

**PSYCHOSOCIAL ENVIRONMENT ON EMPLOYEE SERVICE DELIVERY: A CASE  
OF THE GOVERNMENT OF KENYA PRISON, UASIN GISHU COUNTY, KENYA**

**BY**

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**DECLARATION**

**STUDENT’S DECLARATION**

I, the undersigned, declare that this thesis is my original work and that it has not been presented in any other university or institution for academic credit

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## **DEDICATION**

For Rupen, you are my world.

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Stay blessed.

## ABSTRACT

Organization and employee well-being reduces risks arising from poor work design, organization management, as well as poor social context. This may result in negative psychological, physical and social outcomes such as work related stress thus affecting service delivery. The purpose of this study was to investigate the psychosocial environment on employee service delivery at G.K. Prison, Uasin Gishu County, Kenya. The specific objectives were as follows: to examine the effects of leadership on employee service delivery, to evaluate interpersonal relationships on employee service delivery and to asses' job control on employee service delivery. The study adopted a descriptive survey research design and was based on Motivation theory by Elton Mayo, which states that aptitudes of individuals are imperfect predictors of job performance but the output produced is strongly influenced by social factors and that workers are better motivated by effective communication, greater management involvement and working as teams. The population of the study was 500 respondents with a sample of 150 employees determined by studies by Borg and Gall and Mugenda who assumed that for a sample size more than 250 respondents a researcher may use 30%, of the total population, a criteria only used for qualitative researchers where the respondents are said to have the same socio economic characteristics. The study applied the use of convenience sampling. Primary data was collected by use of questionnaires while secondary data was collected from employee attendance sheets and complaints reports. Collected data was analyzed descriptively and presented in form of graphs, tables and charts. The study findings indicated that majority of the employees at 72% are comfortable with the management style which they say favour their work environment. 58% have faced stressful situations at work but insist communication patterns and participation in decision making is effective while interpersonal relationships are strong. Work load is evenly distributed thus strongly affecting efficiency and effectiveness. From the findings it can be concluded that psychosocial aspects were an important factor in boosting service delivery by employees. The researcher recommends further research should be attempted to collect data from similar institutions but clearly look at effects of psychosocial environment with regard to prisoner rehabilitation. It is also recommended that the institution should continue using enhanced work environment as a tool for increasing the efficiency and effectiveness of employees through improved and sustained performance. The study will be of significance to government officials, Human Resource managers, future scholars and researchers who are interested in exploring the field of psychosocial environment by forming a body of literature for future references, its findings are anticipated to add knowledge in the field of service delivery.

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## OPERATIONAL TERMS

- Service delivery:** The designing and provision of services to the customers or consumers.
- Work place Environment:** Is the sum of interrelationships that exists within employees and the environment in which they work.
- Environment:** The physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, working relationships, work location, all of which influence workers.
- Physical environment:** It includes ergonomics components of the tangible workplace environment that compromise spatial layout and functionality.
- Psychosocial environment:** Interactions between and among work environment, job content, organizational conditions and workers capacity, needs, culture and extra job conditions.
- Work place:** The immediate surrounding conditions in which an employee operates.
- Work life balance:** The equilibrium between professional work and other activities, so that it reduces friction between official and domestic life.
- Prisoner:** An individual serving time at an institution due to prior mistakes, crime.
- Work load:** Physiological and mental demands that occurs while performing a task or a combination of tasks.
- Psychosocial risk:** The interactions between job content, work organization and its management with other environmental and organizational conditions.
- Psychosocial hazards:** Aspects of work design and the organization and management of work and their social and environmental context, which may have potential to cause sychological or physical harm.
- Employee;** An individual who works part time or full time under a contract of employment whether oral or written with recognized rights and duties.

**ACRONYMS & ABBREVIATIONS**

**WPE;** Work Place Environment

**WP;** Work Place

**WLB;** Work Life Balance

**TWP;** Toxic Work Place

**SD;** Service Delivery

**GK;** Government of Kenya

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter discusses key issues that form the back bone to the study, namely; problem statement, research objectives, study justification, significance of the study, scope and limitations of the study.

#### **1.2 Background of the study**

The workplace environment is the sum of the interrelationships that exist within the employees and the environment in which they work (khoum, 2002). According to Heath (2006), this environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influences the ways employees deliver. The quality of the workplace environment impacts on employee's performance and subsequently influences the organizational competitiveness. An effective workplace environment entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Humphries, 2005). Employees will always be contented when they feel their immediate environment: both physical sensations and emotional states are in tandem with their obligations (Farh, 2012) and how well employees connect with their organizations immediate workplace environment, influences to a great extent their error rate levels,

efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Leblebici, 2012)

The working environment within any industry is a specific area in the physical as well as the psychological sensor, where due to the nature of activities carried out, more attention is paid to safety issues. The psychosocial domains studied by occupational health researchers typically include, psychological job demands, job control, social support and extrinsic demands (Karasek & Theorell, 1990; Siegrist, 1996). These factors reflecting the organizational work process are often used to define the “psychosocial work environment”. Health and well-being are also affected by other features of the psychosocial work climate, such as unfair or inequitable treatment of employees, sexual harassment, violence and discrimination. Differential treatment, whether in terms of gender, age, race, ethnicity or sexual orientation or disabilities, is increasingly recognized as a stressor that can interfere with the psychosocial work environment (Clarke, 1999; Kessler & Mickelson, 2003). Such employee experiences can operate either in a cumulative way or in combination with each other, (Cohen & Ferguson, 1991). Furthermore, they are inherently likely to be distributed differentially by socio economic positions (Kessler, 1999).

The type of workplace environment in which employees operate determines whether or not such organizations will prosper (Chandraskhar, 2011). Physical workplace environment contextualizes the office layout and design while psychosocial factors include working condition, role congruity and support from supervisors. Employees spend 50% of their lives within indoors environment, which greatly influences their performance capabilities (Sandstorms, 1994), and better workplace environment will



boost employee's performance and ultimately boost employees productivity (Challenger, 2000).

The World Health Organization (WHO) describes psychological or mental health as a state of psychological well-being in which individuals realizes their potential, is able to cope with normal stress of life, can work productively, successfully and is able to contribute to his organization on the other hand, the psychological perception of safety and everything associated with it is also defined negatively as the absence of risks, actually or potentially disrupting the global state of psychological well-being. The economic costs of job strain caused by psychosocial environment in general are related to absenteeism, turn over and lost productivity although very difficult to estimate could be as high as several billion per year. (Karasek & Theorell,1990). Thus, for social as well as economic reasons, research aimed at understanding the conditions of work that contribute to physical and mental concerns as well as production and service delivery is well worth an intensified focus.

Globally, the changing world of work, the economic crisis and recession are making demands on workers. Associated phenomena like fragmentation of labour market, demand for flexible contracts, downsizing and outsourcing, the greater need for flexibility in terms of both function and skills, increasing use of temporary contracts, increased job insecurity, higher work load and more pressure as well as poor work life balance are all factors contributing to poor work environments, or work related stress and the burden of stress in developed countries (Cunnen, 2006). In Europe, where figures are available, work related stress caused by psychosocial environment is the second most frequently reported work related problem, with 50% to 60% of all the lost working days

attributed to work related stressful situations and experiences; this represents a huge costs in terms of both human distress and impaired service delivery.

In Africa, it emerges when the knowledge and abilities to cope with an individual worker or a group are not matched with the demands of the job and the expectations of the organizational culture of an organization (O' Neill, 2007). It becomes a risk to services delivery when work exceeding the workers capacity, resources, ability to cope is prolonged. Yet it has been proven time and time again that effective solutions exist for the prevention of psychosocial risks and work related stress. The best of these offer a very good return in terms of reduced absenteeism, better health, improved efficiency and service delivery and lower medical and other benefit costs.

In Kenya, the impact of psychosocial environment is highly felt, while the psychosocial environment is readily acknowledged to be a common feature of modern life, defining its causes and effects is a very complex matter. It is now widely acknowledged that stress and frustrations are a factor of psychosocial environment and a very common indicator felt by officers at the prison and is a high costs in terms of workers health and service delivery. The prison is one of a kind, home to over 1000 hardcore inmates serving medium to long sentences, and in some cases life imprisonment. This institution's work design, location, work conditions, policies and regulations maybe some of the psychosocial hazards found to affect staff members attitudes and their service delivery directly or indirectly.

### **1.3 Problem Statement**

Prisons play an instrumental role as corrective institutions, exposing employees to various psychosocial hazards; however, the role played by employees in service delivery cannot be underestimated for survival of any given organization. Incongruent psychosocial factors – the non-physical aspects of a work place, such as working conditions, social conditions, social support from supervisors and role incongruity also impacts negatively on employees' performance. The organization of work life is also a major consideration in prisons as the attempt to spur exceptionally high performance (Smith, 2010). This is clearly illustrated by the number of strategies that are developed towards enhancing employee's daily operations in any given organization. Today however, various studies have not considered critical outcomes of these factors in relation to employee, health and wellbeing. There are various factors that determine how service delivery is realized especially when focusing on employees. Creating an environment which promotes wellbeing of employees and increase individual performance is viewed as a strategy for enhancing company efficiency and productivity. The consumption of services often involves the interaction of consumers and service employees; the personal interaction between the consumers and service providers is the heart of most service experiences, whether the interaction is brief or pro longed, the moment the exchange commences, the consumer is simultaneously involved in the production and consumption of the service and becomes an integral part of the service process. Employees normally have expectations and will demand a work environment that facilitates them to perform their work optimally, when this is sufficiently provided, it can boost organizational competitiveness.

Failure to respect peoples psychological well-being in the work place is compounded by inappropriate, psychological stress, frustrations, and emotional discomfort, pace of work, ambiguous relationships, job descriptions, troubled interpersonal relationships, mistrust and irresponsibility in the work place and in particular people, creates a sense of physical and mental discomfort, which management may not realize. They may not know that it is these factors that are casually related to employee tiredness, poor service delivery and lack of concentration or at times the formation of bad attitude towards work.

For individuals whose health and happiness has been devastated by effects of psychosocial environment, the price of stress is clear; with the increasing pace of life, the changing nature of work and family life, health and safety of employees as well as harassment and discrimination, stress can be a direct cause of poor service delivery. In the developing countries, in spite of the fact that psychosocial environment is an issue of growing concern and that a number of studies on work related stress and frustrations' have been produced, we are still lacking information that could provide national or regional data on the magnitude of the problem that can influence public policies.

The factors to be investigated in this study will be a reflection of what the workers in Prisons go through, and the findings shall be considered to be effective at various levels of the service delivery aspect of the institution.

#### **1.4 Research Objectives**

The purpose of the study was to assess the effect of psychosocial environment on employee service delivery at G.K Prison in Uasin Gishu County, Kenya.

### **1.4.1 Specific Objectives**

- i) To examine the effects of leadership on employee service delivery.
- ii) To evaluate interpersonal relationships on employee service delivery at Gk prison.
- iii) To asses' job control on employee service delivery.

### **1.5 Research Questions**

The study seeks to answer the following questions:

- i) How does leadership at Gk prison affect its employee service delivery?
- ii) How do interpersonal relationships at the work place affect employee service delivery at Gk prison?
- iii) What are the effects of job control on employee service delivery?

### **1.6 Justification of the Study**

Study was aimed at providing a framework for raising awareness and tackling emerging psychosocial risks in developing countries by considering regulations, working conditions, health impact, and vulnerable workers while recognizing existing challenges by exploring the research questions living room for further researches. Most results for developing countries indicate that occupational health and safety priorities have changed during the last decade and point to the need for a comprehensive framework for action for the monitoring of psychosocial risks and addressing work related stress related contributors such as violence, harassment and other unhealthy behaviors.

Attention to socio economic conditions and process of globalization and extended research and action paradigm, different from that applied in industrialized countries are required. There is lack of research, infrastructure, information and motivation by policy

makers to act and a pressing need for capacity stakeholder mobilization and international exchange and collaboration to come up with appropriate strategies that will help curb this issue. Developing countries are not spared from health, economic and societal impact of psychosocial risks and work related stress and frustrations, thus, this study will outline a framework for concerted action at different levels, narrowing the research gaps that recognize that the psychosocial environment at work can affect physical and mental health as well as organizational outcomes such as work performance, employees effectiveness and service delivery.

### **1.7 Significance of the Study**

The workplace is essentially a second home to every person regardless of opinions or attitude towards this fact. During the time period associated with a particular workplace, one meets a larger or smaller number of people through solving various tasks and situation and may gain pleasant or less pleasant experiences that leave them with positive or negative feelings, either in a short term or long term exposure often in a mixed form. The above condition are substantially transferred into a person's thinking, their psyche, thereby influencing their behavior, feelings, attitudes and to a large extent also translate into their service delivery process, by affecting their efficiency and effectiveness and reliability of the person at specific workplace.

A comprehensive approach by practitioners, academics and researchers to emerging risks and new patens of prevention is necessary to face the challenges that a changing world of work is bringing, the key is to deal with psychosocial hazards and risks in the workplace by prevention; either by improving communication, collective and individual control measures, allowing worker participation in decision making process. Therefore, the study

will be of significance to Human Resource Managers, who will now understand the importance of building up social support for workers within the workplace and see the need of enhancing the value of safety and health within the organization as well as taking into account the influence they have as leaders on the attitude of their employees.

The study findings are expected to be of significance to the government, as it may lead to positive change when it comes to issues of health and safety, risks management, compensation and rewards, by learning and implementing collective risks assessment and management measures to better the living and working conditions of workers. The study findings will also be of significance to any individual employed or not but placed in an institution to provide services, by learning to appreciate the amount of power he/she has to positively or negatively affect fellow workmates thinking, behaviors, mental well-being in turn affecting their performance standards, efficiency and effectiveness.

Finally, the finding of this study is expected to motivate future scholars and researchers who are interested in exploring the field of psychosocial environment by forming a body of literature for future references.

