal life received a relatively low rating ($\mu = 2.3093$; $SD = 0.81614$), indicating that workplace stress management mechanisms may be insufficient. The findings suggest that while there are clear policies supporting wellness and many officers are able to balance their responsibilities effectively, the lack of flexible scheduling and insufficient stress management remain major challenges.

4.4.5 Employee Productivity

Respondents evaluated statements on how dynamic workplace management policies influence the productivity of National Police Service employees using a five-point Likert scale. The findings were presented in table 8.

TABLE 8:
Employee Productivity

	N	Mean	Std. Deviation
My productivity improves when I am actively engaged and involved in decision-making processes within the police service.	333	4.2553	.65239
A well-designed and comfortable workplace environment enables me to accomplish my duties more efficiently and effectively.	333	4.0661	.62224
When my workload is fairly distributed and reviewed regularly, I am more productive in performing my responsibilities.	333	4.1862	.58715
Maintaining a healthy work-life balance allows me to stay focused and energized while carrying out my job duties.	333	4.1832	.60077
Supportive management practices that consider engagement, workspace, workload, and personal time have significantly improved my productivity.	333	4.1802	.48839

Source, (Researcher, 2025)

The findings on employee productivity within the National Police Service indicate that dynamic workplace management policies have a substantial positive impact on performance outcomes. The mean scores, which range from 4.0661 to 4.2553, suggest that most respondents strongly agree with the positive influence of various supportive

workplace factors on their productivity. The highest-rated factor was active engagement and involvement in decision-making processes ($\mu = 4.2553$; $SD = 0.65239$). This reflects the importance of participatory management, where officers feel their input is valued, leading to a sense of ownership and higher motivation. Similarly, fair workload distribution and regular reviews scored highly ($\mu = 4.1862$; $SD = 0.58715$), underscoring the role of equitable task allocation in sustaining efficiency and reducing burnout. A well-designed and comfortable workplace environment was also strongly associated with improved productivity ($\mu = 4.0661$; $SD = 0.62224$), reaffirming the connection between physical workspace conditions and work output. Likewise, maintaining a healthy work-life balance received a high rating ($\mu = 4.1832$; $SD = 0.60077$), showing that officers who can balance professional and personal demands tend to remain focused and energized. Notably, supportive management practices that integrate engagement, workspace design, workload management, and personal time considerations were seen as a key productivity driver ($\mu = 4.1802$; $SD = 0.48839$). This demonstrates that a holistic approach to workplace management fosters an environment where employees can thrive. The results reveal that employee productivity in the National Police Service is significantly enhanced by inclusive decision-making, conducive work environments, fair workload practices, balanced personal and professional life, and comprehensive managerial support. These findings emphasize the importance of an integrated workplace management approach that addresses both organizational needs and employee wellbeing.

4.6 Diagnostic Tests

Diagnostic tests play a crucial role for researchers applying regression models. They help determine whether the dataset is suitable for regression analysis by ensuring that the four

key assumptions of linear regression are not violated. As noted by Chatterjee and Hadi (2012), failing to meet these assumptions can lead to biased results, making interpretations and conclusions unreliable in representing the actual trends of the phenomenon under investigation. In this study, the diagnostic tests conducted included normality testing, multicollinearity assessment, and heteroscedasticity evaluation.

4.6.1 Test of Normality

A normality test was conducted to determine whether the data followed a normal distribution, using the Shapiro–Wilk test for assessment.

TABLE 9:
Normality Test

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee Engagement	.972	333	.561
Workplace Designs	.974	333	.882
Workload Reviews	.967	333	.625
Work Life Balance	.949	333	.146
Employee Productivity	.930	333	.072

Source, (Researcher, 2025)

The Shapiro–Wilk test was applied to assess if the study variables were distributed normally. All variables, Employee Engagement ($p = 0.561$), Workplace Designs ($p = 0.882$), Workload Reviews ($p = 0.625$), Work-Life Balance ($p = 0.146$), and Employee Productivity ($p = 0.072$) recorded significance values above the 0.05 threshold. According

to Razali and Wah (2011), when the p-value is greater than 0.05, the null hypothesis of normal distribution is not rejected. This implies that the residuals for all variables in the study are normally distributed. Consequently, the assumption of normality for linear regression analysis was satisfied, and the researcher proceeded with inferential statistical tests.

