

The Nexus between occupational Health Practices and Service Delivery Of The National Police Service In Nairobi City County, Kenya

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Abstract: In the international organization system, law enforcement and order contribute to the stability of communities. This role is invariably performed by various institutions among them the police. The National Police Service institution has been characterised by a myriad of challenges both at macro and micro level of the institution thus bringing to question its service delivery ability role of maintenance of law and order. Research studies have shown that organisation performance and ultimately service delivery is hinged on employees. Therefore, performance may be attained provided employees are enhanced via workplace welfare practices. This inquiry was seeking to look into how applications of occupational health practices affect the NPS's service delivery in Nairobi, Kenya's Kasarani sub-county. In particular, the inquiry aimed at determining the effect of occupational health practices on service delivery. The social exchange theory, resource-based view theory, and affective events theory served as the foundation for this study. Positivism was the philosophical approach of this study and additionally explanatory and descriptive research designs were applied. The research used a survey research approach where it focused on 350 police personnel in the Kasarani sub-county. A sample of 184 respondents was served with questionnaires for data collection and interview guide using stratified and selected using stratified random sampling techniques. The respondents' sample size was used to collect primary data using semi-structured questionnaires. Face, content, and construct validity was used to ensure validity. The reliability assessment was through the Cronbach alpha at 0.7. For the determination, descriptive analysis of the quantitative data collected, along with an explanation of the characteristics of the survey responses were statistically analysed through mean and standard deviation. Inferential statistics aided the testing of the hypotheses formulated in this study supported and Statistical Package for Social Science was used (version 20) as analytical software at the significance level of 0.05. Findings of the analysis were presented in tables and graphs to assist in making informed decisions. Further, the research ensured that ethical guidelines were properly adhered to. The study established that occupational health practices in relation to service delivery significantly influenced and had a positive effect in the NPS for Kasarani, Nairobi County. The conclusion of the study is that occupational health practices promote employee happiness as well as employee relations and morale. The study suggests that in order for an organization to practice occupational health effectively, it should have a good planning of time, resources, contents and activities of the service. This will contribute to the attraction and retention of diverse and quality police officers. Implementation of adequate welfare practices will support the provision of service delivery.

Key Words: Welfare Practices, Occupational Health Practices, Service Delivery

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I. INTRODUCTION

Theoretical convergence in Human Resource Management (HRM) literature rests on the premise that performance at the different levels of an organisation revolves round the people, and therefore it becomes an assumption that performance of an organisation is hinged on performance and by extension service delivery of its employees (Guest, 2011). The need to improve performance at the different levels of an organisation has thus altered and shifted management's orientations from 'hard' to 'soft' approach to human resource management issues with utmost emphasis on people as the most 'valued' organisational asset (Armstrong, 2009). Organisations have therefore designed and implemented array of Human Resource Management Practices (HRMP) that are perceived to influence employee behavioural and attitudinal results that may result in

acceptable service delivery. The level of service delivery in organisations differs from one organisation to the next, and it takes place either at micro or macro levels of an organisation (Dyer & Reeves, 1995).

Performance sought at macro level describes various indicators at organisational level and it has been investigated as both objective and perceptual performance by scholars in the field of HRM literature (Kim, Wright, & Su, 2010). Like any other organisation, the performance of police institution is measured in its ability to carry out the mandates as per the Constitution. The efficient, quality, and effective service delivery by the National Police Service (NPS) officers indicate that the satisfaction of needs of the necessary stakeholders has been met (Bouranta *et al.*, 2015). As observed in literature, poor performance of police in terms of crisis of legitimacy has been recorded in police institution in developed economies (Vanet *et al.*, 2008; Rosenbaum & MaCarty, 2017; Madan & Nalla, 2014). Poor performance by police officers has damaged public trust in police institutions in emerging continents such as Sub-Saharan Africa. However, despite this adverse outlook it ought to be considered that few occupations place employees in as risky and stressful situations as police work, and as a result, being a cop is listed as the second most stressful occupation. (Queiros, 2013). Performance sought at micro level revolves around HR outcomes at employees' level of an organisation, and it has been identified as a mechanism which human resource management techniques at the macro level of an organization produce performance outcomes (Som, 2012). Human resource outcomes are therefore referred to as performance at employee's levels, and have been investigated either as outcome of HRM practices or antecedents of organisational performance (Pauwe & Boselie, 2005; Savaneviciene & Stankeviciute, 2012).