### **1.8 Scope of the study**

The study addressed the effects of psychosocial environment on service delivery, at Gk prisons in Eldoret town which lies on the North region of Kenya and is the biggest town in the North Rift and Western regions, with coordinates of 0.5167 degrees N, 35.883 degrees East (Mbugua, 2005).

Gk Prisons is located approximately 3km off Iten highway from Eldoret town, one kilometer from the highway. The prison is home to over 2000 inmates, its physical

location, number of staff, hardship and challenging life of its employees makes the public institution ideal for research. The research was carried out between the month of June and August; relevant information was be collected from Prisons' staff and used to arrive at the conclusion of the research.

### **1.9 Limitation of the Study**

Limitations are aspect of the study that might affect the results negatively (Mugenda and Mugenda, 2003). A major limitation was that the respondents found the study sensitive and become suspicious of its intention, perhaps assuming their responses may affect or interfere with their job positions negatively. This may have led to altering or biased responses in relation to service delivery. In order to overcome this limitation, ethical considerations were completely adhered to and all respondents were assured of maximum confidentiality. This involved asking the respondents not to respond to any questions on the instruments that they may feel will interfere with their employment status, while the research sought to use a letter of introduction from the university to assure respondents that the information provided will be strictly used for academic purposes only.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Overview

This chapter presents literature related to the effects of psychosocial environment on service delivery. The chapter contains a theoretical framework and literature on the concepts of psychosocial environment, service delivery, policies of service delivery in prisons, and the psychosocial environment versus service delivery in prisons. This chapter provides a conceptual framework that gives a visual picture on the relationships and effects of some of the psychosocial environment hazards and how they affect the service delivery and motivation of prison workers.

#### 2.2 Work Place Environment

To understand the critical importance of the workplace environment in the organization is to recognize that the human factor and the organization are synonymous (McGuire, 2009). Changing environment provide institutions with opportunities as well as a myriad of challenges. One aspect of the competitive challenges faced by institutions lies in the management and integration of physical and psychosocial environment (Altman, 2000). By incorporating a balanced workplace environment, the organization is optimizing efficiency and improving the institutions' popularity as a workplace; projecting a modern entity, which in turn can help attract qualified employees. Architectural design affects the way people behave, with designers creating conditions that can hinder, discourage, guide, support or enhance users' behavior (Gutnick, 2007).

Workplace environment is a concept, which has been operationalized by analyzing the extent to which employees perceive the immediate surroundings' as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Haynes, 2008). He further adds that environment is a key determinant of quality of their work and their level of performance. Heath (2006) states, the biggest goal of all organizations' are to increase performance.

The benefits of creating and maintaining a positive working environment are huge. Greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of errors rates, complaints, absenteeism and hence increase in employee efficiency and effectiveness.

### **2.2.1Conducive Work Environment**

If one wants to create and grow a successful organization, one requires a happy productive set of employees. The secret to maintain a great work environment, everything from physical changes i.e. lighting to shifts in the organization culture and management techniques can turn an organization from a place to merely put in hours and get a paycheck into a place employee's love going every day. Even subtle changes can take an organization to the next level, not only to help retain its current employees but also to pique the interest of potential hires. In order for management to improve an organization work environment, they need to; have the right staff, let go of toxic employees, keep the working environment clean, make sure employees are comfortable, encourage employee team building exercises, avoid overloading employees, have a device policy for meetings,

as a leader be flexible transparent and always focus on employees wellness (Heath, 2006).

### **2.2.2 Toxic Workplaces on the Rise**

Reflecting the economic decline of contemporary Africa, many work places are embracing unhealthy values that disregard human welfare in the pursuit of organizational goals. Like dysfunctional families, such workplaces are defined by three primary characteristics;

1. Chaos that result from poor decision making.
2. High levels of stress and dissatisfaction.
3. Lack of support, in short they are “toxic”, harmful and destructive to employees and their families, society and especially to themselves.

### **2.2.3 Signs of a Toxic Work climate**

**Chronic high stress;** the work is intense on a fairly ongoing basis with few periods of “downtime” to recover or, there is a culture of fear of bullying that contributes to chronic high stress.

**Low morale:** you and many others are in bad mood frequently, there are little enthusiasms or joy.

**Lack of work life balance:** employees may be forced to choose between having a life and having a job. Employers really don’t view their employees as human beings but as a factor of productivity.

**Increased physical and emotional illness:** coworkers may develop stress related physical or emotional illness, these illness can run the gamut from, muscoloketal problems, gastrointestinal upsets, anxiety and depressions to autoimmune diseases and even cardiovascular diseases.

**Unrealistic expectations:** employees maybe out in a situation that sets you up to fail and burn out. The workload and expectations are unreasonable for one human being, but nobody seems to care.

**Pervasive poor communication:** employees may not be getting much feedback on their performance or may be getting negative feedback or some maybe be left out of the loop and don't know what is going on.

**Scapegoating:** Mistakes are explained by blaming others, employees are belittled, high performers are criticized for incompetence and employees that leave are blamed for poor performance and poor service delivery. Bullying leaders are tolerated and even admired. The human resource department may even be intimidated by the bullying or lack of expertise on how to deal with the situation.

**Dysfunctional relationships;** these are widespread dysfunctional dynamics such as favourism, insincere communication, cliquishness, long-term grudge holding, back biting and pitting coworkers against each other, criticizing others before asking questions.

There are four inevitable results of toxic workplaces'

- i) Poor performance
- ii) Poor service delivery

- iii) Employee Health issues
- iv) Loss of most talented employees

#### **2.3.4 Causes of Toxic Work Places**

Common reasons for toxic work places include economic stress, insufficient funding, and wide spread personal agendas, ongoing conflicts, poor management practices and inevitability of people bringing their unresolved issues to work. Further, the workplace is not immune from the larger society where healthy values such as community, cooperation, loyalty, introspection, humanism and spirituality have been replaced by myopic and soulless materialism, status seeking egocentrism, exploitations and aggression. (Thompson, 1996)

#### **2.3.5 The way forward**

For organizations, it depends on who you are and the degree of toxicity with which a manager is dealing with. As a manager, one has the power to make positive changes, independent consultation done to conduct an evaluation and develop strategies for “detoxifying” the organization. Preventive measures may also be taken, such as;

- ✓ Developing and implementing comprehensive employee’s recruitment and training policies.
- ✓ Implementing regular performance evaluations.
- ✓ Developing procedures to ensure accountability on all levels. (Shrestha, 2007).

## 2.4 Concept of Psychosocial Environment

For concept to be psychosocial means it relates to ones psychologists development in and interaction with, a social environment. Individuals need to be fully aware of this relationship with his or her surroundings. Psychosocial may mean the relation of social structure, social contexts and social interactions with cognitions, emotions, behavior and physiological process in the individual. It was first commonly used by psychologists Erick Erickson (1959) in his stages of social development. The psychosocial environment refers to the attitudes, emotions, values and relations that set the tone of a workplace, office. The psychosocial work environment is generally considered to be one of the most social work environment issues in contemporary and future societies. A large portion of employees in the countries of European Union (EU) reports being exposed to psychosocial stressors at work, and the consequences are believed to be very significant for workers and the society. Among those consequences are stress, burn out, reduced quality of life, sickness, absence, labour turn over, reduced motivation and productivity. A healthy psychological work environment is imperative to ensure job satisfaction and well-being in the work place. It may also mean that there is a balance between demands made on the employee and the resources and skills he or she possesses to meet what is required. If there is imbalance, there is an increased risk of stress, conflicts, dissatisfaction, more sick leaves etc. (Kahun, 2002)

Psychosocial factors are elements that impact employees, psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors may include the way work is carried out (Deadlines, work overload, work methods) and the context in which work occurs including relationship and

interactions with managers, supervisors, colleagues and coworkers, clients and customers (Leblebici, 2012)

In many cases, problems associated with the psychological work environment may in fact be connected to entirely different influence, for example poor indoor climate or the other adverse physical conditions. In order to resolve issues related to psychological work environment, it is therefore important in the initial stages to identify all potential contributory factors, The work environment knowledge Centre provides a good description of the psychological work environment, including good description and references to other sources of information on stress, bullying, working requirements, co operations and conflicts (Farh, 2012)

The working environment and the nature of work itself are both important influences on health and well-being of the working people. Psychosocial risks have been identified as one of the key emerging risks facing workers occupational health and safety today. Linked to psychosocial risks issues such as work related stress, work place violence and harassments are widely recognized as major challenges to occupational health and safety, and more broadly public health. There is a strong and growing evidence to indicate an association between works related health complaints and exposure to psychosocial hazards or an interaction between physical and psychosocial hazards, to a wide array of health outcomes for the individual worker and the organization.

### **2.3 Psychosocial Hazards and Risks**

Since the 1950s' the psychosocial aspects of work has been increasingly the subject of research, this growing area has gained further impetus in the 1960s' with the emergence

of psychosocial environment research, there was significant paradigm shift away from the individual perspective exclusively, to a greater examination of the relative impact and etiological role of certain aspects' of the work environment on workers' health.

The international labour organization defined psychosocial risks, in 1986, in terms of their interactions among job content, work organization and management and other environment and organizational conditions, on the hand, workers competences and needs on the other. These interactions can prove to be hazardous to employees' health through their perceptions and experience. Cox & Griffiths (1995) provide a simpler definition of psychosocial hazards, as "those aspects of work designs and the organization and management of work," and their social and environmental context, which may have the potential to cause psychological or physical harm to employees.

Exposure to psychosocial hazards can affect employees' health, both psychosocial and physical through stress mediated pathway. In addition, the health and resiliency of an organization such as absenteeism, high turnover, lower productivity, poor or mediocre service delivery and organizational commitment can be affected. But it should be noted that new forms of work give rise to new hazards. Psychosocial risks factors one associated with the way individuals interact with the demands of their jobs and their work environment the most important risks are as shown in the table below;



**Table 2.1: Psychosocial Risk Factors**

<b>PSYCHOSOCIAL RISK FACTORS</b>	<b>DESCRIPTIONS</b>	<b>PRESENT EXAMPLES (SYMPTOMS)</b>
<ul style="list-style-type: none"> <li>• Work demands/ mental load</li> </ul>	<ul style="list-style-type: none"> <li>• The mental and physical requirements of the job</li> </ul>	<ul style="list-style-type: none"> <li>• Working very fast</li> <li>• High work load</li> <li>• Constant time pressures</li> <li>• Pressure to work overtime</li> <li>• High processing demands</li> </ul>
<ul style="list-style-type: none"> <li>• Job Control</li> </ul>	<ul style="list-style-type: none"> <li>• The amount of input that workers perceive they have over the way they do their work.</li> </ul>	<ul style="list-style-type: none"> <li>• Little or no control over speed</li> <li>• No opportunity to schedule own work</li> <li>• Limited break opportunity</li> <li>• Poor task variation</li> </ul>
<ul style="list-style-type: none"> <li>• Co-worker social support</li> </ul>	<ul style="list-style-type: none"> <li>• The support that workers perceive they receive from workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Little or no help received from colleagues' and immediate supervisors.</li> </ul>
<ul style="list-style-type: none"> <li>• Sense of community</li> </ul>	<ul style="list-style-type: none"> <li>• The degree to which workers feel that they are part of a community.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor general atmosphere at work</li> <li>• Poor cooperation between colleagues'</li> <li>• Poor relationships btw colleagues'</li> </ul>
<ul style="list-style-type: none"> <li>• Management Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• The feedback that workers perceive they receive from colleagues/ immediate bosses.</li> </ul>	<ul style="list-style-type: none"> <li>• Little or no opportunity to talk about performance with managers or colleagues'</li> </ul>
<ul style="list-style-type: none"> <li>• Quality of leadership</li> </ul>	<ul style="list-style-type: none"> <li>• The degree to which workers perceive their immediate supervisors to be good leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor ability of managers to plan work</li> <li>• Poor ability of managers to solve problems</li> </ul>
<ul style="list-style-type: none"> <li>• Work stress</li> </ul>	<ul style="list-style-type: none"> <li>• The degree to which workers are experiencing signs of work stress</li> </ul>	<ul style="list-style-type: none"> <li>• High level of fatigue</li> <li>• High level of emotional tiredness</li> <li>• Poor work life balances</li> <li>• High levels of frustrations</li> </ul>

**Source : Ortiz (2000)**

## **2.4 Psychosocial Environment in prisons**

In Kenya, prisons are too punitive and often fail to rehabilitate but, targeting prisoners behavior, reducing prison population and offering job skills could reduce aggression and prevent recidivism.” The current design of prisons systems don’t work,” said criminal justice expert Joel Dronski of the University of Arizona. ‘Overly punitive approaches used on violent, angry criminals only provide a breeding ground for more anger and more violence. Prison environments are replete with aggressive behaviors and people learn from watching others acting aggressively to get what they want. Decreasing prisons need to be more a priority. This can be done by paying more attention to those with highest risk of violent behavior rather than focusing on lesser crimes; this will mean a smaller number of prisoners in a facility with a good ratio of guards to prisoners. The increase in criminal population and lack of frequent recruitment processes often leads to burn out due to overworking and later leads to lack of a work life balance. The presence of violence is paramount in most prisons, but various prevention methods have been adopted to reduce such occurrences. However, an understaffed prison will have difficulty in curbing this behavior, but the allocation of protective gears and animation comes in handy.

Overcrowding, the lack of privacy, temperature and noise levels, victimization and other environmental conditions in prisons can easily affect some employees, in fact prison environment itself can contribute to increased suicide and inability of inmates with mental illness to adjust, the same can also affect employees. Most prisons are located far from their employee’s homes making visitation rare and maintaining community ties difficult; for those working in the prison.

**Additional stressors include;**

- Poor living conditions
- Poor working conditions
- Violence and sexual exploitation (Schetky, 1998)

The stability of the prison community allows inmate groups to form gangs and hierarchies to develop. Some groups may be problematic or dangerous while others are potentially supportive (Ortiz, 2000), but this doesn't mean employees are any safer.