4.6.2 Homoscedasticity Test

To assess homoscedasticity, the study applied Levene's test for equality of variances. This procedure examines whether the variances across the independent and dependent variables remain consistent. This is shown in Table 10.

TABLE 10:

Homoscedasticity Test

	Levene Statistic	df1	df2	Sig.
Employee Engagement	3.014	9	323	0.322
Workplace Designs	1.251	9	322	0.263
Workload Reviews	4.669	9	323	0.222
Work Life Balance	2.22	6	326	0.541

Source, (Researcher, 2025)

The Levene's test results show that the significance values for all variables, Employee Engagement ($p = 0.322$), Workplace Designs ($p = 0.263$), Workload Reviews ($p = 0.222$), and Work-Life Balance ($p = 0.541$) were all greater than the 0.05 threshold. This means the differences in variances across groups are not statistically significant. According to Levene (1960), a p-value greater than 0.05 indicates homoscedasticity,

meaning the assumption of equal variances holds. Therefore, the dataset meets this requirement for regression analysis, and the researcher can proceed with inferential testing without concern for heteroscedasticity.

4.6.3 Multicollinearity Test

Multicollinearity occurs in regression analysis when two or more independent variables show strong correlations, making it possible to predict one variable from another with considerable accuracy (Kothari, 2014). In this study, the presence of multicollinearity was assessed through the Variance Inflation Factor (VIF). This is shown in Table 11.

TABLE 11:
Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Employee Engagement	.914	1.095
	Workplace Designs	.970	1.031
	Workload Reviews	.937	1.068
	Work Life Balance	.934	1.071

a. Dependent Variable: Employee Productivity
Source, (Researcher, 2025)

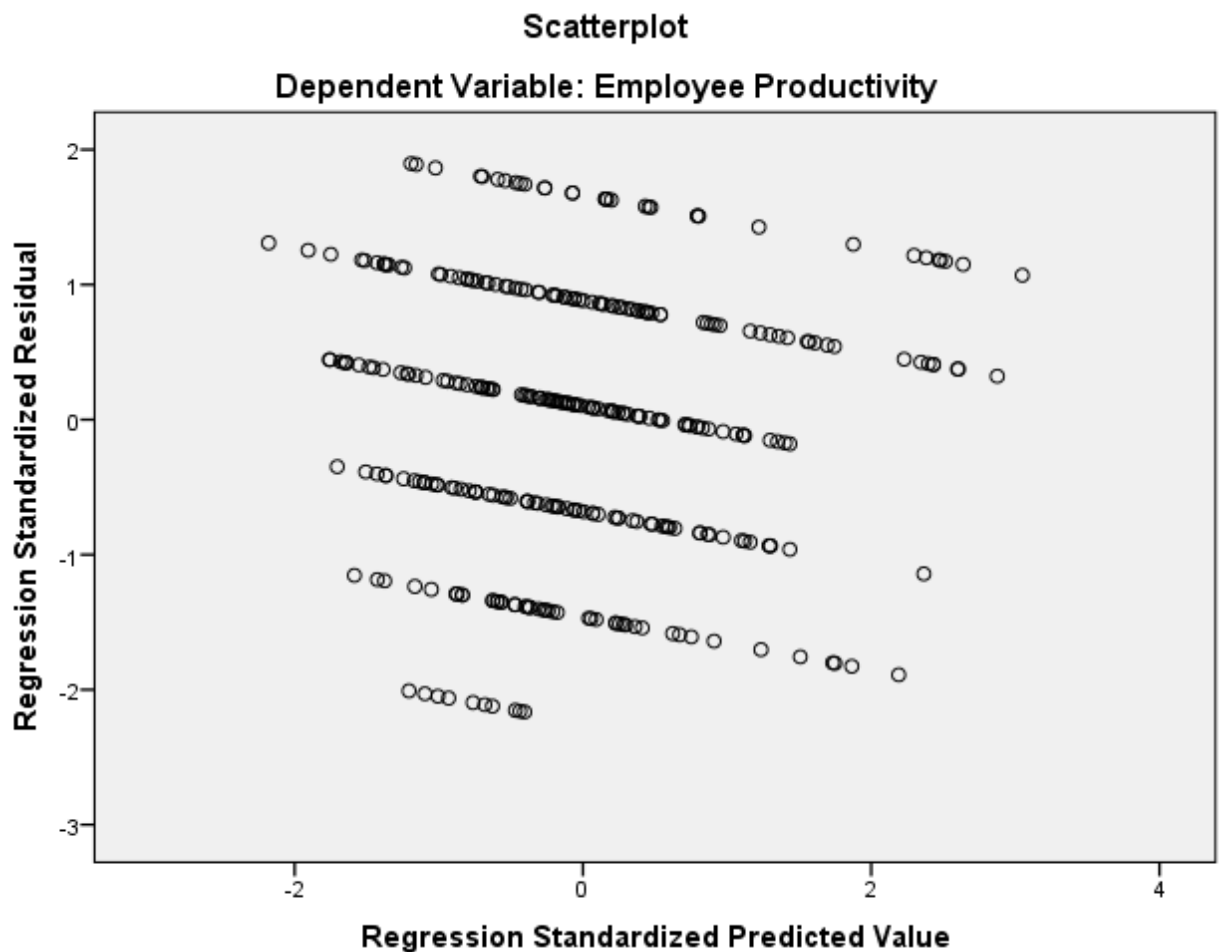
The multicollinearity test results show that all predictor variables have tolerance values well above 0.1, Employee Engagement (0.914), Workplace Designs (0.970), Workload Reviews (0.937), and Work-Life Balance (0.934). Similarly, all Variance Inflation Factor (VIF) values are far below the critical threshold of 10, ranging from 1.031 to 1.095. According to Hair et al. (2010), tolerance values greater than 0.1 and VIF values below 10 indicate that multicollinearity is not a concern. This means the independent