Occupational Health and Safety practices have been identified as one of the HRM systems instituted on the premise of social responsibility of an organisation to those who work for them, and therefore serve as pivotal tool for improving employee well-being, and motivation to high levels (Waititu, Kihara, & Senaji, 2017). In a public service institution where services are rendered at public cost, the competencies and professionalism of employees remains an important asset needed to obtain a desired performance (Pynes, 2008). Workplace welfare practices may therefore constitute part of the HRM practices an organisation needs to enhance a desirable service delivery at both micro and macro levels (Wekesa, Cheruiyot, & Kwasira, 2013). The effectiveness of the police force is measured by the level of service that the officers deliver (Makabira & Waiganjo, 2014), and this may have necessitated the reforms by government and other stakeholders. However, empirical investigation on the influence of these reforms and its impact on service delivery of police force have largely remained limited. A study in Botswana revealed that police work is highly stressful (Agolla, 2008) leading to conditions that may affect the job service delivery. Service delivery is affected by various issues among them stressors that include accidents at work, dealing with tough circumstances like losing a lover or having to take a life while performing one's duty, as is a lack of institutional support and a conflict between job demands and job resources, low salary, lack of training and uncertain working conditions (Queiros, 2013). The manifestation of these is seen in absenteeism, physical and mental diseases especially suicide and homicide hence hindering efficient quality and effective service delivery by the police (Brown & Campbell, 1994).

The relationship between Occupational Health and Safety practices and service delivery at various organizational levels has been investigated by scholar not only directly but indirectly related, and therefore the need to employ theories to explain the relationship becomes significant (Guest, 2011). Employing theories of social exchange, resource-based view, ability, motivation, and according to opportunity theories in HRM literature, HRM procedures produce performance outcomes through a variety of factors, including employee attitude and behavioural outcomes, organisational characteristics, fairness perception, and host of others, judging by data from different contexts (Alfes, Schantz, & Truss, 2012; Innocent, Pilati, & Peluso, 2011; Paré & Tremblay, 2007). Workplace welfare practices may therefore constitute part of the HRM practices an organisation needs to enhance a desirable service delivery at both micro and macro levels (Wekesa, Cheruiyot, & Kwasira, 2013). A study in Botswana revealed that police work is highly stressful (Agolla, 2008) leading to conditions that may affect the job service delivery. Service delivery is affected by various issues among them stressors that include accidents at work, dealing with tough circumstances like losing a co-workers in the line of duty or having to take a life while performing one's duty, as is a lack of institutional support and a conflict between job demands and job resources, low salary, lack of training and uncertain working conditions (Queiros, 2013). The manifestation of these is seen in absenteeism, physical and mental diseases especially suicide and homicide hence hindering efficient quality and effective service delivery by the police (Brown & Campbell, 1994). The relationship between service delivery of the NPS officers as a measure of their performance and workplace practices has not yet been clarified. Most of the research conducted investigates other aspect of the NPS that affect their service delivery. Most of the research is broad covering regions and generalizing the police. Therefore, this research investigated the impact of OHS on the National Police Service on service delivery in Kasarani sub county Nairobi County.

1.1.1 Service Delivery

According to Savaneviciene and Stankeviciute (2012), performance is a multidimensional construct categorised as HR-related, organizational, and financial outcomes. Scholars and researchers in the field of HRM have provided robust explanation on the concept of performance and service delivery via the attainment of predetermined organizational goals and objectives. According to Kim (2004), scholars who measured performance in terms of financial results, particularly in profit-making organizations, have given objective measures of performance a lot of attention (Lee, & Wu, 2010; Muduli, 2015). Profitability, returns on investment, and sales growth are some of the financial metrics used to measure performance, and amongst others (Pauwe & Boselie, 2005). As explained by Pauwe and Boselie, (2005), the HR-related outcomes are the proximal outcomes through which HR practices impact on the other distal outcomes-both organizational and financial outcomes. The proximal outcomes include work satisfaction and commitment to the organization both of which are attitudinal and behavioral results and also organisational citizen behaviour that employee exhibit which have profound influence on organisational non-financial outcomes-employee efficiency, employee attitude, output, productivity, quality of work- and financial outcomes - profits, sales, market shares- (Makhamara, 2017).