**2.4.1 Work Demands and Mental Load**

In a 1999 study of 46000 workers, health care costs were 147% higher in workers who were stressed or depressed than others (Health and age). Work load is defined as the physical and mental requirements, associated with a tasks or combination of tasks; work load can be classified into two physical, mental workloads.

**Physical work load;** Physical work load is the measurable portion of physical resources expended when performing a given tasks and is affected by a range of factors, including nature of work, training, motivation and environmental factors, (Armstrong, 1989).

**Mental workload:** An attribute of person task loop and the effects of workload on human performance (Gopher, D. &Donchi, E, 1986). Work load management as present in a work environment where tasks and responsibilities can be accomplished successfully within the time available. This is the psychosocial factor that many working guards describe as being the biggest workplace stressors. It is not just to some extent; to which employees have the resources (time, equipment, support) to do work well. (Bilsker, 2012)

Most employees are not only willing to work hard, but experience: good day's work" as fulfilling and rewarding. Workload management is important because there is a unique relationship between job demands, intellectual demands and job satisfaction. Job demands reduce job satisfaction, whereas intellectual demands or decision making attitude increase job satisfaction. Even when there are high demands, if employees also have high decision making ability, they will be able to thrive. Having high decision making latitude also allows for positive coping behavior to be learned and experienced, (Karasek, 1979).

Work load which may be conceptualized as work overload and work under load. Work load may be divided into qualitative workload referring to the difficulty of the task and quantitative work load referring to the amount of work that has to be completed within limited time. Most empirical results show that strains at work are particularly high when job demands are high, but situational control over work is low. Job demands have independently been shown to have a relationship with absenteeism, ill health, and burn out thus affecting productivity. (De jonge, 1998).

If any system is subjected to excess work load without respite, it will break. This is as true as it is for equipment. Increased demands without opportunities for control result in physical, psychosocial and emotional fatigue and increase stress and strain. This has a negative influence on performance. Emotional fatigued individuals also have a diminished sense of personal accomplishment and an increased sense of inadequacy. One of the main reasons why employees feel negatively about their jobs and their employers is excessive workload. (Barnes & Van Dyne, 2009).

Strains faced by employees in prisons have begun to show and the concept of “burn out” has become well known within this particular institution. During the 1990’s a major restructuring of work began and organizations dramatically, “downsized” and “right sized”, its results being redundancy, constant restructuring and substantial organizational changes. Workers in those institutions now find themselves in a position where fewer people are doing more and feeling less secure. In most cases new technology has added the burden of information overload and accelerated the pace of work. The two major effects that have stemmed from these economic changes are known as work intensification” and “job insecurity”. The former refers to the extent to which employees are being forced to work faster and harder than before, while the latter refers to the subjective feelings about the risks of job loss as expressed by employees themselves. (Burchell, 2002).

This new economic culture creates more stressful work environment, as seen through increasing physical and mental tolls on employees as well as increasing costs of employers in the way of lost productivity, absenteeism, turn over and disability leave. When the demands of a workplace became too much to handle, employees generally display signs and symptoms that indicate they are feeling “stressed out”. Unfortunately, individual may not recognize these signs and let them go untreated. This is where serious conditions arise for professional interventions. This unsettlement of the mind often leads to demotivation later affecting employee service delivery.

#### **2.4.2 Job Content**

Job content refers to jobs that lack of variety or short work cycles, fragmented or meaningless work, under use of skills and high uncertainty. Numerous studies have found

a significant, relationship between jobs of this nature and poor service delivery and workers' health. A review by Cox (1985) on the consequences of unskilled or semiskilled monotonous work found that workers who faced boredom at work were likely to report negative psychosocial health reactions, such as depression, anxiety and resentment.

Houtman and colleagues (1994) examined the relative impact of jobs with intellectual discretion on the health of workers and organization. Low intellectual discretion consists of monotonous work, poor possibility for personal development, poor fit between the actual work and education of experience level and poor promotional prospects. With, jobs with low intellectual discretions, individuals were at greater risks for stress and leading to complaints and absenteeism.

### **2.4.3 Control**

Control refers to extent to which a person is involved in decision making relative to their job role. The experience of work strain is reduced when job control is increased. However a high level of control, and the associated high demands to make choices may be a source of stress themselves. The "vitamin model", supports this approach by proposing certain amounts of job control are necessary, but levels that are too high tend to be detrimental to individual workers. Warrs (1987) vitamin model was investigated in a representative sample of 1437 Dutch health workers. According to this model, it was hypothesized that the job characteristics (such as job demands, job autonomy and workplace social support) are curvilinear related with three key indicators of employee well-being (such as job satisfaction, job related anxiety and emotional exhaustion). The results showed that the fit of nonlinear model is superior to emotional exhaustion; the curvilinear relationship followed the predicted u- shaped or inverted curvilinear pattern.

Moreover, it appeared that three job characteristics are differently related with various indicators of employee well-being. This study partially supports the assertion the vitamin model that nonlinear exist between job characteristic and employee well-being. Conceptual models that relate job characteristics with employee well-being, during the past decade are the job characteristic model (Hackman, 1980) and the Demand – control – support model (Johnson, 1988), which both indicate linear relationship between job characters and indices of employee well-being.

Relative to job control, Stanfield (2002) provided evidence that low decision attitude is associated with depressive symptoms. An analysis by Doijts and collogues ( 2007) combined the results of several studies indicated that individuals showed a slightly elevated risk for absence behavior when job control and anxiety, while a review by Leka and John (2010) present evidence for associations between low job control, conversely, has shown to be related to positive health outcomes and organizations stability. The basic assumption of a job demand model is that the experience of the work strain is reduced when job control is increased.

Stansfeld, (2002) provided evidence that low decision latitude is associated with depressive symptoms. An analysis by Duijts, (2007) combined the results of several studies, indicating that individuals showed slightly elevated risk for absence behavior when the job control is low. Wiedow (2008) found a relationship between job control and depressive symptoms. High job control conversely, has been shown to be related to positive health outcomes.

#### **2.4.4 Work Schedules**

The impact of work schedule is mostly considered in terms of shift, or long and unsociable working hours (Caruso 2004) and (Sparks 1997) have shown a significant relationship between long hours and delivery; as well as injuries at work and maladaptive health behaviors. Health risks are usually reported when the weekly working time extends 48hours without proper rest.

Shift hours have been shown to be related to poor service delivery, (Wang, 2011) found a significant relationship between shift hours and elevated anxiety, stress, frustrations and depression. Bara & Arber, 2009 Found elevated risks for anxiety and depression in shift hours, but the risk to suffer from stress varied accordingly to the type of shift work and gender.

#### **2.4.5 Interpersonal (relationships at work)**

Poor interpersonal relationships at work refer to social or physical isolation, poor relationships with supervisors, interpersonal conflicts, lack of social support, bullying, sexual harassment, unsatisfactory relations at work may be a major source of stress and can be related to both psychological and physical complains. Particularly the detrimental effects of conflicts, bullying and violence bring attention to the prison sector, (Siegrist, 2008). Most studies suggest that low social support is related to anxiety, emotional exhaustion, job tension, low job satisfaction etc.

### **2.5 Employee Service Delivery**

Service Delivery is a component of business and organizations that defines the interaction between providers and clients where provider offers a service, whether information or a



task, and the client finds value or loses value as a result. The service employees, who represent the organization in customer's eyes, can have an impact on image and reputation of the company. When service employees provide the accurate service the customer desires can be met, meaning the organization gains a positive reputation, Wilson, (2008). The service employees, who are knowledgeable, understanding and concerned about the customer's needs also influence the five dimensions of service; quality, reliability, responsiveness, empathy, assurance and tangibles (Wilson, 2008).

Grounded in this understanding of importance of service, employees and the nature of their roles in the organization should pay more attention to knowing how to differentiate from their competitors and shaping service cultures and integrating appropriate strategic human resource management into service in order to deliver good customer service through people, (Wilson, 2008). However, service employees often face interpersonal and inter organizational conflicts on job. A more common type of conflict for front line service employees is the conflict between their bosses and individual consumers. Service employees are appreciated and rewarded for following certain standards, roles and procedures. Ideally these roles and standards are consumer based. Service employees not only need to follow the roles, but also need to accommodate the consumers requirements, but the conflicts is greatest when the employees believes policies of the organization is wrong and must decide whether to satisfy the consumer and risk losing his job or follow the policies. Therefore, the organizations should use strategies to create a flexible environment that helps employees deal with the real problem of their job. (Shrestha, 2007)

### 2.5.1 Characteristics of Service

Service has many characteristics that distinguish them from physical goods (Gronrous, 2000). Some of the main differences between service and physical goods are that services are process; they are intangible and heterogeneous, they cannot be kept in stock and there is no transfer of ownership. Production, distribution and consumption are simultaneous process in the service context; the core value of produce in buyer- seller interactions and mostly importantly in service context. Customers participate in the production process (Gronrous,2000). The other characteristic of service is that customers participate in the production process, thus the quality of service is directly perceived by the customer in time of production. That is why service is directly perceived by the customer in the time of production.

### 2.5.2 Service Delivery System

Designing the service delivery system should focus on what creates value to core of the organization and how to engage employees to deliver the ultimate customer experience. Service management is built on four fundamental elements; service culture, service quality, employee's engagement and customer experience. (O' Neil, 2007)

**Service culture;** is built on elements of leadership principles, norms, work habits and visions, mission and values. Culture is a set of overriding principles according to which management controls, maintains and develops social process that manifests itself as delivery of service and gives value to customers. Once a superior service delivery system and realistic service concept have been established, there is no other component so fundamental to the long term success of a service organization.

**Employee engagement;** includes employee attitude activities, purpose driven leadership and Human Resource process. Even the best designed process will only be effective if carried out by people with higher engagement.

**Service Quality;** Includes strategies, processes and performance management systems. The strategy and process design of the overall service management model is to help the client fulfill their mission and supporting them in pursuit of the organizational purpose, must be the foundation of any service provider.

**Customer experience;** includes elements of customer intelligence, account management and continuous improvements, perceptions is king and constantly evaluating how both the customer and end user perceive service delivery. Successful service delivery works on the basis that the customer is part of the creation and delivery of service and designs process built on that philosophy. (Becker, 2002)

### **2.5.3 Purpose, Objectives and Scope of Service Design**

The service design lifecycle is an important area as the design is often accountable for the success or failure of the services. The service design stage begins with customer requests and ends in service design ready for the transition phase.

Service design is involved in both planning new services and changing existing services to ensure service strategy are fulfilled. A service needs to provide utility and warranty (level of service, including security, service continuity capacity) in order to deliver value, poor design models means the service cannot deliver both utility and warranty, service design requires planning for risk management to be successful; while a good design aligns the outcome to the organizations objectives with a lower total cost of ownership of

the service and smooth service transition and operations. It also allows continual improvement of service by gathering useful metrics. The process is also designed to be efficient and effective. (Smith,2010).

The purpose of service design is to deliver a new service or service amendment that can deliver the strategic outcome required the design of both the service and the service management processes need to be included. The need to ensure the service will run within budget and meet or exceed customer requirements. The key objective of service design is to deliver a service that would require little improvement later on by learning from lessons learned of previous projects. (Smith,2010).

#### **2.5.4 Service Composition**

All services are composed of the following elements utility, warranty, resources and capabilities.

1. The organizational process involved.
2. Utility requirement as well as governance and reporting requirements.
3. Service level requirements or agreements as well as the supporting requirements.
4. Technical components and how they are linked as well as environmental requirements.
5. The applications to provide functional requirements as well as the data required.
6. Dependencies with other services.
7. Service management processes.

### **2.5.5 The key Elements of Service Design**

**People;** The ability and capability of the people using or supporting the services, as well as the training needs analysis and budgeting for training to be considered.

**Process;** new services may require additional processes such as authorization or procurement services, all services should be documented with the interface in between and changes required to existing services identified.

Products and partners; the service itself plus the technology and tools used in design or support, as well as the specialist supplies or vendors which are managed through supplier management process. (Becker, 2002)

### **2.5.6 Major Aspects of Service Design**

Service solutions are the functionality offered by the service itself which deliver the solutions within the technical and financial constraints and corporate rules; the approach must be structured but flexible enough to accommodate future changes.

Tools and systems for management information are used to support automate process e.g. quality management system, information security, one should ensure the service will integrate with existing management tools and systems. (Badu, 1994)With architecture, services should be compatible with existing architectural platform and technical standards. Architecture is thereby defined as the fundamentals organization of a system, embodied in its component, their relationships to each other and to the environment and the principles guiding its design and evolution. Any existing service will require process and either change the processes to suit the service design or vice versa. (Badu,1994).

## **2.6 Main components of Service Delivery**

### **2.6.1 Efficiency and Effectiveness**

Efficiency is the (often measurable) ability to avoid wasting materials, energy, efforts, money and time doing a task or producing a desired result; it is the ability to do things well, successfully and without waste, in a more mathematical or scientific term, it is a measure of the extent to which input is well used for an intended task (output). It often comprises the capability of a specific application of effort to produce a specific outcome with a minimum amount or quantity of waste, expense or unnecessary effort. Efficiency of course refers to very different inputs and outputs in different fields and industries.

Efficiency is very often confused with effectiveness. In general, efficiency is a measurable concept, quantitatively determined by the ratio of useful output to total input. Effectiveness is the simpler concept of being able to achieve a desired result which can be expressed quantitatively. In most cases efficiency refers to how well something is done, effectiveness refers to how useful something has been done in an optimal way, fastest and least expensive way. During service delivery efficiency is “working productively with minimum wasted efforts or expense”. Prisons and local authority have worked hard over the recent years to improve the efficiency by changing the way they manage services, produce goods and structure their organizations. (Brinier, 2002)

### **2.6.2 Quality**

Users of services judge the quality of services according to two criteria's, firstly whether services assist them achieve the outcomes they aspire to and secondly whether services where delivered in ways which empower them. The argument is made that for services to

meet the aspirations of consumers, consumers themselves need to be involved in improving them. Recognizing the importance of consumer's judgments of service delivery has been embraced by the Bathos Pele principles of putting people first, consultation and redress, as a culmination firstly of desired effect of services on customers and manner in which services are provided, as well as describing what the input process relationship should be between customer's views and service quality. (Brinier, 2002).