variables in the model are not highly correlated with each other, and each can independently contribute to explaining variations in Employee Productivity. Therefore, the dataset satisfies the multicollinearity assumption required for reliable regression analysis.

4.6.4 Linearity Test

FIGURE 3:

Linearity Test



Source, (Researcher, 2025)

The scatterplot of standardized residuals against standardized predicted values shows that the residuals are generally dispersed around zero without forming a clear curvilinear pattern. This indicates that the relationships between the independent variables

(employee engagement, workplace design, workload reviews, and work-life balance) and the dependent variable (employee productivity) can be considered linear. Therefore, the assumption of linearity for regression analysis is satisfied, supporting the appropriateness of using a linear model in this study.

4.7 Inferential Statistics

4.7.1 Correlation

To assess the associations among the study variables, Pearson moment correlation was performed in SPSS. This non-parametric approach uses the correlation coefficient (r) to indicate both the strength and direction of relationships based on ranked data. The outcomes were subsequently evaluated against critical values from Pearson correlation matrix to interpret the extent and pattern of the correlations observed.

Range	Strength
0.00-0.20	Negligible
0.21-0.40	weak
0.41-0.60	Moderate
0.61-0.80	Strong
0.81-1.00	Very strong

TABLE 12:
Correlation Matrix

Correlations		Employee Engagem ent	Workplac e Designs	Workloa d Reviews	Work- life Balance	Employee Productivity
Employee Engagem ent	Pearson Correlation	1				
	Sig. (2- tailed)					
Workplace Designs	Pearson Correlation	.008	1			
	Sig. (2- tailed)	.879				
Workload Reviews	Pearson Correlation	-.167**	-.166**	1		
	Sig. (2- tailed)	.002	.002			
Work-life Balance	Pearson Correlation	.231**	-.062	.061	1	
	Sig. (2- tailed)	.000	.260	.269		
Employee Productivit y	Pearson Correlation	.527**	.414**	.345**	.477**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	333	333	333	333	333

****.** Correlation is significant at the 0.01 level (2-tailed).

Source, (Researcher, 2025)

The correlation analysis revealed significant positive associations between all the predictor variables and employee productivity, thereby reinforcing their relevance as drivers of performance. Specifically, employee engagement exhibited the strongest positive correlation with productivity ($r = .527$, $p < .01$), suggesting that higher engagement

is consistently linked to enhanced outcomes. Workplace designs also showed a moderate positive correlation with productivity ($r = .414, p < .01$), implying that supportive and ergonomic work environments play an important role in shaping effectiveness. Similarly, workload reviews were positively correlated with productivity ($r = .345, p < .01$), highlighting that regular assessment and fair distribution of tasks contribute to improved employee performance. Work-life balance demonstrated a moderately strong positive correlation with productivity ($r = .477, p < .01$), indicating that policies supporting personal well-being significantly enhance output. Interestingly, while predictors were largely uncorrelated with one another, notable negative intercorrelations emerged between workload reviews and employee engagement ($r = -.167, p < .01$) as well as workload reviews and workplace designs ($r = -.166, p < .01$), suggesting that heavier workloads may diminish the benefits of engagement and workplace support.