The concept of performance in terms of measuring metrics in a not-for-profit making organization may be difficult to comprehend as there are no records of objective performance data (Kim, 2004), however, scholars in HRM literature have posited that subjective measures should be employed to measure performance at both the local and macro levels of a company (Vermeeren, 2017). Both the objective and subjective performance metrics are said to be achieved via HR outcomes- employee's attitudinal and behavioural outcomes- through HRM practices implemented in an organisational. As posited by Makhamara (2017), attitudes can be used to assess employee performance and behaviour characterising organisational workforce, and this was evidenced in (Makhamara and Waiganjo 2016) where staff attitude was measured as one of the metrics of employee performance. In addition, service delivery measurement in public institution such as police force can be assessed in terms of objective and subjective forms. Conventionally, service delivery (for the police force) is measured in terms of efficiency and effectiveness-crime statistics, but recently measures inculcating fairness, competency, legitimacy, have been employed to measure police performance at macro level (Vermeeren, 2017). However, irrespective of subjective or objective measures, performance at macro level is dependent on the performance at the police institution's micro level (police officers). In this study, the perceived employees' service delivery was measured based on employee commitment and job happiness are among the attitudinal and behavioral consequences characterizing employees at the micro context of the NPS in Kasarani sub-county.

1.1.2 Occupational Health and Safety Practices

Occupational Health and Safety (OHS) practices refer to the practices aims to advance and support the most significant level of physical, mental, and passionate prosperity among laborers in all occupations (Amponsah-Tawiah & Mensah, 2016). Safe working spaces according to Sembe and Ayuo (2017), is workplace health and safety, which focuses on anticipating, acknowledging, assessing, and controlling hazards that may endanger or negatively impact workers' prosperity or wellness as a result of their working conditions. The importance of OHS programmes has been identified to have a profound influence on the well-being and productivity of workers in an organisation (Lin & Mills, 2001). In the study conducted by Fernandez-Muniz, Montes-Peon, and Vazquez-Ordas, (2008) In Spain, it was discovered that workplace health and safety had a favorable impact on performance in the areas of safety, competitiveness, economy, and finances. In the similar vein, in a study conducted in Kenya by Sembe and Ayuo (2017), OHS measures significantly impacted employees' work satisfaction. Despite evidence of significant relationship of OHS practices on employee output, research studies in OHS-performance relationship have received limited and anecdotal attention from scholars most especially in a Sub-Sahara region of Africa (Amponsah-Tawiah & Mensah, 2016). There is therefore need for further evidence of empirical investigation of the influence of OHS on employee output in an organisation, particularly in public sector.

1.2 Statement of the Problem

Reports on service delivery by NPS, over the years, have cited abuse of power, extra-judicial killing allegations, corruption, police highhandedness and excessive use of force (Osse, 2016). In addition, studies have documented evidence that police officers have displayed lack of commitment to their constitutional mandate and frustrations about their jobs leading to police brutality and public mistreatment (Osse, 2016; Susan, et al., 2012). The number of police suicides and officer-on-officer attacks on workmates and family members is on the rise (Amnesty, 2021). In an effort to repositioning the police back to its constitutional mandate, the Government of Kenya has, at several occasions, taken initiatives in form of reforms to repositioning the police from force-

oriented agency to a friendly and customer service-oriented institution (Nyongesa, 2013). The Police Strategic Plan and post-election violence in 2007/08 hitherto birthed police reforms covering the period of 2003-2007 and 2008-2012 respectively. The changes addressed challenges in employment relationships in order to improve service delivery in terms of police personnel' dedication and job happiness. Despite the reforms, police are still inept, unjust, and lack accountability and dedication in their operations, actions, and judgments (Human Right Watch, 2014 cited in Osse, 2014). There is therefore need to investigate whether employment interventions such as workplace welfare practices contribute significantly and have effect on service delivery in National Police Service, Kenya.

A study by Kemboi (2015) examined workplace welfare practices among Kenyan civil officials in Nandi County Tuwei as a prelude to service delivery and discovered that workplace health and safety, retirement plans, and flexible scheduling had a significant impact on service delivery. The influence of workplace welfare practices on employee service delivery in Non-Governmental Organisations in Nairobi: Kenya Red Cross Nairobi Branch was investigated by Manandhar (2016), who found that workplace welfare practices contributed positively and significantly impacted on service delivery. In Kenyan county referral hospitals, Tarus (2017) looked on the effects of workplace welfare policies on service delivery and found that such programs have a significant and detrimental impact on service delivery. This inquiry therefore investigated the outcome of workplace welfare practices on service delivery in the NPS at Kasarani sub-county, Nairobi County Kenya.

1.3 Objective of the Study

i) To determine the effect of occupational health practices on service delivery in the NPS in Kasarani sub-county, Nairobi.

II. LITERATURE REVIEW

2.1 Theoretical Review

The Social Exchange theory, the Occupational Health Safety Theory, Role Theory, Resource-Based View Theory, and Affective Events Theory served as the foundation for this investigation. Researchers used these various sets of ideas to investigate the link that emerges in various contexts between HRM practices and service delivery.

