

**FOSTERING SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE IN NAIROBI CITY COUNTY, KENYA THROUGH FAMILY SUPPORT PROGRAMMES**

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**ABSTRACT**

*In the international organization system, law enforcement and order contribute to the stability of communities. This role is invariably performed by various institutions among them the police. The National Police Service institution has been characterised by a myriad of challenges both at macro and micro level of the institution thus bringing to question its service delivery ability role of maintenance of law and order. Research studies have shown that organisation performance and ultimately service delivery is hinged on employees. Therefore, performance may be attained provided employees are enhanced via workplace welfare practices such as family support programs. This inquiry sought to look into how applications of Family Support Programme affect the NPS's service delivery in Nairobi, Kenya's Kasarani sub-county. In particular, the inquiry aimed at determining the effect of family support programme on service delivery. The social exchange theory, resource-based view theory, and affective events theory served as the foundation for this study. Positivism was the philosophical approach of this study and additionally explanatory and descriptive research designs were applied. The research used a survey research approach where it focused on 350 police personnel in the Kasarani sub-county. A sample of 184 respondents was served with questionnaires for data collection and interview guide using stratified and selected using stratified random sampling techniques. The respondents' sample size was used to collect primary data using semi-structured questionnaires. Face, content, and construct validity was used to ensure validity. The reliability assessment was through the Cronbach alpha at 0.7. For the determination, descriptive analysis of the quantitative data collected, along with an explanation of the characteristics of the survey responses were statistically analysed through mean and standard deviation. Inferential statistics aided the testing of the hypotheses formulated in this study supported and Statistical Package for Social Science was used (version 20) as analytical software at the significance level of 0.05. The study established that family support programme in relation to service delivery significantly influenced and had a positive effect in the NPS for Kasarani, Nairobi County. The conclusion of the study was that effective family support programmes results to lower work-to-family conflict, resulting into positive perceptions of work and family life integration for the employees' family support by the organisation resulting into improved attitudinal ad performance outcomes in the organisation. The study suggests that in order for an organization to have effective family support programme, it institute a program that considers work schedules which support NPS employees' work and personal life integration thus impacting positively on service delivery.*

**Key Words:** Family Support Programmes, Service Delivery

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## INTRODUCTION

Theoretical convergence in Human Resource Management (HRM) literature rests on the premise that performance at the different levels of an organisation revolves round the people, and therefore it becomes an assumption that performance of an organisation is hinged on performance and by extension service delivery of its employees (Guest, 2011). The need to improve performance at the different levels of an organisation has thus altered and shifted management's orientations from 'hard' to 'soft' approach to human resource management issues with utmost emphasis on people as the most 'valued' organisational asset (Armstrong, 2009). Organisations have therefore designed and implemented array of Human Resource Management Practices (HRMP) that are perceived to influence employee behavioural and attitudinal results that may result in acceptable service delivery. The level of service delivery in organisations differs from one organisation to the next, and it takes place either at micro or macro levels of an organisation (Dyer & Reeves, 1995).

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

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

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

### **Service Delivery**

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

The concept of performance in terms of measuring metrics in a not-for-profit making organisation may be difficult to comprehend as there are no records of objective performance data (Kim, 2004), however, scholars in HRM literature have posited that subjective measures should be employed to measure performance at both the local and macro levels of a company (Vermeeren, 2017). Both the objective and subjective performance metrics are said to be achieved via HR outcomes- employee's attitudinal and behavioural outcomes- through HRM practices implemented in an organisational. As posited by Makhamara (2017), attitudes can be used to assess employee performance and behaviour characterising organisational workforce, and this was evidenced in Makhamara and Waiganjo (2016) where staff attitude was measured as one of the metrics of employee performance. In addition, service delivery measurement in public institution such as police force can be

assessed in terms of objective and subjective forms. Conventionally, service delivery (for the police force) is measured in terms of efficiency and effectiveness-crime statistics, but recently measures inculcating fairness, competency, legitimacy, have been employed to measure police performance at macro level (Vermeeren, 2017). However, irrespective of subjective or objective measures, performance at macro level is dependent on the performance at the police institution's micro level (police officers). In this study, the perceived employees' service delivery was measured based on employee commitment and job happiness are among the attitudinal and behavioral consequences characterising employees at the micro context of the NPS in Kasarani sub-county.