4.7.2 Regression Analysis

This study sought to analyze the effect of dynamic workplace management policies on employee productivity of national police service employees, Nairobi City County, Kenya. The independent variables therefore were employee engagement, workplace designs, workload reviews, and work-life balance. The dependent variable was productivity of national police service employees. Regression analysis was undertaken to establish if the independent variables significantly affect productivity of national police service employees, Nairobi City County, Kenya.

TABLE 13:
Model Summary

Model Summary				
Mod	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911a	.831	.829	.06436
a. Predictors: (Constant), Work Life Balance, Workload Reviews, Workplace Designs, Employee Engagement				

Source, (Researcher, 2025)

The model summary in regression analysis presents the results of goodness of fit. R squared is the coefficient of determination. In this study, the coefficient of determination was 0.831, indicating that 83.1% of the variation in employee productivity is explained by the independent variables (work-life balance, workload reviews, workplace designs, and employee engagement). Therefore, a proportion of 16.9% of the variation in employee productivity is attributed to other factors not captured in this model. The adjusted R squared value of 0.829 confirms that the explanatory power of the model remains strong even after accounting for the number of predictors.

TABLE 14:
Analysis of Variance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.668	4	1.667	402.494	.000b
	Residual	1.359	328	.004		
	Total	8.027	332			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work Life Balance, Workload Reviews, Workplace Designs, Employee Engagement

Source, (Researcher, 2025)

The Analysis of Variance (ANOVA) was applied to evaluate the overall fit of the regression model. Findings revealed an F-value of 402.494 accompanied by a p-value of 0.000, which falls below the 0.05 threshold. This outcome demonstrates that the model is statistically valid at the 95% confidence interval. Consequently, the predictor (work-life balance, workload assessment, workplace design, and employee engagement) jointly exert a meaningful influence on employee productivity, suggesting that the observed relationship is unlikely to have occurred by random chance.

TABLE 15:
Regression Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.164	.084		1.950	.052
Employee Engagement	.256	.012	.523	22.009	.000
Workplace Designs	.244	.011	.515	22.303	.000
Workload Reviews	.239	.011	.496	21.122	.000
Work Life Balance	.242	.016	.358	15.239	.000
a. Dependent Variable: Employee Productivity					
Source, (Researcher, 2025)					

The regression output revealed that the model constant was 0.164, which was only marginally significant at the 95% confidence level ($p = 0.052 > 0.05$). This suggests that in the absence of all predictors, employee productivity would remain at a baseline of 0.164 units, though this baseline is not strongly reliable statistically. The coefficient for employee engagement was 0.256 with a significance level of $p = 0.000$, indicating a strong and positive contribution to productivity. This means that improving engagement initiatives significantly boosts employee outcomes. Workplace design yielded a coefficient of 0.244 ($p = 0.000$), highlighting that well-planned and supportive physical environments improve employee effectiveness. Similarly, workload reviews had a coefficient of 0.239 ($p = 0.000$), implying that reassessing and fairly distributing tasks enhances performance while reducing job strain. Lastly, work-life balance displayed a coefficient of 0.242 ($p = 0.000$), confirming that policies supporting equilibrium between work and personal life play a

meaningful role in strengthening productivity, though its relative effect is slightly weaker compared to the other predictors.

Fitting the Regression Model

The regression model for this study was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby the variables were identified as follows: -

Y = Employee Productivity

X_1 = Employee Engagement

X_2 = Workplace Designs

X_3 = Workload Reviews

X_4 = Work Life Balance

While β_1 , β_2 , β_3 and β_4 was the coefficients of determination, β_0 was the constant term and ε was the error term.