2.1.1 Social Exchange Theory

Blau (1964) developed the concept of social exchange theory (SET), which is a theoretical paradigm that gives a framework for understanding the employer-employee interaction. According to Blau (1964), the principle underlying social exchange theory is the principle of trade, which states that the transaction that takes place in an organization is reciprocal. According to Snape and Redman (2010), exchange occurs in every organization because mutually inclusive engagements generate reciprocal returns. Social Exchange Theory has been employed as a theoretical pattern to expound on the nexus between HRM practices and service delivery at different level in the organisation (Vanhala & Ahteela, 2014).

As social exchange theory posits, exchange between parties involved in employment relationship generates a reciprocal return, therefore scholars in HRM literature argued that HRM practice are part of exchange processes, and employees' good perceptions of these activities are likely to be reciprocated in terms of positive attitudinal and behavioral results, which will eventually improve organizational performance (Ahteela, 2014; Boselie, 2010; Tzafir & Gur, 2007). Social exchange theory becomes a key theory anchoring the objectives of this study and therefore the hypothesized relationships are formulated based on the premise that implementation of workplace welfare practice (Independent variable) would provoke positive attitudinal outcomes (Employee trust), this would result in improved performance at both the individual and organizational levels (Dependent variable).

2.1.2 Occupational Safety and Health Theory

Herbert William Heinrich proposed the Occupational Health Safety Theory (Domino Theory), which led this research (1976). According to data, there are 300 accidents that result in no injuries and 29 accidents that result in minor injuries at work for every accident that results in a catastrophic injury, according to Heinrich (1976). Because many accidents share common causes, treating less serious, more frequent accidents can help avoid more severe ones. According to this idea, dangerous activities are to blame for up to 95% of all workplace mishaps. Heinrich (1976) arrived at this resolution subsequent to concentrating on a huge number of mishap reports finished up by chiefs who for the most part faulted laborers for causing mishaps without performing intensive examinations concerning the center reasons.

Heinrich (1976) conducted safety research in a variety of industries and released data that provides guidance for scaling up from near-misses and incidents to a good estimate of the probability of real accidents. The contention for applying this hypothesis depends on the possibility that work related wounds are an aftereffect of social relations at work causing mistakes that outcome in work related wounds, expanded laborer auto control, and the board commitment in wellbeing as a method for forestalling work related wounds. Occupational safety and health theory is covered by this theory.

2.1.3 Resource-Based View Theory

Penrose (1959) posited that imperfect mobility and variety of organizational resources, according to RBV, necessitates the development of internal resources in order to gain a competitive edge. Barney extended the resource-based concept in 1961, arguing that a corporation can only achieve long-term competitive advantage by developing inner assets and abilities that are significant, interesting, particular, and non-substitutable. Resources that are available for an organisation to work with include materials, machines, financial, and human, and while the resource-based view did not specify a particular resource that needed to be developed but scholars in HRM literature have advocated that human resource constituted an important internal resource that could be developed by firm in order to attain sustainable competitive advantage (Wright, Dunford, & Snell, 2001).

Employing a resource-based view theory, researchers and scholars in HRM literature have contended that the design and implementing HRM strategies that are favourably received by employees will result in attitudinal and behavioral changes, which will lead to a firm's long-term competitive advantage (Farouk, 2016; Wright, 2001). The theory therefore becomes significant in this research since organisational most valued asset (people) can be developed and retained through the design and implementation of OHS practices so as to gain competitive advantage. OHS practices can be considered as important part of HRM system and if positively perceived by employees will endear performance that will culminate to a firm's sustainable competitive advantage. RBV was an important theory to anchor this study because OHS practices are considered as important organisational events that can be leveraged on to enhance performance from the employees at micro level of an organisation.

2.2 Empirical Review

Amponsah-Tawiah and Mensah (2016) examined the relationship between workplace health and safety and employee commitment in the mining sector in Ghana. The inquiry was a survey research and data collected from 370 respondents were analysed using Multivariate regression analysis. The study's findings showed that OHS and numerous commitment factors including affective, persistent, and normative factors have a favorable association. Study provided evidence of positive relationship of workplace welfare-performance practices, however, there is no theoretical justification supporting the findings of both studies. In addition, it was acknowledged as a limitation the lack of suitable mechanism to explain how workplace welfare practices generate effective service delivery. This current inquiry intends to remedy the limitation by investigating the effect of workplace welfare practices (health insurance, pension scheme, police hospitals) on employee service delivery in Kenya's public sector where studies of the nature are lacking.