### **Family Support Programme**

Family support programmes are one of the important workplace welfare practices. As conceptualised by Muli, *et al.* (2014), family support programme entails policies instituted for a justification for sales representatives to have a more modified family work life that focuses on higher performance. The programmes help in integrating and reconciling crisis emanated from work-family conflicts. As averred by Mumford, Karen, John, and Budd (2006), sound family support programmes may have the tendency to reduce or mitigate the issue relating to absenteeism, enhance employee retention, and consequently improve productivity in an organisation.

Family support policies instituted in organisation may include employee counselling, family leaves, child centres, paid holidays, and crèches. HRM literature has documented empirical evidence of a favorable relationship between family support practices and performance at both the individual and organizational levels (Brent, 2017; Mumford, *et al.*, 2006). The evidence of significant effect of family support practices on performance is considered relevant; however, the need for bundling family support practices with other workplace welfare practices may profoundly have significant effects on performance at both individual and organisational level.

### **Statement of the Problem**

Reports on service delivery by NPS, over the years, have cited abuse of power, extra-judicial killing allegations, corruption, police highhandedness and excessive use of force (Osse, 2016). In addition, studies have documented evidence that police officers have displayed lack of commitment to their constitutional mandate and frustrations about their jobs leading to police brutality and public mistreatment (Osse, 2016; Susan, *et al.*, 2012). The number of police suicides and officer-on-officer attacks on workmates and family members is on the rise (Amnesty, 2021). In an effort to repositioning the police back to its constitutional mandate, the Government of Kenya has, at several occasions, taken initiatives in form of reforms to repositioning the police from force-oriented agency to a friendly and customer service-oriented institution (Nyongesa, 2013). The Police Strategic Plan and post-election violence in 2007/08 hitherto birthed police reforms covering the period of 2003-2007 and 2008-2012 respectively. The changes addressed challenges in employment relationships in order to improve service delivery in terms of police personnel' dedication and job happiness. Despite the reforms, police are still inept, unjust, and lack accountability and dedication in their operations, actions, and judgments (Human Right Watch, 2014 cited in Osse, 2014). There is therefore need to investigate whether employment interventions such as family support programme contribute significantly and have effect on service delivery in National Police Service, Kenya.

A study by Kemboi (2015) examined workplace welfare practices among Kenyan civil officials in Nandi County Tuwei as a prelude to service delivery and discovered that workplace health and safety, retirement plans, and flexible scheduling had a significant impact on service delivery. The influence of workplace welfare practices on employee service delivery in Non-Governmental Organisations in Nairobi: Kenya Red Cross Nairobi Branch was investigated by Manandhar (2016), who found that workplace welfare practices

contributed positively and significantly impacted on service delivery. In Kenyan county referral hospitals, Tarus (2017) looked on the effects of workplace welfare policies on service delivery and found that such programs have a significant and detrimental impact on service delivery. This inquiry therefore investigated the impact of workplace family support programme on service delivery in the NPS at Kasarani sub-county, Nairobi County Kenya.

### **Objective of the Study**

- To establish the effect of family support programmes on service delivery in the NPS in Kasarani sub-county, Nairobi.

## **LITERATURE REVIEW**

### **Theoretical Review**

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

### **Social Exchange Theory**

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

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

### **The Role Theory**

The proponents of the role theory Jacob, Moreno, Talcott Parsons, George Herbert Mead, and Ralph Linton (Micelle, 2007) claim that a person's position at work and elsewhere can be compared to several representatives who rely on the singular's job. Therefore, if someone aspires to these criteria, they will have succeeded in their position. Wolfe *et al* (1961) linked the balance between entertainment and serious work to a career, expressing that contending assumptions are connected to the fluctuating jobs People ought to behave in daily life.

Kanter (1977), building on Khan's (1964) work, had the opportunity to demonstrate how closely related and dependent family and work are. Notwithstanding, there are different elements that impact balance between fun and serious activities, like errand, outflow, stress, time, mentality, and conduct. Moreover, a few analysts guarantee that the obstruction among family and work, just as the contention that outcomes from it, varies tentatively and logically. This job hypothesis is crucial for the exploration since it underlines the connection among work and family obligations, which is the wellspring of contentions when there is no fair balance

between serious and fun activities.

### **Resource-Based View Theory**

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

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

### **Empirical Review**

Employers partnering with workers to improve family professional relationship has become a dominant concept in the modern days. Most of the family programme interventions include caring child welfare. These practices include early child care, and preschool. Family support programmes are particularly are addressed to parents and aim to promote strength in family members (Whittaker & Cowley, 2012). NPS officers are often faced with often changing and diverse work environment which separate them from their family hence family support programmes are essential to them. Family support programmes are important for children development. The concept if not well-defined in an organisation faces challenge on the best family support programmes to implement. A broad range of initiatives and programmes and activities have been developed which target both the parents and children. The programmes have shown significantly improve in early childhood education. Caring for the police families help them in focusing in delivering their duties hence improving service delivery.