The principal of quality is consequently examined as aspiring to meet what consumers expect, as opposed to merely meeting specifications. If quality management is approached as circular in nature, public institutions will realize that evaluations should be based on customer expectations, if they aim to become institutions that are truly responsive to people needs. If public institutions this way allow customer expectations to inform standards, the principle will be adhered to that quality is what the consumer says it is. Service quality will then be said to be a comparison of expectation with performance. An assessment of how well a delivered service conforms to the clients expectations. Service business operators often assess the service quality provided to the customers in order to improve their service, to quickly identify problems, and to better assess clients' satisfaction. Examples of excellence in service quality include personalized service, good return policies, complaints desks and hotlines, being able to speak to a human being when calling for service and so on (Brinier, 2002).

### **2.6.3 Time Management**

The concept of time management just gains prominence in the field of management due to the inability of many organizations and individuals to achieve their vision and mission

of existence. This at of arranging, scheduling and budgeting ones time for the purpose of generating more effective work and productivity. Most results reveal the existence of a positive relationship between adequate time management and organization performance through service delivery because time management is essential in all human activities and serve as a good tool for the attainment of any organizational objective irrespective of the volume. (Lockett, 2012).

An important aspect of time management is planning ahead. Sometimes, successful time management involves putting in more time at the outset in order to reorganize one's life, by teaching how to manage time effectively and make the most of it, (Foaster, 2006). Time not well used cannot be retrieved, some employees blame lack of time for their poor finances, stress, unachieved goals and bad relationships. Wise time management can help you find time to do what is important to you; it also helps one reduce wasted time and energy, by enabling one become more productive, and enable on to do the right thing at the right time, having a positive impact on employee efficiency and productivity.

Teaching employees effective time management techniques can be essential tool to guarantee that time will be spent wisely.

## **2.7 Policy on Service Delivery in Prisons**

Prison officers are apparently not alone in these feelings; reports from America have also portrayed guards as feeling as though administrative and operational changes are tending to favour prisoners over staff and that every political or administrative intervention weakens the prison guard's position, poole and Pogrebin, (1987)



In this decade, the most pressing policy facing correction institutions has been providing space for the ever growing prisoner populations. The guiding problem has created immediate and serious dilemmas for correctional administrators, state policy makers and others concerned with prison management. Crowding has also made judicial intervention in the correctional administration a regular occurrence, as overcrowding facilities give rise to complaints regarding the conditions of confinement. Conrad (1997) notes that when pressure to develop an adequate supply of prison space begins to ease, either because of demographic changes in population, wider use of alternatives to confinement or the completion of capacity expansion effort. Many approaches and policy directions are being implemented already, to rejuvenate the prison labour programs that became more bound during most of the century. Currently policy activity can be summarized in two generic directions. First, a number of efforts focus on making prison work more “realistic” in the sense that prison labour closely emulates the “business like” practices of labour in the free economy. Second, renewed interest in involving the private sector in prison labour programs is often seen as the most promising way to accomplish the aims of more productive, relevant and useful inmate work.

### **2.7.1 The Correctional Environment**

The fundamental task of prison guards is to maintain control over prisoners, thereby assuring that the prison will operate in a smooth and orderly fashion. Their ability to do this depends on the types of control available within the control structure of the prison. Although they are now referred to as correctional officers, such job titles rarely reflect a substantive alteration in the duties of the traditional prison guard.

Just as the conditions of confinement within the large, maximum security fortress erected in the nineteenth century are unaffected by whether they are titled prison, penitentiary or correctional institution, the duties and responsibilities of the line staff today are primarily those of rule enforcement and custody. These personnel are the, guards regardless of the rhetoric. It is apparent that the prison guards must cope with an environment of uncertainty and dependency and those they rely on control structure of the prison to maintain orders. It is also apparent, however, that these conditions create dissatisfaction among prison guards.

### **2.7.2 Environment of Uncertainty and Dependency**

With little preparations or training, guards find themselves in a precarious position within the prison organization. Immediately, they confront occupational problems for which there is no ready and standard solution.

Uncertainty arises from three major sources, one of which is the fact that guards and prisoners are in a relationship of structured conflicts (Jacobs and Kraft, 1978). Prisoners do not want to be confined obviously, and they have little interest in either the security goals of the institution or the welfare of the guards. Placed in an extremely subordinate position in these castelik organizations, prisoners are likely to challenge a guards' authority at any time, over any issue.

The second uncertainty is danger, prisons have a great potential for violence and physical harm, and guards working inside the prison are unarmed and greatly outnumbered by prisoners. The danger maybe the form of a direct attack on the guard by one emotionally disturbed prisoner, in the work involved in breaking up a fight between prisoners or in

being taken hostage in an escape or riot. The threat to harm to guards has become even more salient in the recent years as the prisons populations in most institutions have swelled drastically and became increasingly comprised of younger and more violent persons. Available data suggest that the incidence of assaults on prison guards has increased in recent years, as the level of concern by guards with the dangerousness of the job, (Crouch, 1980, Fox 1982, Lombardo 1981).

Third, uncertainty is as a result of the role ambiguity or role strain that characterizes the guard's duties, (Cressey, 1959). One source of role ambiguity occurs when guards are expected to perform divergent roles as they are expected to serve both treatment and custodial needs simultaneously. Treatment goals call for personal enforcement and helping behaviors, whereas custody needs require impersonal relationships.

### **2.7.3 Job Satisfaction, Service Delivery and Social Control**

Studies from a wide range of organization report that the degree of uncertainty and the level of control exercised over ones work are related to stress, alienation and cynicism. It is not surprising therefore, to note that prison guards who experience the greatest uncertainty and feel the least able to control prisoners are found to have the highest level of stress, alienations and cynicism (Hepburn, 1987, Frank 1985). High level of stress, alienations and cynicism are associated with negative attitudes towards coworkers, demoralization and dissatisfaction with the job. Job dissatisfactions and worker burnout create a problem for prison administration. One problem is the inability caused by high rates of turnover. National surveys reports turnover rates among guards of 25% annually in most states, with some states reporting an annual turnover of 75%.(Corrections

compendium, 1984, May, 1976). Among those who remain on the job, however, the problem is one of the indifference, or even hostility towards the job.

One approach to the problem has been to focus attention on the individual attributes of the guard. Although some efforts have been made to identify desirable work histories and personality traits, the major emphasize has been on increased education apart from a general call for the professionalization of correctional personnel. (National advisory commission on criminal justice, 1973), increased education among prison guards was advocated as a means to improve job performance, address problems of prison management and control as well as to enhance morale.

Job satisfaction is largely a result of extrinsic and intrinsic rewards available in the job. Extrinsic rewards include such factors as the amount of pay, job security, fringe benefits and opportunities for advancement. Similarly, each job offers varying degrees of intrinsic rewards, such freedom to plan one's own work activities and schedule, the chance to use ones skill and talents, the opportunity to acquire new skills, and the likelihood of personal growth in the job. Better education workers expect more extrinsic and intrinsic rewards in their jobs, and therefore, better educated workers became more dissatisfied when their job lacks these rewards. Thus, a more promising approach to the problem is that of improving the guard's intrinsic rewards by redefining the roles and duties of the prison guards.

## **2.8 Psychosocial Verses Service Delivery**

The psychosocial factors of work environment is generally considered to be one of the most important issues in contemporary and future societies, they refer to the interactions between the environment and working conditions, organizational conditions, functions

and content of the work and efforts or workers individual characteristics, (Vischer, 2008). Therefore the nature of psychosocial factors is complex, conveying issues relating to the workers, general environment and work. (Noe, 2008), define employee workplace welfare in terms of six key areas, a manageable workload, some personal control over the job, support from colleagues and supervisors, positive relationship at work, a reasonably clear role, a sense of control or involvement in changes at the work place.

Individual association with the working environment are important as they impact upon the ability of the individual to take control of their work and level of stress they experience within the workplace, (Warn, 2002). The behavioral factors that may affect the service delivery of employees at the workplace may include violence, discrimination, inequitable treatment and harassment.

### **2.8.1 Inequitable Employee Treatment**

Unequal treatment at work can be the result of behavior from coworkers or supervisors. Coworkers can treat others poorly by not including them in activities or by unjustly complaining to supervisors about fellow employees. A manager may participate in unequal treatment by denying other employees deserved raise or promotion, duties, termination or making derogatory jokes in the work place.

The above factors may hinder the efficiency and effectiveness of guards including the unjust treatment they may be receiving from prisoners, who may seem to listen to orders and obey other guards and choose to disobey others leading to frustrations. Being treated differently by others may cause stress, making a work environment unhealthy to employees.

### **2.8.2 Supervisor Support**

Supervisors are the first level of management who are given the major duties and responsibilities to form and lead work groups in organizations (Noe, 2008). Supervisor's interpersonal role is important since it encourages positive relations and increases self-confidence of the employees and in return improves performance (Arnold, 2007). Immediate supervisors act as advocates for employees, facilitates the allocation of resources required by the employees for them to be able to work well and providing positive encouragement for a job well done. In order to gain positive employees performance, both parties need to play their part which is to commit to the relationship hence sustain service delivery (Bauer & Green, 1996).

According to Gilbert (1992) supervisor support on delivery is determined by different factors, some of them related to the individual performer such as individual ability and capacity, skills, knowledge and motivation), others coming from the organizational context (such as set standards and expectations, feedback and communication, task support and incentives). These seven factors interact regularly in a system where inputs and outputs have to be aligned in order to achieve and sustain delivery. Supervisors should thus monitor, communicate properly, and give positive or negative feedback to workers to ensure that they maximize efficiency.

### **2.8.3 Leadership Style**

Leadership style is crucial since it determines the quality of employee's performance in every organization. It is an interaction between leaders and employees where the leaders control and direct them in attempts to influence their behavior to spur service delivery (Northouse, 2010). According to Kavanaugh and Ninemeier (2001), there are factors that

determine the type of leadership style: leader's characteristics, subordinates' characteristics and the organization environment. More specifically, the personal background of leaders such as personality, knowledge, values and experiences shapes their specific leadership style. Employees also have different personalities, background, expectations and experiences, employees who are more knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require an autocratic leadership style. Some factors in the organization environment such as organizational climate, organizational values, composition of work group and type of work can influence leadership style (Chen and Silverstone, 2005). However, leaders can adapt their leadership style to their perceived preferences of their subordinates (Wood, 1994).

#### **2.8.4 Role Congruity**

The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent job orientation. An organization's role expectations are typically reflected in formal documents, such as job design, job descriptions and analysis and role specifications. These expectations are in line with the responsibilities allocated by the employee's immediate supervisor.

A job description is a written statement that explains the purpose, scope, duties and responsibilities of a specified job; it is prepared based on job analysis for internal use within the company and external use to gain the attention of people outside the company. Job descriptions can be used as a roadmap for recruitment, selection and orientation. They are also the building blocks used in performance assessment, succession planning, coaching, training and compensation. A description helps to ensure effective performance

and delivery by providing a clear guide to all that are involved about the position, its requirements and expected outcomes (Gomes, 2010). Job descriptions are subjected to constant change due to the nature of the environment in organizations and businesses. Organizational changes such as restructuring, cutbacks and reassignments have a direct impact on job descriptions (Arnold, 2007). It is important to know how changes affect relationships between positions and help identify possible overlaps or gaps between jobs.

Job design is the process of organizing tasks that are required to perform a job (Gomes, 2010). In stable workplace environment, work simplification can be an effective way to organize labour and improve performance. In service environment where employees perform simplified and highly specified jobs, job enlargement and job rotation can be good ways to create variation in duties. Job enlargement expands duties and responsibilities and job rotation moves workers in different duties without disrupting the flow of work. Job enrichment attempts to improve employee performance by putting specified parts of the work back together so that one person produces a satisfactory service.

Any job requires creativity, enthusiastic environment and challenging goals to accomplish. If the job content is challenging and innovative then the employees are willing to give positive output. If any job tasks are creative and attainment of goal is necessary, then the employees tend to perform better. For this job enrichment and job rotation is important. Employees get bored of doing the same routine task all the time. Innovation and creativeness enhance the employee's performance.



## 2.9 Theoretical Underpinnings

Theories explaining how different work conditions are producing positive outcomes such as productivity and how job satisfaction or increased turn over will be discussed in this chapter. Also theories on how work conditions may create stress and bad health conditions will be discussed.

### 2.9.1 Psychosocial Stress Theories

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

- i. High demands and low control give rise to “high strain jobs”. Most adverse reactions of physiological strain occur when the psychological demands of the job are high and the latitude of the job is low.
- ii. High demands and high control give “active jobs” highly demanding jobs when workers feel a high degree of control (mastery, freedom to use their skill), result in outcome which is learning and growth (also job satisfaction). Social support has been included as a third dimension in the model.

The impact of social relation may vary; social support refers to buffering mechanisms between psychological stressors at work and adverse outcomes. Social contacts affect the basic psychological processes important both to maintain health and to acquisition of new knowledge. The control part, the most researched aspect of this model, can be seen as building on the autonomy aspect of job characteristics model but may also rest on the expectancy aspect of the expectancy theory. The demand part can be seen as equivalent to the stressors within stress research. In a review of the JDC model Taris & Kompier (2005) emphasize that although there is much evidence for the hypothesis that high demands combines with low control leads to stress- reactions/ stain, the other hypotheses are less researched and have reached less evidence.