Similar to this, a 2008 study by Fernandez-Muiz, Montes-Peón, and Vázquez-Ordás in Spain looked into the relationship between occupational safety management and firm performance. Study results showed that occupational safety systems had a positive and substantial association with safety, competitiveness, and economical-financial performance. The study tested a proposed model on a sample of 455 respondents. The research of Waititu et al. (2017), which found a favorable association between employee welfare practices and performance of employees in Kenya Railway Corporation, was supported by the findings of this study. Fernández-Muñiz's et al. (2008) study was able to provide evidence of workplace welfare policies and firm performance, however, workplace welfare systems are not akin to workplace welfare practices, and therefore, there is a need for further inquiry on the relationship relationships between workplace welfare policies and an organization's micro performance.

Funmilayo (2014) researched the effect of admittance to work related wellbeing and security (OHS) data on assistance conveyance in state funded colleges in South-West Nigeria. A total enumeration approach was used due to the size of the population, covering all professional and para-professional library staff in each of the thirteen (13) public university libraries examined, resulting in a total of 343 respondents. The results show that service delivery among staff at public university libraries in South-West Nigeria is substantially predicted by the availability of OHS information.

Using Penta Flowers Limited in Thika Sub-County as a case study, Jane's (2018) research examined the effects of occupational health and safety on service delivery in Kenya's flower sector. A mixed-methods strategy was applied in this study, which employed an explanatory sequential design. 200 persons in total, including 20 management executives, 50 supervisors, and 130 regular workers, were the objective. Interviews were used to gather information from management officials and regular employees, whereas questionnaires were used to gather information from supervisors. In the study, it was determined that employee attitudes and training had an impact on service delivery. Makori, Thuo, and Wanyama (2019) explored the effect of work related wellbeing and security developers on assembling firm execution in Kenya's Western Province. All assembling firms in Western Kenya were utilized as a helpful example for the review. Information from all of the assembling organizations was accumulated and examined utilizing enlightening and inferential measurements. The discoveries uncovered a tolerably sure connection between work related wellbeing and security programs (OHSP) and assembling firm help conveyance.

The association between particular occupational health and safety management practices and the job satisfaction of employees in Kenya was examined in the study by Sembe and Ayuo (2017). Multiple regression analysis of the data from 215 respondents revealed that occupational health and safety practices have a favorable and significant impact on employee work satisfaction. The conceptual framework for the study also included a proposal to look into the inverse relationship between psychological variables and the relationship between workplace welfare policies and job satisfaction among employees. However, the study's conclusions did not show or offer proof of a connection between performance and workplace welfare policies. In order to bridge this gap, the current study investigated the moderating effect of employee trust on the relationship between workplace welfare practices and employee performance in a Kenyan contest.

Conceptual Framework

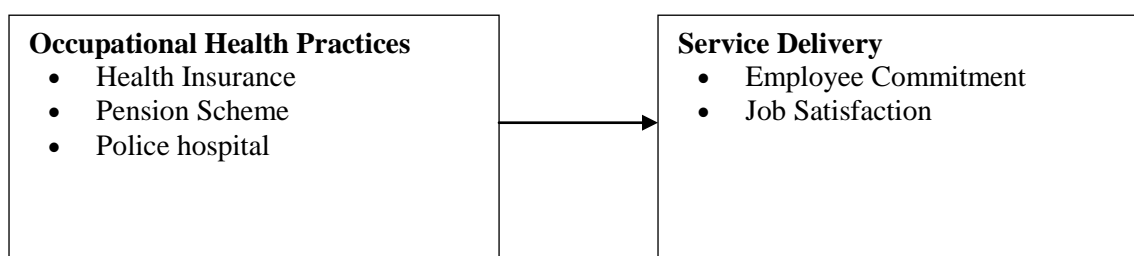


Fig2.1: Conceptual Framework

Source: Researcher, (2023)

Figure 2.1, represents a two-stage link between a set of independent variables (occupational health practices) and service delivery impact dependent variable (NPS service delivery) are used to measure police service delivery.

III. RESEARCH METHODOLOGY

3.1 Research Design

The general plan of data collection for purposes of addressing research questions, answer hypotheses, and or resolve argument involve in a study is referred to as the research design (Jankowicz, 2005). Descriptive and explanatory research designs made up this inquiry research design. Descriptive research methods were used to analyze the characteristics of the phenomenon under study, and explanatory research methods helped establish the causal relationship between the review's contributing variables. Descriptive and explanatory design were both appropriate for this study in planning to conduct a survey study in which the data was analyzed descriptively and inferentially in order to make an informed conclusion. The research design helped in establishing credible research and attainment of objectives credibly. The questionnaires helped in gaining the personal opinion of NPS officers in Kasarani sub-county, the targeted group. Additionally, questionnaires allowed the collection of large data and facilitate easy comparison and analysis.