A study by Karatepe (2015) examined the effects of family support programmes on service delivery. The study used judgmental sampling. These correlations were calculated using data from front-line staff at multinational hotel chains with five stars in Turkey with a two-week time lag. All postulated relationships have empirical support thanks to the results of structural equation modeling. Frontline employees, in particular, who receive adequate support in the family domain are highly engaged in their work. As a result, such employees have a lower probability of leaving their current employer.

The influence of work-family supportive programs on employee service delivery was explored by Johnpray (2018). Respondents who worked as nurses in a hospital in Jakarta, Indonesia totalling to 162 were surveyed. In this work, Structural Equation Modeling (SEM) was used to evaluate and estimate the relationship between the constructs. The results show that having a helpful boss at work has a positive and significant effect on how well employees deliver services. Effect of family support programs on worker administration

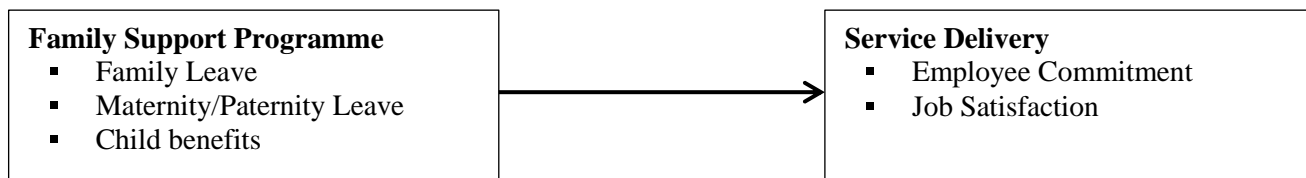
conveyance inside the association: the case of Slovenia was examined by Znidarsic and Bernik (2020). Surveys were utilized to gather information. A survey of 343 web-based members who worked in assorted situations in Slovenian ventures gave the quantitative information to our examination. The discoveries show that an association's work-family balance approaches and practices, for example, administration support, colleague backing, and family-accommodating arrangements and practices, emphatically affect a singular's work-family integration, which in turn prompts increased work commitment by employees, and that a singular's view of the association's work-family balance support prompts an increment in work commitment.

The integration of work-life initiatives at workplace has been identified as a means of attaining positive attitudinal and behavioural outcomes in organizations (Muli, *et al.*, 2014). Studies commissioned to explain the relationship between family support activities and company performance can be used to evaluate the effectiveness of HRM application techniques in organizations. Wekesa, *et al.* (2013) conducted assessment of HRMP on organisational performance of security firm in Kenya. The study was a survey research and data from 90 private security firms formed the study respondents and data collected were analysed descriptively and inferentially. The findings revealed that family support initiatives and practices had a significant relationship with service delivery at organisational level. The findings of Wekesa's *et al.* (2013) study was in consonance with Mumford, *et al.* (2006) that found positive relationship with work-life balance initiatives such as family support and service delivery. The study conducted investigated service delivery at macro level, and however, position has been reached among scholars in HRM literature that HRM practices should be investigated at micro level of an organisation.

Research by Neneh and Welsh (2022) on the nexus between family support and business performance in South African female technology entrepreneurs found out that high levels of emotional and instrumental support are necessary for female technology entrepreneurs to achieve high firm performance when instrumental support at home is lacking. As a comparison, male technology entrepreneurs can still achieve a high level of FP when emotional and instrumental support for the business is low. This study used fuzzy-set qualitative comparative analysis method and was based on high performance firms unlike the NPS which is a low performance. The study was further based in South Africa hence a contextual gap that this paper addressed by being focused in Kenya.

In a same vein, Muli, *et al.* (2014) looked into the connection between employee performance at Kenyan commercial banks and work-life family support practices. The study found significant effect of work-life family supports such as child care, family leaves, and family counselling on employee performance. Muli, *et al.* (2014) study was anchored on theoretical underpinnings, however, the study found wanting of mechanism for explaining how work-life family supports generate performance outcomes. The study aims to examine the relationship between family support programme, and service delivery in NPS in Kasarani sub-county, Nairobi.