**The Model of Effort** – Reward Imbalance (ERI) has gained much support over the last years. The model shifts from control to reward (Siegrist, 1996). Siegrist underscores the work role as a “Crucial link between self-regulatory functions such as self-esteem and self-efficiency and the social opportunity structure”. The role gives the individual opportunities to contribute and perform, to be rewarded and esteemed, and to belong to some significant group. Those beneficial effects are contingent upon a basic prerequisite in social life; reciprocity. Societal rewards can be rendered in three different ways; money, esteem and status control. Status is about the individual perception of job security, promotion perspectives etc. this aspect is thought to be important in today’s global economy with job instability, redundancy and forced occupation mobility. The assumption that people would remain in an imbalanced situation where efforts are high and rewards are low seems to be inconsistent with the value of expectancy theory, where it is assumed that rational choices are operative. These choices would help the individual

to achieve balanced energy consumption and rewards experience. The ERI model assumes that the risk of being laid off, and facing downward societal mobility, outweighs the costs of accepting excessively low rewards. Equity theory, emphasizing fair return on what the employee offers appears to be a cornerstone of the ERI model.

### **ii.9.2 Motivation Theory**

Different motivation theories seek to explain how various aspects of work may affect work motivation and job satisfaction. These can be divided into need theories, task characteristic theories, goal setting theory, reinforcement theory, equity theory and expectancy theory (Furnham, 2005).

**The Need Theories** are based on the principal that work related behaviors are directed to satisfy certain needs. The best known of these is Maslow's theory proposing that there is a hierarchical order with regard to what needs are activated and must be satisfied first; from lower order needs (first physiological, then the social needs) step by step to higher order needs (esteem needs and finally self-actualization needs). Little evidence is found which confirms the actual categorization of five needs, or that are activated in this specific order (Mitchell & Moudgill, 1976). Why this theory in spite of weak evidence remains popular may have three explanations; Maslow's terms are incorporated into everyday language, the theory explains that not everyone is motivated by the same incentives, this theory gives managers a suitable instrument for group interventions (Berry, 1998).

**The Job Characteristic Model (JCM)** by Hackman and Oldham has been very influential (Arnold, 2005). The JCM theory proposes that characteristics of the job itself,

namely skill variety, task identity, task significance, autonomy and feedback, are essential factors of intrinsic motivation, job satisfaction and work effectiveness. When regarding the Norwegian Work Environment Act (2005), regarding job organization, participation and development, it is not difficult to see the influence of the JCM model. While the logical consequence of this model would be to design more motivating jobs, it simply is not possible to redesign all existing jobs.

**Expectancy Theory** links motivation to three different types of beliefs that are thought to be important (Furnham, 2005): Expectancy; the belief that one's effort will result in performance, instrumentally; belief that one's performance will be rewarded, and valence perceived value of the rewards to the recipient. Expectancy theory has been important to organizational practice by providing specific advice on how to motivate people: by training employees to do better, by directly linking better performance to rewards, and by making sure that these rewards correspond to the employees' desires. Some have noted that this theory attempts to predict individual choices, rather than the motivation of groups (Lowenberg & Conrad, 1998). When the strategy of an organization is to assess abilities of employees, to train them to solve specific tasks, and to develop a result based rewarding system, this is consistent with expectancy.

**Equity Theories** differ from expectancy theories in that they suggest that people are motivated to work through what they consider a fair return for their efforts, rather than to get what they can (Arnold, 2005). The evaluation of what is fair or unfair is done by social comparison with regard to the effort or ability put into a job and what benefits come out of it. The greater the inequality perceived by the individual, the more distress is experienced. Increasing distress is thought to stimulate the employees to change

outcomes, increasing or decreasing effort, changing the comparison, or terminating the relationship. This theory explains some important trends in the relations between employers and employees; trade unions often use social comparison when negotiating wages and concepts such as distributive and procedural justice have been recognized as important within leader theories.

### **2.9.2 Herzberg Hygiene/ Motivation Theory**

According to this theory, people work first and foremost in their own self enlightened interest for they are truly happy and mentally healthy through work accomplishments. He suggested that three kinds of factors affect motivation and they do it in different ways.

**Hygiene factors;** A series of hygiene factors create dissatisfaction in individuals perceive them as inequitable, yet individuals will not be significantly motivated if these factors are viewed as adequate or good. Hygiene factors are extrinsic and include factors such as salary, remuneration, job security, safety and working conditions.

**Motivation;** They are intrinsic such as sense of achievement, recognition, responsibility and personal growth. Discrimination, sexual harassment and violence are some psychosocial hazards that hinder personal growth and career development. The hygiene factors determine dissatisfaction and motivation determine satisfaction. Herzberg theory confirms with satisfaction theories which assert that, “a satisfied employee tends to work in the same organization but satisfaction does not always result in better service delivery”. The psychosocial hazards tend to demotivate workers impacting negatively to the attitudes.

Violence and sexual harassments as well as inequitable treatment of employees may be one of the unhygienic factors present in a prison set up or work environment. Workers tend to avoid duties fake sick offs in order to spend extra hours home, where they consider unhygienic. Herzberg was the first to show that satisfaction and dissatisfaction at work nearly always arose from different factors and was not simply a reaction to some factors, as had previously been believed. Factors which motivate people at work are different to and not simply the opposite of the factors which cause dissatisfaction. **Job satisfiers** deal with factors involved in doing the job whereas **job dissatisfies** deal with the factors which define the job context. Herzberg considered some aspects to be important including high and low attitude (also defines motivators and hygiene factors). Short and long term duration of feelings (i.e. high or low attitude), first and second level factors (main casual factors and secondary factors deriving from the main stimulus) and lastly the interrelationship of factors).

In any organization Herzberg states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. At prison motivators to workers could be challenging work, recognition for one's achievement, responsibility, opportunity to do something to the organization; all which give positive satisfaction, arising from intrinsic conditions of the job itself, such as achievement and personal growth. Hygiene factors such as job security, salary, fringe benefits, work conditions, good pay, insurance and vacations that do not give positive satisfaction or lead to higher motivations through dissatisfaction results from their absence. Hygiene is also used in the sense that these are maintenance factors which are extrinsic to work

themselves and include aspects such as company policies supervisory practices and wages.

According to Herzberg hygiene factors are what causes dissatisfaction among employees in the workplace and must be eliminated. This can be done by reasonable wages, ensure employees job security and creating a positive culture in the workplace. The following hygiene factors could be considered at Gk prison, from the highest to the lowest, company policy, supervision, and employee's relationship with their boss, work conditions, salary and relationship with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory, the other half would be to increase satisfaction at the work place, done through improving on motivation factors. Herzberg thought it was important to eliminate job dissatisfaction before going into creating conditions for job satisfaction because it would work against each other.

### **2.9.3 Frederick Taylor Scientific Management Theory**

Frederick Taylor (1856 – 1915) studied how work was performed and looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could was not efficient as optimizing the way the work was done. He proposed that by optimizing and simplifying jobs, productivity would increase. He also suggested that workers and managers need to cooperate with one another. For instance a factory manager with very little contact with his workers lacks standardization, and his workers main motivation is continued employment as he may lack incentives to work as quickly or as efficient as possible.

Taylor believed that all workers were motivated by money and promoted the idea of “a fair days’ pay for a fair day’ work”. In other words if a worker dint achieve enough I a day, he dint deserve to be paid as much as another worker who was highly productive. Taylor was very interested in efficiency and designed workplace experiments to determine optimal performance levels; he found out that by calculating the tome needed for the various elements of a task, he could develop the “best” way to complete a task. Theses “time and motion” studies also led Taylor to conclude that certain people could work more efficiently than others. Therefore selecting the right people for the right job is another important part of workplace efficiency. He then came up with four principles as follows;

- i. Replace working by ‘rule of thumb” or simple habit and common sense and instead use the scientific method to study and determine the most efficient way to perform specific tasks.
- ii. Rather than simply assigning workers to any job, match them to their jobs based on capability and motivation ant train them to work at maximum efficiency.
- iii. Monitor workers performance and provide instructions and supervision to ensure that they are using the most efficient ways of working.
- iv. Allocate the work between managers so that the managers spend their time planning and training allowing the workers to perform their tasks efficiently.

## **2.10 Theoretical Framework.**

Various theories have been advanced to explain psychosocial workplace environments on employee service delivery. Environmental influences and differences may make a theory work in one place while making it irrelevant in another. In this section relevant theories to



this study are reviewed with an aim of guiding the researcher in understanding the work place environment better.

### **Elton's Mayo's Hawthorne Effect**

Hawthorne set the individual in a social context, establishing that the performance of employees is influenced by their surroundings, and by the people that they are working with as much by their own innate abilities. The original purpose of the experiments was to study the effects of physical and social conditions on employee's productivity.

The aptitudes of individuals are imperfect predictors of performance, which is strongly affected by service delivery as one of the main aspects; but the amount produced is strongly influenced by social factors, the theory shows that the relations that supervisors develop with workers tend to influence the manner in which workers carry out their directives, (Mayo, 1987). The theory is relevant to this study since it helps identify the psychosocial environment conditions in the workplace environment which relate with employee performance, especially by measuring their service delivery. Mayo's management theories grew from his observations of employee productivity levels under varying environmental conditions. His experiments drew a number of conclusions about the real source of motivations, laying the groundwork for better approaches to team building and group dynamics. Mayo management theory states that employees are motivated far more by relational factors such as attention and rather than by monetary rewards or environmental factors such as lighting and humidity.

Mayo came up with four combinations; he say's " group with low norms and low cohesiveness are ineffective, they have no impact, since none of the members are

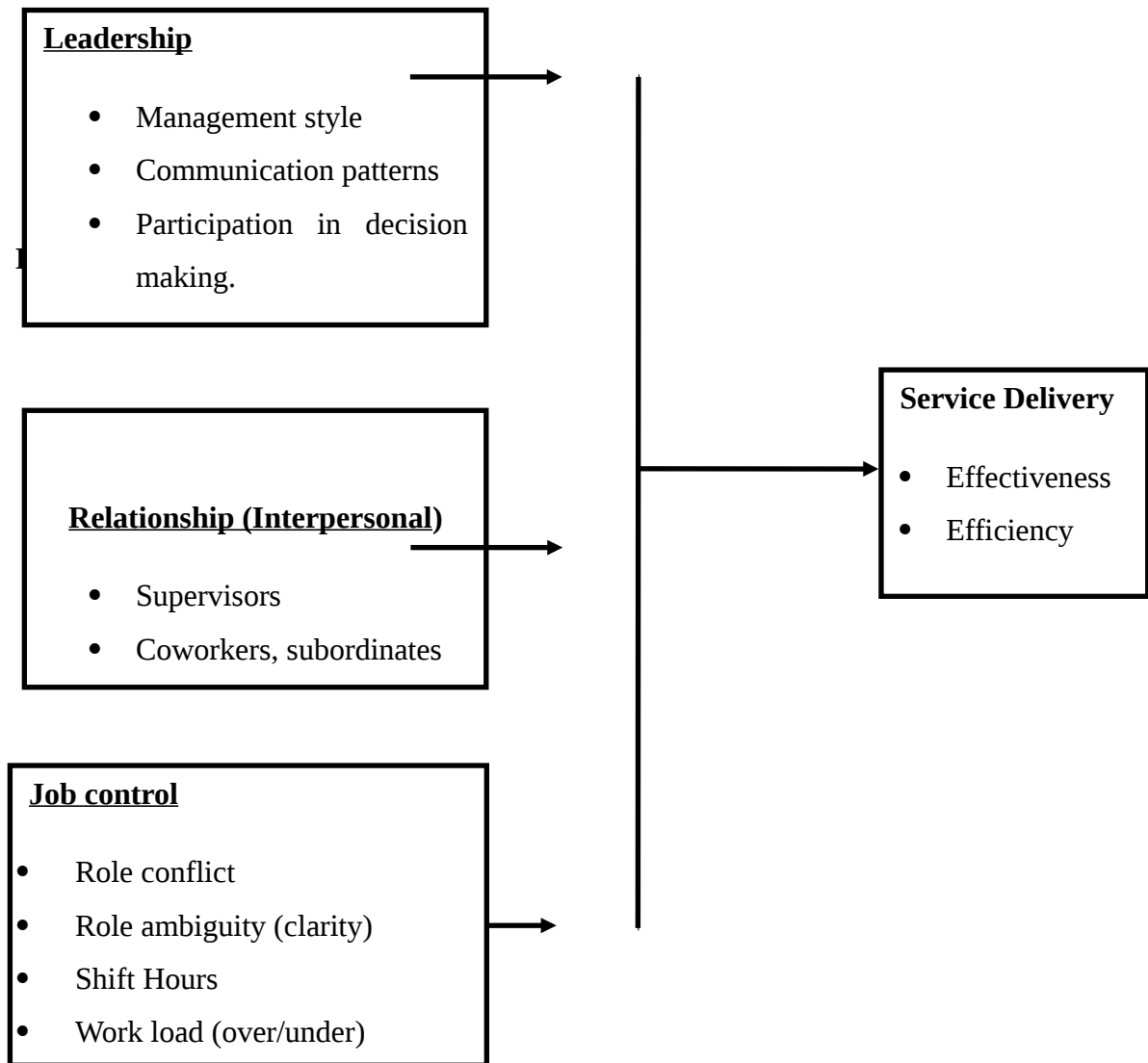
motivated to excel; group with low norms and high cohesiveness have a negative impact since fellow members encourage negative behavior; groups with high norms and low cohesiveness have some degree of positive impact through individual member accomplishment and finally groups with high norms and high cohesiveness have the greatest positive impact.” Since members encourage one another. Internal or external factors may motivate a person to change or develop their actions; internal factors i.e. the decision to learn a new skill, which would reward an individual. External factors may include sales targets, incentives, quality services etc.

A more negative motivator might be no pay raise if targets are not achieved. Such internal and external factors are present in prison environment but as Mayo suggested some motivators at work such as greater communication, good team work, showing interest in others, involving others in decision making, ensuring the well-being of others would enable employees improve in productivity and service delivery. It is said that boredom and repetitiveness of tasks leads to reduced motivation. But in most cases it is believed that motivation is improved through making employee feel important giving them a degree of freedom to make choices acknowledging their social skills.

## 2.11 Conceptual Framework

### Independent Variable

### Dependable Variable



Source: Researcher, 2017.