3.2 Target Population

According to Mugenda and Mugenda (2003), a target population comprises all the items which possess facts that are material to the inquiry and from which a sample is mapped out to gather research data. The National Police Service personnel stationed in Kasarani sub-county constituted the target population in this study. According to National Police Commission Standing Order (2019), Police personnel in Kenya are categorized as Gazetted Officers, Inspectorate, and Other ranks. The category of police personnel categorized as Gazetted officers starts from the rank of Assistant Superintendent to Inspector General (IG). The category of

officer under the Inspectorate level starts from Assistant Inspector (A/P) to Chief Inspector (CI), and those with lower ranks are categorised as other ranks starting from Senior Major to Constable. The total number of NPS personnel in Kasarani sub-county based on the rank structure is totalled 350 police officers (National Police Service, 2019). The distribution of the police personnel based on their rank structure, as shown in Table 3.1.

Table 3.1 Distribution of Target Population

Table Rank structure	Number of Officer	Percentage
Gazetted officers: Inspector General	1	0.008
Deputy Inspector General	3	0.02
Senior Assistant Inspector	6	0.05
Assistant Inspector General	24	0.2
Commissioner of Police	63	0.5
Senior Superintendent	84	0.67
Superintendent	123	0.9
Asst. Superintendent of Police	190	2
Inspectorate Officers: Chief Inspector of Police	315	3
Inspector of Police	867	7
Other Ranks: Senior sergeant	560	4
Sergeant	1200	9
Corporal	2040	16
Constable	7000	56
Total	12,476	100

Source: NPS (2019)

3.3 Sampling Techniques

The sampling technique adopted by this study was proportionate, stratified, and simple random sampling techniques and these techniques have been employed by scholars in empirical literature (Nafula, 2014). Stratified random sampling was employed to create strata of three categories of police officers namely Gazetted, Inspectorate, and other ranking officers. The Gazetted officers are officers with rank of Assistant Superintendent of Police to Inspector of Police, the Inspectorate officers also ranked from Inspector of Police to Chief Inspector of Police, and the other officers are ranked Senior Sergeant and below. The selection of respondents (police) for each category created by simple random sampling. A sample is a subset or a representative of the population that serves as a source of information (Saunders, et al. 2009). The population proportion to sample size method was utilized to calculate the study's sample size. The margin of error is set at 5%, Confidence level at 95%, Sample proportion is believed to be 50%, Population size is known to be 350 and the likely sample size was 184.

3.4 Data Collection Instruments

This research collected data mainly from primary sources, using data collection instrument of a systematic self-administered questionnaire. Collection of the required data using a questionnaire was adjudged to be easier in terms of administration and less expensive compare to other method (Field, 2013).

3.4 Data collection Procedures

The research was conducted in Kasarani Sub County, and it incorporates the National Police Service as one of the criminal equity framework's establishments. An authorization letter is required to gain access to information from this key institution. In order to obtain information from the review members, the researcher consequently asked the institution for a letter of authorisation that would be provided to the appropriate authorities. With the assistance of two prepared examination colleagues, respondents were given study questionnaires. The number of questionnaires handed to respondents in Kasarani Sub County, Nairobi City County, was 372 in total. In those study questionnaires were circulated utilizing the 'drop and pick' technique just as via mail.

3.5 Data analysis and Data Presentation

Statistical Packages for Social Sciences was used to analyze the quantitative data that was obtained for this study SPSS version 23. Using SPSS as software package, the data collected, having coded, edited, arranged, was analysed descriptively and inferentially. The multiple regression method was used to test the associations that were hypothesized in this study. Once the data was analysed descriptively and inferentially, the results are presented in forms of graphs, tables and narratives so as to aid understanding of the research findings. Inferential statistical analysis utilised the following regression model:

$$Y = \beta_{01} + \beta_1 X_1 + \epsilon_i$$

Where:

β_{01} = Point of interception

β_1 = Coefficients

Y = Employee service delivery

X_1 = Occupational health practices

ϵ_i = Error term

IV. RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The main way of gathering data for this inquiry was through the completion of questionnaires. As a result, 184 respondents completed the questionnaires for the study, and Table 4.1 shows the response rate.