Based on the study results, the fitted model becomes:

$$Y = 0.164 + 0.256X_1 + 0.244X_2 + 0.239X_3 + 0.242X_4 + \varepsilon$$

From the regression model results, the constant term shows a baseline change of 0.164 units in employee productivity ($p = 0.052 > 0.05$), which is statistically insignificant and therefore less reliable as a predictor of baseline productivity. When all other factors are held constant, a one-unit increase in employee engagement leads to a 0.256 unit rise in productivity ($p = 0.000$), underscoring the critical role of engagement initiatives in enhancing outcomes. Similarly, a one-unit improvement in workplace designs contributes to a 0.244 unit increase in productivity ($p = 0.000$), suggesting that supportive and well-structured work environments meaningfully strengthen employee effectiveness. A one-unit

enhancement in workload reviews corresponds to a 0.239 unit increase in productivity ($p = 0.000$), indicating that consistent evaluation and fair distribution of tasks reduce strain while driving performance. Finally, a one-unit improvement in work–life balance results in a 0.242 unit increase in productivity ($p = 0.000$), reflecting the importance of policies and practices that enable employees to balance personal and professional roles effectively.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, the conclusions drawn, and the recommendations arising from the study. It further outlines the established link between the independent and dependent variables, discusses the implications of the results, and proposes measures that can guide the National Police Service in enhancing employee productivity.

5.2 Summary of Findings

5.2.1 Employee Engagement and Employee Productivity

On employee engagement, the results indicated that employee engagement recorded a relatively high mean score (3.2382), reflecting positive perceptions among respondents, with a low variability in responses. Correlation analysis revealed a positive and statistically significant association between employee engagement and employee productivity, implying that higher engagement levels were linked to better performance outcomes. The regression results further supported this, showing a coefficient (B) of 0.256, significant at $p = 0.000$, suggesting that a unit increase in engagement leads to a 0.256 improvement in productivity when other factors are constant. These findings highlight the importance of engagement in enhancing productivity, where motivated and committed employees contribute more effectively to organizational goals. These findings agree with Gallup (2024), who found that organizations with highly engaged employees reported a 17% rise in productivity and profitability, and with Sang (2017), who established that employee engagement had a significant positive effect on labour productivity in Kenyan state corporations. Similarly, Moletsane, Tefera, and Migiro (2019) reported that engaged

employees in South Africa's sugar industry demonstrated stronger commitment and efficiency, confirming that engagement directly enhances performance.

5.2.2 Workplace Designs and Employee Productivity

Descriptive findings indicated that workplace designs were rated favourably, with respondents agreeing that office layout, ergonomics, and environmental comfort positively supported their work (mean = 3.7508). Variation in responses was relatively small, suggesting a consistent perception of workplace design benefits. The correlation analysis revealed a positive and significant relationship between workplace designs and employee productivity, indicating that better-designed workspaces tend to enhance output. Regression analysis confirmed this influence, reporting a coefficient (B) of 0.244, significant at $p = 0.000$. This means that a one-unit improvement in workplace designs leads to a 0.244 increase in productivity when other variables remain constant. The results suggest that investments in improving workplace aesthetics, functionality, and ergonomics could have a direct and measurable impact on overall productivity, providing both short-term efficiency and long-term employee satisfaction benefits. These findings agree with Al Horr et al. (2016), who established that optimal environmental design improved performance by up to 23%, and with Kibe and Njoroge (2019), who found that ergonomic workplace designs in Kenya's banking sector enhanced efficiency by 12%. Similarly, Wangechi and Ndeto (2019) reported that structured workplace design strategies, including supervisor support and adequate space, significantly improved employee commitment and productivity.

5.2.3 Workload Reviews and Employee Productivity

On workload reviews, the descriptive analysis showed moderate to high ratings, suggesting employees generally viewed them as fair and well-distributed, although a few variations in opinion were evident (mean = 3.3594). The correlation analysis established a positive and significant relationship between workload reviews and employee productivity, implying that balanced and regularly assessed workloads improve output. Regression results indicated a coefficient (B) of 0.239, significant at $p = 0.000$, meaning that each unit increase in effective workload reviews translates into a 0.239 rise in productivity, assuming other variables remain unchanged. These results highlight that workload management is not merely an administrative task but a strategic factor influencing performance. Ensuring that workloads are realistic, equitable, and periodically adjusted can help reduce burnout, increase efficiency, and maintain high levels of productivity across teams. These findings agree with Berhed and Ariani (2024), who found that appropriate workload management significantly enhanced employee performance, and with Gesare, Njeje, and Kyule (2024), who established that manageable workloads improved motivation and focus in Nairobi hospitals. Likewise, Gallup (2023) reported that excessive workloads were linked to job stress and reduced engagement, underscoring the importance of workload balance in improving productivity.