### Conceptual Framework



**Figure 1: Conceptual Framework**

**Source: Researcher, (2023)**

Figure 1, represents the link between independent variable (family support programme) and service delivery (dependent variable).

## METHODOLOGY

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

**Target Population:** According to Mugenda and Mugenda (2003), a target population comprises all the items which possess facts that are material to the inquiry and from which a sample is mapped out to gather research data. The National Police Service personnel stationed in Kasarani sub-county constituted the target population in this study. According to National Police Commission Standing Order (2019), Police personnel in Kenya are categorised as Gazetted Officers, Inspectorate, and Other ranks. The category of police personnel categorised as Gazetted officers starts from the rank of Assistant Superintendent to Inspector General (IG). The category of officer under the Inspectorate level starts from Assistant Inspector (A/P) to Chief Inspector (CI), and those with lower ranks are categorised as other ranks starting from Senior Major to Constable. The total number of NPS personnel in Kasarani sub-county based on the rank structure is totalled 350 police officers (National Police Service, 2019). The distribution of the police personnel based on their rank structure.as shown in Table 1.

**Table 1: Distribution of Target Population**

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

**Source: NPS (2019)**

**Sampling Techniques:** The sampling technique adopted by this study was proportionate, stratified, and simple random sampling techniques and these techniques have been employed by scholars in empirical literature (Nafula, 2014). Stratified random sampling was employed to create strata of three categories of police officers



namely Gazetted, Inspectorate, and other ranking officers. The Gazetted officers are officers with rank of Assistant Superintendent of Police to Inspector of Police, the Inspectorate officers also ranked from Inspector of Police to Chief Inspector of Police, and the other officers are ranked Senior Sergeant and below. The selection of respondents (police) for each category created by simple random sampling. A sample is a subset or a representative of the population that serves as a source of information (Saunders, *et al.* 2009). The population proportion to sample size method was utilized to calculate the study's sample size. The margin of error is set at 5%, Confidence level at 95%, Sample proportion is believed to be 50%, Population size is known to be 350 and the likely sample size was 184.

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

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

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

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

Where:

$\beta_{01}$  = Point of interception

$\beta_1$  = Coefficients

Y = Service delivery

$X_1$  = Family Support Programme

$\epsilon_i$  = Error term

## FINDINGS AND DISCUSSION

The main way of gathering data for this inquiry was through the completion of questionnaires. As a result, 184 respondents completed the questionnaires for the study, and Table 2 showed the response rate.

**Table 2: Analysis of the Response Rate**

Classification	Responded	Percentage (%)
Response	176	95.7
Non Response	8	4.3
<b>Total</b>	<b>184</b>	<b>100</b>

### Research Data (2022)

According to Table 2, 176 persons from the target demographic answered to the questionnaires, resulting in a 95.7% response rate. However, 8 respondents did not answer, indicating a non-response percentage of 4.3% when compared to the total number of respondents addressed, which was 184. Baruch and Holtom (2014) assert that data analysis requires a response rate of at least 80%. This study's response rate, which was 95.7%, made it suitable for data analysis. The study's credibility was increased by the high response rate, which suggested that the findings were accepted.

### Descriptive Analysis

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

### Family Support Programme and Service Delivery

The evaluation of family assistance programs included the use of a variety of criteria, such as the family leave, maternity/paternity leave, and child benefits. The table 3 below shows the descriptive statistics.

**Table 3: Family Support Programme**

Statements	M	SD
This workplace allows for flexibility in the start and end of the workday.	4.50	0.50
This workplace permits working more days each week in exchange for a free or off day	3.23	1.77
I share my responsibilities and obligations	3.94	1.06
I value flexible work arrangement offered by this institution.	4.84	0.16
Family support loans and credits are provided in this institution	4.04	0.96
Both maternity and paternity leaves are being implemented in this institution	4.35	0.65
Children benefits support are instituted in this institution	2.98	2.02
Social relationships in forms of associations are encouraged in this organisation	4.11	0.89
<b>Aggregate Score</b>	<b>3.95</b>	<b>1.05</b>

### Research Data (2022)

Respondents acknowledged that family support programs had an impact on the provision of services by the NPS in the Kenyan county of Nairobi's Kasarani sub-county. Kenya's Nairobi County is where you may find Table 3. Looking at the aggregate mean score of 3.95 and the standard deviation of 1.05 accordingly demonstrates this. The conclusions of Muli *et al.* (2014), who looked at how employee performance at Kenyan commercial banks was impacted by work-life family support strategies, are consistent with this finding. They discovered that work-life family supports, which include things like child care, family leaves, and family counseling, had a big impact on how well employees performed.