Table 4.1: Analysis of the Response Rate

Classification	Responded	Percentage (%)
Response	176	95.7
Non Response	8	4.3
Total	184	100

Research Data (2022)

According to Table 4.1, 176 persons from the target demographic answered to the questionnaires, resulting in a 95.7% response rate. However, 8 respondents did not answer, indicating a non-response percentage of 4.3% when compared to the total number of respondents addressed, which was 184. Baruch and Holtom (2014) assert that data analysis requires a response rate of at least 80%. This study's response rate, which was 95.7%, made it suitable for data analysis. The study's credibility was increased by the high response rate, which suggested that the findings were accepted.

4.2 Descriptive Analysis

Descriptive statistics such as the Mean (M) and Standard Deviation (SD), both of which were computed using the SPSS, were used to illustrate the results of the quantitative research. The findings in relation to occupational health practices and service delivery were as follows.

4.2.1 Occupational Health Practices and Service Delivery

The evaluation of occupational health practices took into account a variety of factors, such as health insurance, pension plans, and the police hospital. Table 4.2 contains the descriptive data compiled.

Table 4.2: Occupational Health Practices

Statements	M	SD
Health and safety programmes in this institution are worthwhile	4.08	0.92
Health and safety programmes help in preventing accidents in this institution	4.05	0.95
There is an health insurance cover for the officers of this institution	4.30	0.70
This institution enforces safety rules	3.41	1.59
This institution acts on safety suggestions given by the employees	4.55	0.45
This institution praises safe and healthy work behaviour	4.15	0.85
This institution discusses health and safety issues with police officers	3.05	1.95
This institution provides and operate a reasonable pension scheme for officers	4.56	0.44
This institution provides enough health and safety programmes	4.01	0.99
This institution establishes a health centre to take care of the health needs of staff	3.23	1.77
Medical and health allowances form part of the component of salaries in this institution	4.30	0.70
This institution runs a hospital or clinic to take care of issues relating to health of officers	4.63	0.37
Aggregate Score	4.03	0.97

Research Data (2022)

According to the information shown in Table 4.2, respondents in Kasarani sub-county, which is located within Nairobi County, Kenya, acknowledged that occupational health practices had an impact on the National Public Service's ability to perform services (NPS). The mean score across the board was 4.03, and the standard deviation was 0.97. The claims that the institution acts on employee safety proposals were strongly agreed upon by the respondents (M=4.56, SD=0.44), that the institution provides and operates a reasonable pension scheme for officers (M=4.55, SD=0.45), and that the institution operates a hospital or clinic to address officers' health issues (M=4.63, SD=0.37). The health insurance coverage for the officers of this institution (M = 4.30, SD =

0.70), the institution commends safe and healthy work behavior (M = 4.15, SD = 0.85), health and safety programs in this institution are worthwhile (M = 4.08, SD = 0.92), and health and safety programs in this institution help in preventing accidents (M = 4.08, SD = 0.92), and the respondents agreed with the statements that medical and health allowances are included as a component of salaries in this institution. This new result is consistent with the findings of a study project conducted in Kenya by Sembe and Ayuo, which supports its validity (2017). This study sought to determine the association between different occupational health and safety management strategies and workers' reported job satisfaction. The study's findings demonstrated the large positive impact occupational health and safety measures had on employees' levels of job satisfaction. This outcome is consistent with the results of previous research.

Respondents agreed, to a moderate degree, with the statements that this institution addresses health and safety issues with police officers (M=3.05, SD=1.95) and that this institution builds a health center to care for the health needs of personnel (M=3.41, SD=1.77). These statements had an average score of 3.41 and a standard deviation of 1.77. The mean score for all of these questions was 3.41, and the standard deviation for all of these values was 1.77. In contrast to Waititu *et al.* (2017)'s findings, which suggested a positive correlation between employee welfare policies and staff performance in Kenya Railway Corporation, these researchers found no such relationship.

4.4 Descriptive Analysis of Service Delivery

Service Delivery of the employees was assessed using a variety of criteria, some of which were employee dedication and happiness with their jobs. Table 4.3 contains the descriptive data that have been compiled.

Table 4.3: Service Delivery

Statement	M	SD
Being a member of this institution makes me happy.	4.08	0.92
I enjoying discussing this institution with people	4.27	0.73
I consider the issues with this institution to be mine.	3.64	1.36
I am emotionally attached to this institution.	4.72	0.28
This institution has great meaning to me.	4.53	0.47
One of the few drawbacks of leaving this university is the lack of alternatives	3.39	1.61
Even if I wanted to, it would be very difficult for me to leave this institution at this time.	4.11	0.89
Right now, I have no choice but to remain with this organization.	4.32	0.68
I may think about working somewhere else if I hadn't invested so much of myself in this organization.	3.99	1.01
I like the job I am doing in this institution	3.58	1.42
I derived pleasure in doing this job	4.39	0.61
I prefer this job to other jobs	3.10	1.90
This job is meaningful to me	3.22	1.78
Aggregate score	4.01	0.99

Research Data (2022)

Respondents concurred that workplace welfare policies affected the provision of services in NPS the Kasarani sub-county of Nairobi County, Kenya's. These results may be shown in Table 4.12. With a mean score of 4.01 and an SD of 0.99 demonstrates this. According to the definition provided by Waititu *et al.* (2017), employee welfare practices are the actions taken by employers that have a direct influence not only on the physical and emotional well-being of employees, but also on their attention, morale, and overall productivity inside the firm.