5.2.4 Work-Life Balance and Employee Productivity

As shown by a mean of 3.1762, the study found out that work-life balance received high average ratings, reflecting employees' satisfaction with flexibility, leave policies, and general support for personal well-being. Responses were relatively consistent, showing a shared appreciation of balance-friendly policies. Correlation analysis confirmed a positive

and significant link between work-life balance and employee productivity, suggesting that employees with better balance are more focused and effective at work. Regression results reported a coefficient (B) of 0.242, significant at $p = 0.000$, indicating that each unit improvement in work-life balance leads to a 0.242 increase in productivity, with all other factors constant. This underscores that organizations promoting healthy work-life integration not only improve employee morale but also achieve measurable gains in output. These findings agree with Tan, Lee, and Goh (2022), who found that flexible work arrangements increased productivity by 18% in Singapore's financial sector, and with Okonkwo and Ibrahim (2021), who reported that employees with good work-life balance in Nigerian banks achieved a 20% improvement in task completion. Similarly, Mwangi and Wambui (2022) observed that work-life balance initiatives led to a 19% increase in productivity in Kenya's telecommunications industry, reinforcing the positive role of balance-friendly policies in sustaining employee efficiency.

5.3 Conclusions

Employee engagement is essential for driving high performance among National Police Service employees. When police officers are actively engaged, they demonstrate greater commitment, motivation, and alignment with the service's mission and objectives. Engagement fosters a work environment where open communication, recognition, and opportunities for professional growth are prioritized, strengthening officers' sense of purpose and belonging. This connection enhances teamwork, accountability, and responsiveness, which are critical in law enforcement contexts. Sustained engagement within the National Police Service ultimately contributes to improved operational effectiveness, higher morale, and reduced turnover.

The physical design of workspaces within the National Police Service significantly impacts officers' productivity and well-being. Thoughtfully arranged offices and operational areas that prioritize ergonomics, adequate lighting, ventilation, and collaborative spaces create environments conducive to effective law enforcement activities. A well-designed workplace minimizes physical strain, reduces stress, and facilitates communication and coordination among officers and departments. This enhances both individual performance and collective efficiency in carrying out policing duties. Additionally, maintaining a clean, safe, and orderly environment fosters positive morale and professionalism. Investing in workplace design tailored to the unique needs of National Police Service employees helps optimize their daily operations and supports sustained job satisfaction and commitment.

Regular workload reviews are critical in the National Police Service to ensure fair and manageable distribution of responsibilities among officers. Given the demanding nature of police work, balancing workloads helps prevent burnout and maintains consistent service delivery. Frequent assessment and adjustment of tasks enable supervisors to address operational changes and redistribute duties effectively. Fair workload management promotes clarity around role expectations and allows officers to focus on core responsibilities without undue pressure. By fostering transparency and support through workload reviews, the National Police Service enhances officers' capacity to perform optimally, boosts morale, and strengthens organizational trust.

Achieving a healthy work-life balance is vital for the productivity and well-being of National Police Service employees. Policing demands can be unpredictable and stressful, making it essential for officers to have sufficient time and support to manage

personal and family responsibilities alongside their professional roles. Flexible scheduling, leave policies, and wellness initiatives help officers maintain this balance, reducing stress and enhancing focus while on duty. A positive work-life balance promotes resilience, reduces turnover, and supports long-term career commitment within the service.

5.4 Recommendations

5.4.1 Employee Engagement

The National Police Service should institutionalize participatory leadership practices by regularly involving officers at all levels in decision-making processes related to their duties and workplace policies. This can be achieved through monthly feedback forums, suggestion platforms, and joint planning meetings. Establishing recognition programs that celebrate individual and team contributions can foster motivation and loyalty. Training supervisors in effective communication and emotional intelligence can help create a supportive environment where feedback is valued and acted upon, ultimately driving commitment and improved service delivery.