**Figure 3: conceptual framework showing the relationship between independent and dependent variables.**

## 2.12 Research Gap

The working environment and the nature of work itself are both important influences on the health and wellbeing of the working people. Psychosocial risks have been identified as one of the key emerging risks facing worker occupation health and safety today. Linked to psychosocial risks, issues such as work related stress, work place violence and harassment are widely recognized as a major challenge to occupational health and safety. There is a strong growing evidence to indicate an association between work related health complains and exposure to psychosocial hazard to a wide array of health outcomes for the individual worker and the organization.

Exposure to psychosocial hazards can affect employee's health both psychological and physical, through a stress mediated pathway. In addition, the health and resiliency of an organization (absenteeism, high turnover, lower productivity and organizational commitment) can be affected. It is important to ensure surveillance of psychosocial risks to support programs and policies that promote the prevention of stress and ill health. Many researchers have tackled issues that link psychosocial hazards and risk factors to physical and emotional health yet very little has been done when it comes to assessing the effects of psychosocial environment on job performance especially, in service delivery. This study aims at reducing that gap and research on some of the most common psychosocial hazards found at any prison and how they affect service deliver by service employees

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Overview

This chapter discusses the methodological procedures that were used in data collection and analysis. Discussed in details are the research design, research methodology, study area, target population, data collection methods, Instrumentation, the sample selection method, data analysis and the ethical considerations.

#### 3.2 Research Design

Research design is a general plan that provides a framework for the choice of data collection techniques and data analysis procedures. The study employed a Descriptive Survey design. According to Minion and Cohen, 2004, a research design is a useful educational research method, particularly for gathering data at a specific point in time with the intention of describing the nature of existing conditions, identifying standards against which existing conditions can be compared and determine the relationships that exist between specific events (Ngechu, 2004).

A descriptive research is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. These types of experiments are often used by anthropologists, psychologists and scientists to observe natural behavior. In this study it was used to judge the morale of staff. The results form a descriptive research cannot be used as a definitive answer to disprove a hypothesis, but if the limitations are understood, they can still be a useful tool in many areas of scientific research.

A survey is a method of collecting information by interviewing or administering questionnaires to a sample of individuals. The survey is the most frequently used method for collecting information about people's attitudes, opinions, habits or any of the variety of social issues. This assist in identifying public opinions on various issues so that one can improve on strategies already administered. In conducting a survey, the researcher constructed questions that solicited the desired information, after identifying the individuals to be surveyed and identified the means by which they will be conducted, in this case through the use of questionnaires. The data was then summarized in a way that provided the designed descriptive information.

The descriptive function of a research is highly dependent on instruments for measurement and observation (Borg and Gall, 1989). Highly validated questionnaires give valuable descriptive data. Descriptive studies can yield rich data that lead to important recommendations, (Galloway, 1992), descriptive data draws reasonable conclusions about using expert systems to support advising. Some common data collection methods applied to questions within the realm of descriptive research includes surveys, interviews, observations and portfolios.

A descriptive study is one in which information is collected without using the environment (nothing is manipulated). This descriptive study provided information about naturally occurring health status, behaviors, attitudes or other characteristics of a particular group; and was conducted to demonstrate associations or relationships between things in the world around prison guards.

An advantage of this research design is that the subject is being observed in a completely natural and unchanged environment, without affecting their normal behavior in any way, while one of the disadvantage is that there are no variables manipulated, there is no way to statistically analyze the results, many scientists regard this type of study as unreliable and unscientific. In addition the results of observational studies are not repeatable and so there can be no replication of the experiment and reviewing of the results.

### **3.3 Study Area**

Eldoret town is currently among the fastest growing town in the country, and the 5th largest in Kenya with a geographical coordinates of 0.5167° N, 35.2833° E, (Makini, 2010).

### **3.4 Target Population**

The target population is the specific population about which information is desired. According to (Ngechu, 2004), a population is a defined set of people, services, elements, events and group of things or households that are being investigated. Borg et al refers to population as the biggest cluster that researchers desired to study.

In this case, the study focused on government staff at G.K prisons, located in Uasin Gishu County, Kenya. The staff members comprised individuals from different ranks including superintendent of police, chief inspectors, inspectors, senior sergeants, sergeants, corporals and constables. The study gave both male and female respondents equal chance to contribute not necessarily paying attention to their ages and some ranks. There population is slightly above 500 individuals.

Most managerial staff members were excluded from the research as they are part of the research objectives and some of the questions are directed to their leadership styles.

### 3.5 Sample Size

Sampling is the process of selecting a sub-set of case in order to draw conclusions about the entire set. During the process of sampling the researcher seeks knowledge or information about the whole population, object or events by observing some of them and extends the findings to the entire population or sets of event (Stephen & McCarthy, 1958). A sample is a small part of the large population, which is thought to be representative of the larger population. Any statement made about the sample should be true for the entire population.

**Table 3.1 Sample size**

<b>Employee Rank</b>	<b>Population</b>
Inspectors	7
Senior sergeants	12
Sergeant	11
Corporal	25
constables	95
Total	150

This particular research had a sample size of 150 respondents.

### 3.6 Sample Technique

Good sampling entails a well-defined population, an adequate chosen sample and an estimate of how representative of the whole sample is. For the effort to increase reliability, the criteria for sample size was determined by studies by Borg & Gall (2007) and Mugenda (1999), who assumed that for sample sizes more than 250 respondents, a



researcher may use 30% of the total population, while for sample less than 50, a researcher may use 40% of their entire target population. This criteria is only used for qualitative researches, where the respondents are said to be having the same socio economic characteristics.

A simple random technique is a subset of individuals (a sample), chosen from a larger set (a population). Each individual is chosen randomly and entirely by chance; such that each individual has the same probability of being chosen at any stage during the surveying technique. In this particular study, convenience sampling also called accidental or haphazard sampling was used, the researcher simply selected the required number respondents that were conveniently available.

### **3.7 Data collection method and Tools**

The purpose of data collection was to obtain information from respondents. The study used both primary and secondary data; primary data from questionnaires while secondary data from institution documents such as attendance sheets and complain reports. Qualitative researchers deal with empirical data, or potentially verifiable obtained from the environment and accessed via human senses, sources and types of data are limited only by the creativity and energy of the research (Bateson, 1985)

In this study, there was the use of Questionnaires' as data collection instruments. The questionnaires that were administered to all respondents were closed and open ended, properly structured so as to provide conformity in the answers given by the respondents.

### **3.8 Data Analysis and Presentation**

The process of bringing order, structure and meaning to the mass of collected data, it is processing, inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, suggestions, conclusions and supporting decision making.. It is ambiguous, time consuming, creative and fascinating process. Qualitative data analysis is statements about relationships among categories of data (Marshall, 1990), Qualitative data analysis also presents a way in which the researcher moves from a description of what is the case to an explanation of why is the case (Hitchcock, 1995).

This study put in use a semi structured format where the researcher was guided by a script but interesting issues were explored in more depth to provide a good balance between richness and replicability findings which were presented in form of graphical representations, analysis was achieved by use of charts, graphs and tables.

### **3.9 Validity and Reliability**

Validity is the degree to which data in a research is accurate and credible while reliability is the degree to which an instrument will produce similar results at different periods (Gary, 2004). The researcher used cronbach's alpha since it is a coefficient of internal consistency commonly used as an estimate of the reliability. A reliability coefficient of 0.7 or over was assumed to reflect the internal reliability of the instrument. The instrument gave a Cronbach's coefficient alpha value of 0.7227 implying it was above the recommended value and suitable for administration.

## **10 Ethical Measures**

The researcher adhered to the principle of voluntary participation and ensured no respondent was forced to participate in the study by allowing the involvement of willing participants only. Data was only collected with the informed consent of participants, while privacy and confidentiality of participants was assured and information sought was not made available to anyone who is not directly involved in the study.

The principle of anonymity was guaranteed by keeping the participants anonymous throughout the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATIONS AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter comprises presentation, interpretation and analysis of the findings for the data collected from the field. The data was collected through personal interaction with different respondents on issues regarding effect of work place environment on employee service delivery. The research questions formed the themes along which the analysis is done .All data is analyzed according to the categories. This discussion is presented in two parts. Part A deals with background information. Part B deals with information related to effect of workplace environment.

#### **4.1.1 Response Rate**

The study targeted 150 employees but the actual number that participated in the study was 139. A response rate of 92% was obtained, which is acceptable proportion according to Mugenda and Mugenda (2003), who reports that a response rate of 50% and above is acceptable.

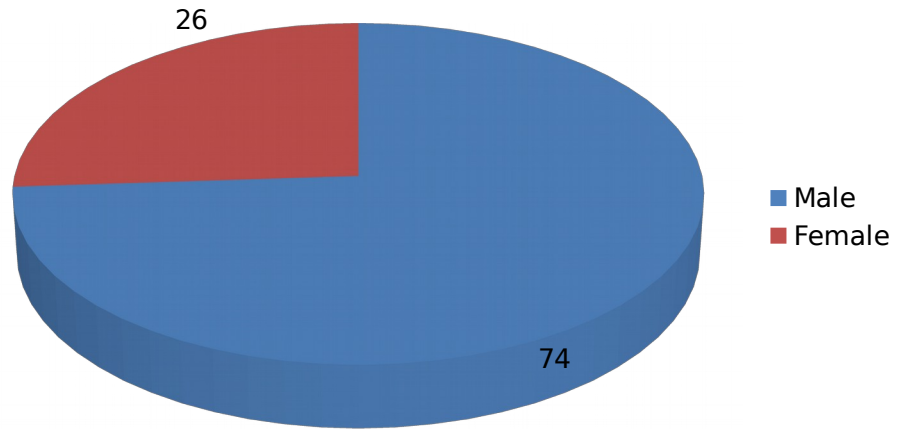
#### **4.2 Background Information**

The study aimed to establish the general information of the respondents targeted in the study. The study sought to find out the gender, age and marital status and work stress.

##### **4.2.1 Gender of Respondents.**

Descriptive statistics aided the study in illustrating the characteristics of the respondents and nature of the data in line with the study objectives.

The figure below shows the gender of respondents.



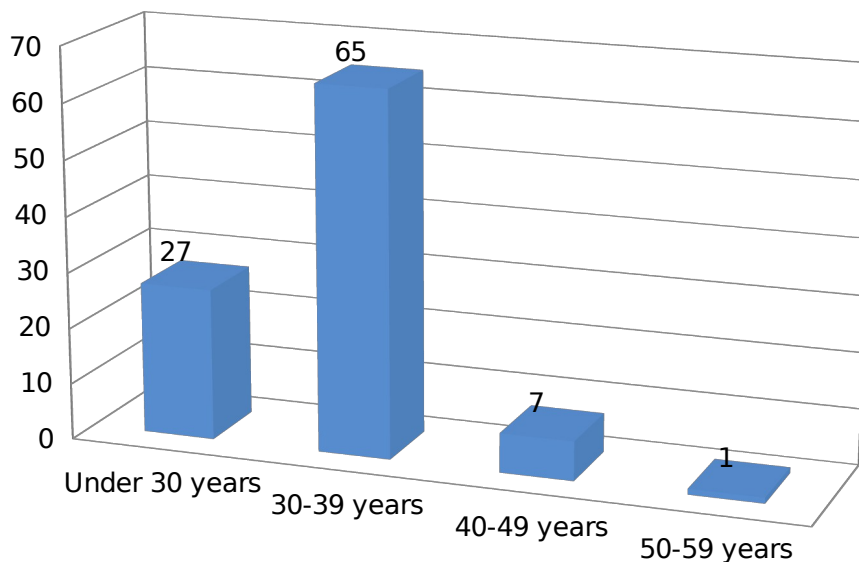
**Figure 4.1: Gender of the Respondents**

Due to the challenging nature of the job, male individuals are given priority during the recruitment process. Issues like job descriptions, work hours and security are put into consideration.

The study findings on gender indicated that 74% (103) were men, while 26% (36) were female. The institution has a lot of male employees and this reflected on the response rate as well.

**4.2.2 Age of the Respondent**

The figure below indicates the age of the respondent.

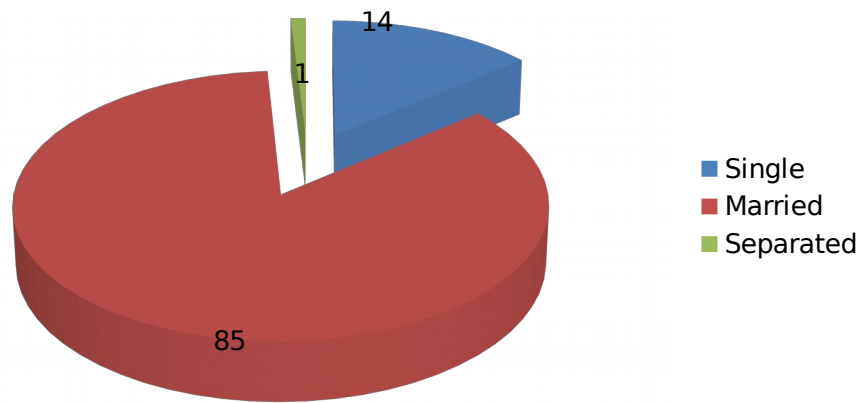


**Figure 4.2: Showing Age of the Respondents**

The study results on age indicated that the majority respondent had age bracket of between 30-39 years 65% (90), followed by under 30 years 27% (37) while respondent with 40-49 years were 10 with 7% and finally 50-59 had the least percentage with 1% (2) a group of employees heading towards the retirement age. This implied that majority of the respondents were young and most of the respondents were at the peak of their career hence they understood their WPE well and could easily link their WPE and its effects on their motivation and how that affects their SD.

Due to the demanding nature of the work and security issues, employer considered an age bracket of 30 to 40 years, these groups of individuals are hungry to grow career wise, are easily trainable, easily transferred to other locations and can work on their feet for long hours. Security and rehabilitation being the number one policy here, an employee who can keep tabs on a prisoner and a keen eye on their surroundings is a plus.