The respondents gave resounding assent to the statements that they had a deep emotional connection to this establishment (M = 4.53, SD = 0.47) and that they saw this establishment as being of the utmost significance to them (M = 4.72, SD = 0.28). This result is consistent with what Lamba and Choudhar (2013), who argue that the ability of a business to maintain a sustainable competitive advantage is dependent on the performance of its employees. As a direct result of this, both intramural and extramural services have been conceived of and put into a business's operations in order to increase employee engagement and ultimately attain the necessary levels of performance.

They would have a very difficult time leaving the institution at the moment (M = 4.11, SD = 0.89), and even if they wanted to, they were satisfied to continue being a part of it (M = 4.08, SD = 0.92). The respondents supported the claims that they gained joy from performing this work (M=4.39, SD=0.61), that remaining with

this institution right now is a must (M=4.32, SD0.68), and that they like the job I am doing at this institution (M=4.27, SD0.61). The mean rating was 4.39, and a SD of 0.61. The results of a study conducted in Spain by Fernandez-Muniz, Montes-Peon, and Vazquiz-Ordas (2008) show that enhancement in workplace health and safety result in enhancements in a number of performance indicators. These improvements include improvements in safety, competitiveness, economic performance, and financial performance. A research carried out in Kenya by Sembe and Ayuo (2017) came to the conclusion revealed the degree to which people in different professions loved their work was significantly influenced by the occupational health and safety laws in existence.

4.5 Inferential Analysis

In order to determine the nature of the connection between the dependent variable (service delivery) and the independent factor, a regression analysis was carried out). Table 4.4 summarizes the findings.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.836 ^a	.805	.801	.454	.405	12.572	4	172	.000

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.539	.490		6.610	.000
	Occupational health practices	0.729	.046	0.066	2.781	.001

a. Predictors: (Constant), Occupational health practices
b. Dependent Variable: Service Delivery

Research Data (2022)

The regression model estimated by the results of regression analysis in Table 4.4 was depicted in the equation below:

$$\text{Service Delivery} = 0.539 + 0.729 \text{Occupational Health Practices}$$

This summary provides details on the regression line's ability to fully explain the variance of the dependent variable. The research found that an increase of one unit in occupational health practices would result in an increase of 0.729 times the amount of service delivery in the National Public Service in the Kasarani sub-county of Nairobi County, Kenya.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The objective of the research was to evaluate the impact that occupational health practices have on the level of service that is provided by the National Public Service (NPS) in the Kasarani sub-county. It investigated the nexus between occupational health practices and service delivery where occupational health practices had a significant effect on service delivery in the NPS. In addition to taking ideas from workers about their safety and putting them into action, the organisation also develops and administers a pension plan that is suitable for the needs of officers. Likewise, there is a hospital or clinic run by the establishment for the purpose of tending to the medical needs of the officers such as mental health issues. On that ground, the researcher concluded that occupational health practices positively influenced the service delivery of the National Public Service (NPS) in the Kasarani sub-county.

The research finds that occupational health practices boost not only the satisfaction of workers but also their ties with one another and their morale. The worker has a sense of security and is willing to provide their loyalty to the firm. This not only strengthens the confidence that employees have in the company as a whole, but it also keeps workers safe. Help in demonstrating to all stakeholders that the organization is socially responsible; protects and strengthens an organization's reputation and credibility; enables businesses to fulfill the expectations of their clients and motivates employees to work for extended periods of time.

5.2 Recommendations

According to the research's findings, In order for an organization to have a successful occupational health practice, it recommended that an organisation have enough planning of its time, resources, materials, and activities of the service. It is the responsibility of the organisation to ensure that each and every one of its workers is given access to the appropriate safety training for their jobs and that they successfully finish it. It may make a considerable difference in the number of injuries that occur in the workplace if personnel are kept motivated by offering modest incentives to those who comply with safety standards. Working in conjunction with OHS professionals will provide insightful information for the advancement of OHS.

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