5.4.2 Workplace Design

The NPS must prioritize the redesign of workspaces to improve ergonomics, comfort, and collaboration. This includes upgrading office furniture to reduce physical strain, optimizing space layouts to facilitate communication, and enhancing lighting and ventilation systems. Safety features should be rigorously reviewed and strengthened to boost officers' confidence while on duty. Regular workplace audits, involving employee input, can identify problem areas and ensure continuous improvements. Investing in clean and organized environments can positively impact morale, reduce workplace stress, and increase overall productivity.

5.4.3 Workload Reviews

To ensure fair workload distribution, the National Police Service should develop a workload monitoring system that enables supervisors to assess and adjust task assignments regularly. This system should include clear criteria for task allocation aligned with officers' roles and capacities. Additionally, formal channels must be created for officers to report workload concerns confidentially, ensuring timely interventions. Support mechanisms such as peer assistance programs and temporary task reassignments should be institutionalized to help manage periods of high demand, reducing burnout risk and maintaining operational efficiency.

5.4.4 Work-Life Balance

The National Police Service should introduce flexible scheduling options, including shift rotations and staggered work hours, to help officers balance professional duties with personal commitments. Enhancing awareness and accessibility of mental health resources, stress management workshops, and family support services can provide critical assistance. Supervisors must actively encourage use of leave entitlements and rest breaks to promote recuperation. By embedding a culture that values well-being and personal time, the NPS can improve officer satisfaction, reduce absenteeism, and foster sustained productivity and resilience.

5.5 Suggestion for Further Research

While this study has provided valuable insights into the factors influencing employee productivity within the National Police Service, further research can be done in a different set up especially in a civilian entity to compare the results. Moreover, a future study could explore the impact of organizational culture and leadership styles on employee

productivity, as these factors potentially interact with engagement and workplace conditions. Additionally, longitudinal research could track changes over time, offering insights into the long-term effects of interventions in workload management and work-life balance policies.

5.6 Limitations of the study

First, the focus on employees within the National Police Service in Nairobi City County limits the generalizability of the results to other sectors or geographic areas. To mitigate this, the study clearly defined its contextual scope and recommended further research in varied settings to validate and extend the findings. Second, data collection relied on self-reported questionnaires, which may be influenced by social desirability bias or inaccurate self-assessment. To address this, the questionnaires were anonymized to encourage candid responses, and a pilot test was conducted to improve question clarity and neutrality. Third, some respondents were initially reluctant to participate due to fears of victimization and concerns over the sensitivity of the data. This challenge was addressed by providing official introduction letters from KCA University and research permits from NACOSTI to assure respondents of confidentiality and the legitimacy of the study. Lastly, the cross-sectional design captured data at a single point in time, restricting the ability to infer causality or observe changes over time. Therefore, the study focused on correlation analysis and suggested that longitudinal research be conducted for deeper causal understanding.

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APPENDIX I: INTRODUCTION LETTER



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BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025

Date: Friday, July 18, 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: JOSEPH KILUNGYA PETER - REG NO. 17/04729

It is my distinct pleasure to introduce Joseph Kilungya Peter, a student at our institution pursuing a Master of Business Administration- Human Resource Management degree within the School of Business.

Peter is conducting research on the topic “*Dynamic workplace management policies and employee productivity of National Police Service employees in Nairobi City County, Kenya*” which is part of the requirements of the program he is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to him is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

DR. JACKSON NDOLO

DIRECTOR, BOARD OF POST GRADUATE STUDIES

APPENDIX II: NACOSTI LETTER

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 430714	Date of Issue: 12/July/2025
RESEARCH LICENSE	
	
This is to Certify that Mr., PETER KILUNGYA JOSEPH of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: DYNAMIC WORKPLACE MANAGEMENT POLICIES AND EMPLOYEE PRODUCTIVITY OF NATIONAL POLICE SERVICE EMPLOYEES IN NAIROBI CITY COUNTY, KENYA for the period ending : 12/July/2026.	
License No: NACOSTI/P/25/4176325	
430714	
Applicant Identification Number	Ag. Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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APPENDIX III: QUESTIONNAIRE

Dear Participant,

Please answer all questions in this questionnaire. The questionnaire is divided into 6 sections. Answer by ticking the appropriate response.