### 4.2.3 Marital Status of the Respondent



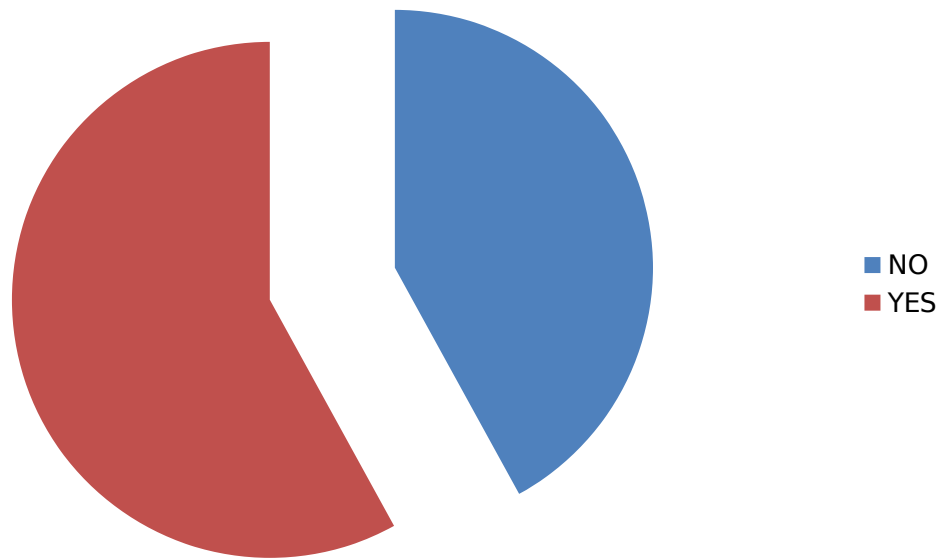
**Figure 4.3: Showing the Marital Status of the Respondents**

The study results on marital status were that majority respondents are married 85% (117), while 14% (20) were single and 1% (2) separated. This implies that majority respondent had responsibility of taking care of their family hence a conducive WPE was crucial in order to achieve their financial goals, a healthy marriage and career development hence an experience of a healthy WLB, to achieve balance between the work and home domains can have negative consequences for both the worker and the institution (Allan Loudoun, 2007).

Most employees are between the ages of 30 to 39 years, are married and have families.

### 4.2.4 Response on Subjection to stressful Situation at Work

The figure below represents the response on whether the respondents have been subjected to stressful situation at their respective work.



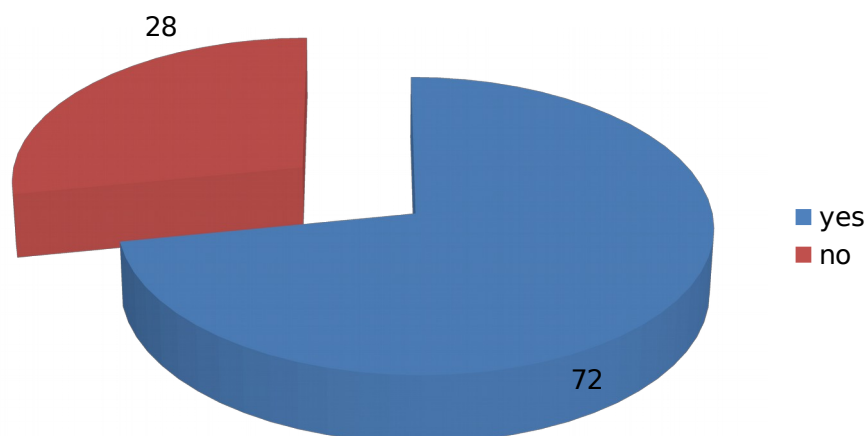
**Figure 4.4: Showing the stress level of the Respondents**

The study results on whether the respondents have been subjected to stressful situation at work. Majority were of the opinion that they had faced stressful situation at work with 58% (80) while 42% (59) agreed that they had not faced stressful situation at work. Most employees are satisfied with their work environment and feel like this environment does not affect the morale and attitude while performing their daily duties but still undergo some level of stressful situations.

#### **4.2.5 Emotionally Demanding Work**

The figure below shows the results of emotionally demanding work as per the respondent.





**Figure 4.5: Showing exposure to emotionally demanding work**

The study results on whether the respondent work was emotional demanding 72% (100) said yes while 28% (39) felt that their work was not emotionally demanding, feelings of anger and frustrations were mentioned. This implied that the WPE had a lot of pressure on the employee hence they were emotionally affected which eventually affected how they view and attend to service consumers. This is the degree to which an individual is able to balance the temporal, emotional and behavioral demands of both paid and family responsibilities (Weitzman, 2001).

#### **4.3 Analysis of Specific Objectives**

The study sought to assess the effect of work place environment on employee delivery. The study focused specifically on the effects of psychosocial work environment, interpersonal relationships and leadership on employee service delivery. The results were as follows;

### 4.3.1 Effect of psychosocial work environment on employee service delivery

This study sought to establish the Effect of psychosocial work environment on employee service delivery; the study results were as follows;

**Table 4.1: Effect of psychosocial work environment on employee service delivery**

Item		Always	Often	Sometimes	Seldom	Never	TOTAL	Mean	Percentage %
Is your work	F	7	110	11	7	2	139	2.35	45
unevenly									
distributed so it	%	5	79	8	5	1	100		
piles?									
How often do	F	40	87	12	0	0	139	1.8	36
you have control	%	29	63	9	0	0	100		
over shift hour?									
Do you have to	F	105	20	9	3	2	139	1.4	28
work very fast?	%	76	14	7	2	1	100		
Does your work	F	87	7	13	12	20	139	2.07	41.4
have clear	%	63	5	9	9	14	100		
objectives?									
Do you meet you	F	90	9	29	2	9	139	1.78	35.6
deadlines?	%	64	6	21	1	6	100		
Do you have a	F	43	10	86	0	0	139	2.31	46.2
large degree of									
influence	%	31	7	62	0	0	100		
concerning your									
work?									
Do you	F	84	10	35	3	7	139	1.84	36.8
understand the	%	60	7	25	2	5	100		

roles completely? Do you have	F	12	13	72	40	2	139	3.05	61
enough time for your task? Does your	%	8	9	52	29	1	100		
workload make you feel	%	11	8	9	60	12	100		
overworked? Does your work	F	35	15	14	44	31	139	3.1	63
make you feel	%	25	11	10	31	22	100	5	
underworked? Can you	F	34	16	5	28	56	139	3.4	68
influence the amount of work assigned to you?	%	26	12	4	20	40	100		

---

Source: Research data, 2016

The study results revealed that 45% (mean=2.35) of the respondents were of the view that work is unevenly distributed so it piles, 36% (mean=1.80) were of the opinion that they have control over shift hour, 28% (mean=1.4) of the responses were of the opinion that they have to work very fast, 41.1% (Mean=2.07) were of the opinion that their work have clear objectives, 35.6% (mean=1.78) were of the opinion that they meet deadlines, 46.2% (mean=2.31) were of the opinion that they have a large degree of influence concerning their work, 36.8% (mean=1.80) were of the opinion that they understand their roles completely, 70.8% (mean=3.05) were of the opinion that their workload makes them feel overworked, 63% (mean=3.54) were of the opinion that their work makes them feel

underworked and finally, 68 ( mean=3.4) were of the opinion that they can influence the amount of work assigned to them.

Findings of the study revealed that minority of the employees have control over their shift hours and influence over their assigned work, they lack clear objectives and barely understand their roles. Lack of clear outlined roles affect SD efficiency and effectiveness jeopardizing service quality leading to a large number of complains and delays. On the other hand majority of the employees feel underworked thus have enough time to complete their daily tasks as scheduled. The study brings to light the fact that psychosocial work place aspects affect employees SD some personal control over job and a reasonably clear role and a sense of control or involvement of staff during tasks allocation may help the same employees save on time by avoiding careless errors and wastage of resources thus improving on their delivery.

#### 4.3.2 Effect of Interpersonal Relationship on Employee Service Delivery

This study sought to establish the Effects of interpersonal relationships at work on employee service delivery; the study results were as follows;

**Table 4.2: Effect of Interpersonal Relationship at work on Employee Service Delivery**

Item		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total	Mean	Percentage %
There is a good atmosphere between you	F	6	6	5	119	3	139	3.77	75
	%	4	4	4	86	2	100		

and your colleagues									
I relate to other people's	F	3	2	3	131	0	139	3.88	78.07
problem as part of my	%	2	1	2	94	0	100		
work									
There is good cooperation	F	3	3	5	128	0	139	3.86	77
between colleagues at	%	2	2	4	92	0	100		
work									
I feel as part of the	F	1	3	5	130	0	139	3.89	78.98
community at the	%	1	2	4	93	0	100		
workplace									
I get help/support from my	F	1	6	132	0	0	139	3.94	79
colleagues	%	1	4	95	0	0	100		
Are you treated fairly at	F	38	6	7	86	2	139	3.05	61

---

Source: Research data, 2016

The study results revealed that 75% (mean=3.77) of the respondents were of the view that there is a good atmosphere between them and their colleagues, 78.07% (mean=3.88) were of the opinion that they relate to other people's problem as part of my work, 77% (mean=3.86) of the responses were of the opinion that there is good cooperation between colleagues at work, 78.98% (Mean=3.89) were of the opinion that they feel as part of the community at the workplace, 79% (mean=3.94) were of the opinion that they get help/support from their colleagues, and finally, 61% ( mean=3.05) were of the opinion that they are treated fairly at the workplace.

Findings of the study indicated that majority of the employees relate well, cooperate as required and feel like there is good atmosphere at the WP. These employees are treated fairly, feel like part of the community and get help and support from colleagues'. Positive

inter personal relations at the WP leads to clear and easy flow of information between employees to employees and employees to management. The flow of information in most cases include criticism and encouragement that enable an employee's perform better positively affecting quality, efficiency and effectiveness of the service provider.

The research findings concurred with studies carried out by Noe, 2008, who stated that supervisor's interpersonal roles encourages positive relation and increases self-confidence of the employees and in turn improves performance but in this case SD. Arnold, 2007 findings stated that immediate supervisors act as advocates' for employees, facilitate the allocation of resources required by the employees for them to be able to work well by providing encouragement for jobs well done. The respondents clearly outlined the role of proper communication among themselves.

#### 4.3.3 Effect of Leadership on Employee Service Delivery

This study sought to establish the Effects of leadership on employee service delivery; the study results were as follows;

**Table 4.3: Effect of Leadership on Employee Service Delivery**

Item		Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied	Total	Mean	Percentage %
.Is your work recognized	F	104	18	11	6	139	1.42	28
and appreciated by	%	75	13	8	4	100		
management?								
Do you receive all	F	95	29	13	1	139	1.5	38
information you need in	%	68	21	9	1	100		

order to do your work									
Do you have possibility of well?	F	23	82	30	1	139	2.13	53	
learning new skills through your work?	%	17	59	22	1	100			
Do you participate in decision making?	F	23	31	84	1	139	2.46	61	
How often do you get feedback from management?	%	17	22	60	1	100			
Does management withhold important information from you?	F	26	81	1	2	139	2.08	52	
	%	19	58	1	1	100			
Does management withhold important information from you?	F	16	32	83	6	139	2.61	65	
	%	12	23	60	4	100			

---

Source; Research data, 2016.

The study results revealed that 28% (mean=1.42) of the respondents were of the view that their work is recognized and appreciated by management, 38% (mean=1.50) were of the opinion that they receive all information they need in order to do your work well, 53% (mean=2.13) of the responses were of the opinion they have a possibility of learning new skills through their work, 61% (Mean=2.46) were of the opinion that they participate in decision making, 52% (mean=2.08) were of the opinion that they get feedback from management, and finally, 65% ( mean=2.61) were of the opinion that management withhold important information from them.

Some of the employees feel recognized at the WP, by receiving adequate information at a regular basis, however, management could be secretive and they feared their plan I term of quality delivery could be compromised by the employees hence in order to gain

advantage over their employees they had to withhold crucial information. A small number of employees seem to describe their jobs as routine hence find it very difficult to learn new skills at the WP, while most employees participate in decision making process, they strongly affirm that communication process can be improved to allow them have adequate information passed on to them on time, by this creating a less TWP.

Proper leadership style is crucial since it determines the quality of employees' performance in an organization (Chen, 2005), the interaction between leaders and employees where the leaders control and direct employees in attempt to influence their behaviour. Some factors in the organizational climate, organizational values, composition of work group and type of work can influence leadership style to their perceived preference of their subordinates, but in this case this correctional facility is headed by well-trained individuals who understand the challenges brought by their jobs and willingly lead by humility creating a very conducive WPE for subordinates.

#### 4.3.4 Indicator of Work Satisfaction

This study sought to identify job satisfaction indicators; the study results were as follows;

**Table 4.4: Indicator of Work Satisfaction**

Item		Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied	Total	Mean	Percentage%
To what extent are you satisfied with your working condition?	F	13	117	9	0	139	1.97	49
	%	9	84	94	0	100		



How satisfied are you	F	12	124	3	0	139	1.94	48
with the company	%	68	21	9	1	100		
welfare support								

**Source; Research data, 2016.**

Majority were of the opinion that they were satisfied with their working condition. This implied that the institution had put proper measures to ensure the working environment is friendly and safe, this measure include security.

#### **4.3.5 Psychosocial Environment and Employee Service Delivery**

This study sought to identify psychosocial environment on employee service delivery; the study results were as follows;

**Table 4.5: Psychosocial Environment on Employee Service Delivery**

Item		Strongly Agree	Agree	Disagree	Never	Total	Mean	Percentage%
I complete all my transaction	F	16	120	3	0	139	1.97	49
and documentation required in	%	11	86	2	0	100		
time								
I am able to keep processing	F	43	89	7	0	139	1.94	48
error to near zero most of the	%	31	64	5	0	100		
time								
I make efficient use of resources	F	99	36	3	1	139	1.91	47
provided to be able to deliver	%	71	26	2	1	100		
efficiently								
I normally exceed expectation	F	95	33	8	3	139	1.74	44

for the set target	%	68	24	6	2	100		
I get time to make suggestion	F	27	102	6	4	139	1.32	33
toward improvement of	%	19	73	4	3	100		
procedure and process								
My consumer regularly express	F	42	97	0	0	139	1.42	36
their gratitude for service	%	30	70	0	0	100		
offered to them								

Source; Research data, 2016.