Sections A: DEMOGRAPHIC INFORMATION

1. Please indicate your Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. What is your age Age Bracket?

- ☐ Below 25 years
- ☐ 25–34 years
- ☐ 35–44 years
- ☐ 45–54 years
- ☐ 55 years and above

3. Please indicate your highest level of education attained

- ☐ Secondary Certificate
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Postgraduate Degree
- ☐ Other (please specify): _____

4. How many years have you worked in the National Police Service?

- ☐ Less than 5 years
- ☐ 5–10 years
- ☐ 11–15 years
- ☐ 16–20 years
- ☐ Over 20 years

5. Please indicate your Rank/Position in the Service

- ☐ Constable
- ☐ Corporal
- ☐ Sergeant
- ☐ Inspector
- ☐ Chief Inspector and above
- ☐ Other (please specify): _____

PART B: EMPLOYEE ENGAGEMENT AND EMPLOYEE PRODUCTIVITY

Please indicate the extent to which you agree with each statement with reference to the above objective Given a scale of 1-5 where 1=very small extent, 2=small extent, 3=some extent, 4= great extent, 5= very great extent.

	Question	1	2	3	4	5
6	I am regularly consulted and involved in decision-making processes that directly affect my daily assignments.					
7	My superiors values my feedback and use it to improve operations in the police service.					
8	I feel emotionally and mentally committed to the goals and vision of the police service.					
9	I am recognized and appreciated for the contributions I make to the department's success.					
10	I have access to training and professional development opportunities that enhance my engagement at work.					
11	I clearly understand my role and how it contributes to the broader mission of the police service.					

PART C: WORKPLACE DESIGNS AND EMPLOYEE PRODUCTIVITY

Please indicate the extent to which you agree with each statement with reference to the above objective Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

	Question	1	2	3	4	5
12	My working environment, including the office layout, enhances my efficiency and productivity on a daily basis.					
13	The design of the workspace allows easy interaction and coordination among officers and departments.					
14	The physical infrastructure, such as lighting, ventilation, and furniture, is conducive for long hours of duty.					
15	Safety and security measures in the workplace are adequate to support my confidence while executing duties.					
16	The physical appearance and cleanliness of the workplace positively influence my morale and performance.					
17	My workstation is ergonomically designed to minimize physical strain and improve my work output.					

PART D: WORKLOAD REVIEWS AND EMPLOYEE PRODUCTIVITY

Please indicate the extent to which you agree with each statement with reference to the above objective Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

	Question	1	2	3	4	5
18	Workload distribution among officers is regularly reviewed to ensure fairness and efficiency.					
19	I am given reasonable timeframes to complete tasks without compromising on quality.					
20	The administration evaluates our workload frequently and adjusts it to match available human resources and operational needs.					
21	When I am overwhelmed by the volume of work, there are systems in place to provide support or redistribute the tasks.					
22	The amount of work assigned to me aligns well with my job description and responsibilities.					
23	Excessive workload is addressed through formal structures, allowing for feedback and adjustments when necessary.					

PART E: WORK-LIFE BALANCE AND EMPLOYEE PRODUCTIVITY

Please indicate the extent to which you agree with each statement with reference to the above objective Given a scale of 1-5 where 1=very small extent, 2=small extent, 3=some extent, 4= great extent, 5= very great extent.

	Question	1	2	3	4	5
24	I am able to manage my professional responsibilities without sacrificing my personal or family life.					
25	The police service offers flexible schedules or shift arrangements that help balance work and personal time.					
26	I rarely carry job-related stress into my personal life due to supportive workplace practices.					
27	I am encouraged by my supervisors to take leave or breaks that allow me to recharge and remain productive.					
28	Policies that support family and personal wellness are clearly communicated and accessible to all employees.					
29	My workload and work schedule enable me to pursue personal interests, family time, and rest consistently.					

PART F: EMPLOYEE PRODUCTIVITY

Please indicate the extent to which you agree with each statement with reference to the above objective Given a scale of 1-5 where 1=very small extent, 2=small extent, 3=some extent, 4= great extent, 5= very great extent

	Question	1	2	3	4	5
30	My productivity improves when I am actively engaged and involved in decision-making processes within the police service.					
31	A well-designed and comfortable workplace environment enables me to accomplish my duties more efficiently and effectively.					
32	When my workload is fairly distributed and reviewed regularly, I am more productive in performing my responsibilities.					
33	Maintaining a healthy work-life balance allows me to stay focused and energized while carrying out my job duties.					
34	Due to supportive management practices that consider engagement, workspace, workload, and personal time have significantly improved my productivity.					

Thank you for your Participation