The study results revealed that 49% (mean=1.97) of the respondents were of the view that they complete all their transaction and documentation required on time, 48% (mean=1.94) were of the opinion that they are able to keep processing error to near zero most of the time, while 47% (mean=1.91) of the responses were of the opinion that they make efficient use of resources provided to be enable them to deliver efficiently, 44% (Mean=1.74) were of the opinion that they normally exceed expectation for the set target, 33% (mean=1.32) were of the opinion that they get time to make suggestion towards improvement of procedure and process, and finally, 36% ( mean=1.42) were of the opinion their consumer regularly express their gratitude for service offered them.

The majority of the respondents agreed that they complete all their transactions and documentation required on time. This implies that the workers are motivated by the work environment hence they are efficient and effective in delivering their services.

A huge 70% understand their roles, work fast, have clear objectives , get to a great deal of influence over the amount of work assigned, thus can deliver and handle service consumer whole heatedly. Having clear role definitions minimizes errors reduces the amount of time allocated to each service consumer leading to less complaints and above

average feedbacks. Most employees have a great deal of influence over work assigned to them. This actually means that carry over's of assigned and allocated tasks is unheard of.

Most employees advocate for proper relationships between themselves, avoidance of bad blood and bitterness at the workplace enables the employees to carry out assigned tasks efficiently with less efforts of sabotage from colleagues. This positive work atmosphere supported by 75% of the employees' eases the flow of information among employees and management. It is very easy to learn from among themselves and correct each other, minimizing the occurrence of errors and complaints.

Employees work hard but receive less or no feedback from the employer, lack of participation in decision making sometimes affect their attitude towards service delivery. Lack of recognition and insufficient information on performance forces most employees to either perform poorly or slightly above average. The psychosocial environment affects employee's service delivery, although majority of the employees complete documentations on time and ensure to keep errors to near zero by efficiently utilizing the allocated resources most of them have an urge to be given chances to suggest some policies that might fit well during service delivery. They feel the need to have consumers regularly express their gratitude for services rendered, no matter how small, will bring a great change in boosting their attitudes.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the discussion, conclusion and recommendations arising out of the research finding in chapter four and suggests areas for further study. The study has generated several findings of which are in line with existing literature and previous research findings.

#### 5.2 Summary of Findings

Data analysis and interpretation of questionnaires revealed that 45% (mean=2.35) of the respondents were of the view that work is unevenly distributed so it piles, 36% (mean=1.80) were of the opinion that they have control over shift hour, 28% (mean=1.4) of the responses were of the opinion that they have to work very fast, 41.1% (Mean=2.07) were of the opinion that their work have very clear objectives, 35.6% (mean=1.78) were of the opinion that they meet deadlines, 46.2% (mean=2.31) were of the opinion that they have a large degree of influence over their work, 36.8% (mean=1.80) were of the opinion that they understand their roles completely, 70.8% (mean=3.05) were of the opinion that their workload make them feel overworked, 63% (mean=3.54) were of the opinion that their work make them feel underworked and finally, 68% ( mean=3.4) were of the opinion that they can influence the amount of work assigned them. This was indicative that job control and tasks assigning and duty allocation causes an uncomfortable feeling in man and affects his mental and physical condition further reducing performance

(Sandstorm, 1994). Having a heavy work load with minimum shift hours and role clarity leads to job pilling and overload, while on the other hand a worker with very little work load and also of time, simply meaning early report time and late checkout with very clear job role definitions time makes the worker feel underworked and unproductive, depending on the employees attitude, he may rather appear to be excellent, average or poor in service delivery. The aspects of a job itself are a key determinant of the quality of work and level of service delivery.

The study results revealed that 75% (mean=3.77) of the respondents were of the view that there is a good atmosphere between them and their colleagues, 78.07% (mean=3.88) were of the opinion that they relate to other people's problem as part of my work, 77% (mean=3.86) of the responses were of the opinion that there is good cooperation between colleagues at work, 78.98% (Mean=3.89) were of the opinion that they feel as part of the community at the workplace, 79% (mean=3.94) were of the opinion that they get help/support from my colleagues, and finally, 61% ( mean=3.05) were of the opinion that they are treated fairly at their workplace.

Interpersonal relations at work serve a crucial role in the development and maintenance of trust and positive feeling in an organization. Although the quality of interpersonal relationships alone is not enough to produce productivity, it can significantly contribute to it. An effective supervisor needs to abstain from showing favourism but show concern for subordinate without appearing to pry and avoid misusing supervision power. As employees spend a large portion of their time at work, interpersonal relationships and friendship between employees are formed.

According to Gallup survey about 30% of employees responded that they had a best friend at work, similarly, other researchers have consistently reported that workplace friendship positively affects employees work related attitudes and behaviour, in turn, enhance organization outcome.

People may gain health, assistance, guidance, advice, feedback, recommendation or information from workplace friends on variety of work related such as completing jobs, performing tasks and handling issues with coworkers, subordinate, supervisors or clients (Hamilton, 2007). Best on the functional values of interpersonal relationship previous empirical research in psychology and management commonly reveal that interrelationship between employees positively leads to work related attitudes, intentions and behaviours such as job satisfaction, job performance, turnover, service delivery and absenteeism (Riordan & Criffeth, 1995).

Research further suggested interpersonal relationship may enhance organization performance because employees and friendship like to help each other with tasks, communicate with moral building behaviours, have few communication difficulties and thus increase effort and rate of production (Bandura, 1982). Accordingly, research has shown that individuals who have a close friend at work are less likely to be absent or leave the organization than individuals who do not because they gain a sense of belonging and obligation to workplace friend, who have accepted, understood and helped them at work (Morrison, 2004).

The study results revealed that 28% (mean=1.42) of the respondents were of the view that their work is recognized and appreciated by management, 38% (mean=1.50) were of the

opinion that they receive all information they need in order to do their work well, 53% (mean=2.13) of the responses were of the opinion they have a possibility of learning new skills through their work, 61% (Mean=2.46) were of the opinion that they participate in decision making, 52% (mean=2.08) were of the opinion that they get feedback from management, and finally, 65% ( mean=2.61) were of the opinion that management withhold important information from them.

The study results revealed that 49% (mean=1.97) of the respondents were of the opinion that they were satisfied with their working condition, 48% (mean=1.94) were of the opinion that they were satisfied with the company welfare support.

The study results revealed that 49% (mean=1.97) of the respondents were of the view that they complete all required transaction and documentation on time, 48% (mean=1.94) stated that they are able to keep processing errors to near zero most of the time, 47% (mean=1.91) of the responses were of the opinion that they make efficient use of resources provided to be able to deliver efficiently, 44% (Mean=1.74) were of the opinion that they normally exceed expectation for the set target, 33% (mean=1.32) were of the opinion that they get time to make suggestion towards improvement of procedures and process, and finally, 36% ( mean=1.42) were of the opinion their consumer regularly express their gratitude for service offered to them.

The service delivery by employees is influenced by their surroundings, and by the people they work with, the adopted theory clearly shows that the relations that supervisors develop with workers tend to influence the manner in which workers carry out their directives. Most of the employees at the institution are happy and content and that reflects

in their warm smiles and service provision. While a small number feel frustrated by their working environment, however this varies from one department to another.

Management on the other hand has developed work related gatherings where the employees can meet and discuss some of the issues that they face and come up with proper measures on how to avoid and curb some of the psychosocial hazards at the institution. The use of such gatherings has reduced the number of employee complaints that were being received earlier anonymously.

### **5.3 Conclusion**

Service delivery by prisons workers is influenced by various aspects. The psychosocial aspects were an important factor in boosting the delivery of service by employees while compared other three attributes, leadership, job control and interpersonal relationships. In particular the role of supervision had a strong influence on performance of employees. It was determined that the employees understood their roles and responsibilities and were performing a wide range of activities to fulfill various obligations assigned to them. The study concluded that some employees are assigned many tasks hence they are not able to accomplish them in time. Employees tend to work in a hurry so the services they offer are substandard as a result of pressure from the work place environment. The study also concluded that there is team work among the employees that enable them to divide labor and be able to perform efficiently in term of service delivery goal accomplishment. This also implies that workers are committed to ensuring their colleagues achieve their targeted goals by offering help and guidance when required.



The study also concluded that sometimes the management communicates effectively but withholds some crucial information that the workers find important regarding their daily duties, but this doesn't affect their level of trust and commitment towards their employer and organizational goals.

#### **5.4 Recommendations**

As a result of the findings from this research, it is recommended that attention to be given to the strong influence on quality of the workplace life environment at the prison. Fostering a more humanistic workplace environment may yield a more contented work force, increased efficiency by reducing the number of employee absenteeism due to lack of motivation. Weak or negligible influences which were identified included factors in the work life and extracurricular balance. Therefore it is recommended that attention be given to integration of work life and family balance factors to human element effectiveness which requires its development, maintaining, achieving the integration and balance with the organization where employees work to achieve satisfaction and commitment on permanent basis and growing their creative energies thus helping to achieve the organization's objectives in an integrated manner. Employees need to be assigned workloads that are manageable and thorough tasks analysis should be carried out to ensure even and fair role allocation. This intern minimizes issues of employees complaining to have been under worked or over worked. Although there is good cooperation and relationship among employees, it will be a useful strategy to come up with new ways to enhance and nature these positive relationships and team work. Team building activities and training sections may enhance mingling and communication among colleagues. Findings from the study recommended that supervisors should inform

their juniors on performance and career progress in order to ensure employees achieve career growth, by use of proper communication channels. Positive employees' growth at the work place acts as a motivation strategy. Rewards on merit may be considered as alternative motivation strategy.

### **5.5 Recommendation for further research**

This research recommends further research should be attempted to collect data from a similar institution but clearly look at the effects of psychosocial environment with regard to prisoner rehabilitation, how positive or negative can the prison environment affect the attempts to change a prisoner behavior during, before and after release from the institution.

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

This questionnaire is a tool for collecting data that will help assess the effect of work place environment on employee service delivery. Kindly be objective as possible. The information obtained is strictly for research purposes and will be treated with highest level of confidentiality.

#### PART A: BIOLOGICAL INFORMATION

1. Gender

Male  Female

2. Age

- i. Under 30 years
- ii. 30-39 years
- iii. 40-49 years
- iv. 50 – 59 years
- v. 60 or More

3. Marital status

Single   
Married   
Separated   
Widowed   
Separated

4. What is your job?.....

5. What department do you work in? .....

6. Tenure of your job

- i. Contract
- ii. Permanent
- iii. Part-time
- iv. Other Specify).....

7. Length of service .....

8. Have you been subjected to stressful situation at work?     Yes  No

9. Is your work emotionally demanding                                     Yes  No

## PART B: PSYCHOSOCIAL FACTORS AT WORK

10. The following questions are about psychosocial work environment and service delivery. Some of the questions may fit better to your work than others. Please answer all questions. Kindly write your level of agreement/disagreement in the statements in the table below; 1= **Always** 2=**Often** 3 = **Sometimes** 4 =**Seldom** 5= **Never**.

Items	1	2	3	4	5
Is your work unevenly distributed so it piles?					
How often do you have control over shift hours?					
Do you have to work very fast?					
Does your work have clear objectives?					
Do you meet your date lines?					
Do you have a large degree of influence concerning your work?					
Do you understand the roles completely?					
Do you have enough time for your tasks?					
Does your workload make you feel overworked?					
Does your work make feel underworked?					
Can you influence the amount of work assigned to you?					

11. The following questions are about interpersonal relationship at work. Please answer all questions. Kindly write your level of agreement/disagreement in the statements in the table below;

1= **Strong Disagree** 2=**Disagree** 3 = **Undecided** 4 =**Agree** 5= **Strongly Agree**.



<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is a good atmosphere between you and your colleagues					
I relate to other people's problem as part of my work					
There is good cooperation between colleagues at work					
I feel as part of the community at the workplace					
I get help/support from your colleagues					
Are you treated fairly at your workplace					

12. The following questions are on leadership. Kindly write your level of agreement/disagreement in the statements in the table below;

1= Always 2=Often 3 = Sometimes 4 =Seldom 5= Never.

<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Is your work recognized and appreciated by management?					
Do you receive all the information you need in order to do your work well?					
Do you have the possibility of learning new skills through your work?					
Do you participate in decision making?					
How often do you get feedback from management?					
Does management withhold important information from					

you?					
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13. Regarding your work in general, how pleased are you?

VS= Very Satisfied=Satisfied, UN=Unsatisfied and VN= Very Unsatisfied

Items	VS	S	UN	VN
To what extent are you satisfied with your working conditions?				
How satisfied are you with the company's welfare support?				

14. If not pleased, kindly explain why.....

15. How can the management help to minimize the level of dissatisfaction?.....

.....

16. What are some of the psychosocial hazards that exist at your work place?....

.....

17. How do these hazards affect your productivity?.....

.....

18. The following are questions on psychosocial environment in relation to employee service delivery.

Kindly answer with 1=strongly agree, 2= Agree, 3= Disagree and 4= Never

Items	1	2	3	4
I complete all my transactions and documentation required on time.				
I am able to keep processing errors to near zero most of the time.				
I make efficient use of resources provided to be able to deliver efficiently.				
I normally exceed expectations for the set targets				
I get time to make suggestions towards improvement of procedures and processes.				
My consumers regularly express their gratitude for the				

services I offer them.				
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**THANK YOU VERY MUCH FOR YOURPATIENCE AND RESPONSES**