The respondents strongly agreed with the statements that the institution allows for flexibility in the start and end times of workdays (M = 4.84, SD = 0.16) and that they appreciate the flexible work arrangements that are provided by this institution (M = 4.50, SD = 0.50). The average point value for these assertions was 4.84, and an SD of 0.16. This result is consistent with research's findings that were carried out by Wekesa and colleagues (2013). That study explored the impact that different strategies for managing human resources had on the overall productivity of a Kenyan security company. According to the findings of the research, organizational service delivery was shown to have a significant connection to family support programs and practices. The findings of the research are in line with this observation.

The respondents agreed with the statements that maternity and paternity leaves are implemented in this institution (M = 4.35, SD = 0.65), that social relationships in the form of associations are encouraged in this organization (M = 4.11, SD = 0.89), that family support loans and credits are provided in this institution (M =

4.04, SD = 0.96), and that the respondents value the flexible work arrangements offered by this institution (M = 3.94, SD = 1.06). The standard deviation for each of these statements was 0.65. An increase in family support results in an increase in job satisfaction, while an increase in job performance results in a decrease in family support, according to the findings of a study conducted by Das, Kumari, and Pradhan (2015) on the relationship between family support and job satisfaction and job performance of staff nurses. The association between job success and family support remains insignificant despite this. This outcome is consistent with the study's findings, which showed that increasing a family's help will boost a person's chances of finding job.

The respondents concurred with the assertions that the institution permits working extra days each week in exchange for a day off or leisure time (M = 3.23, SD = 1.77) and that the institution promotes children's benefits (M = 2.98, SD = 2.02). The respondents provided just a moderate amount of support for each of these statements. This conclusion is in direct opposition to the results that Ahmad and Omar obtained from their investigation (2012). The goal of this study was to determine how informal work-family support affects job performance, specifically focusing on the roles that work-family conflict and job satisfaction play as potential mediators. They came to the conclusion that informal support had a direct impact on job performance. The findings of this discovery go against the findings and conclusions of the investigation. Additionally, informal help improves job satisfaction and reduces work-family conflicts, which both have an indirect impact on job performance. Both of these factors contribute to overall job performance.

### Descriptive Analysis of Service Delivery

Service Delivery of the employees was assessed using a variety of criteria, some of which were employee dedication and happiness with their jobs. Table 4 contains the descriptive data that have been compiled.

**Table 4: Service Delivery**

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

### Research Data (2022)

Respondents concurred that workplace welfare policies affected the provision of services in NPS the Kasarani sub-county of Nairobi County, Kenya's. These results may be shown in Table 4. With a mean score of 4.01 and an SD of 0.99 demonstrates this. According to the definition provided by Waititu *et al.* (2017), employee welfare practices are the actions taken by employers that have a direct influence not only on the physical and

emotional well-being of employees, but also on their attention, morale, and overall productivity inside the firm.

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

They would have a very difficult time leaving the institution at the moment (M = 4.11, SD = 0.89), and even if they wanted to, they were satisfied to continue being a part of it (M = 4.08, SD = 0.92). The respondents supported the claims that they gained joy from performing this work (M=4.39, SD=0.61), that remaining with this institution right now is a must (M=4.32, SD0.68), and that they like the job I am doing at this institution (M=4.27, SD0.61). The mean rating was 4.39, and a SD of 0.61. The results of a study conducted in Spain by Fernandez-Muniz, Montes-Peon, and Vazquiz-Ordas (2008) show that enhancement in workplace health and safety result in enhancements in a number of performance indicators. These improvements include improvements in safety, competitiveness, economic performance, and financial performance. A research carried out in Kenya by Sembe and Ayuo (2017) came to the conclusion revealed the degree to which people in different professions loved their work was significantly influenced by the occupational health and safety laws in existence.

### Inferential Analysis

In order to determine the nature of the connection between the dependent variable (service delivery) and the independent factor, a regression analysis was carried out). Table 5 summarizes the findings.

**Table 5: Model Summary**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.539	.490		6.610	.000
	Family support programmes	0.692	.098	0.118	2.980	.001

### Research Data (2022)

The regression model estimated by the results of regression analysis in Table 5 was depicted in the equation below:

$$\text{Service Delivery} = 0.539 + 0.692 \text{ Family support programmes}$$

This summary provides details on the regression line's ability to fully explain the variance of the dependent variable. The research found that an increase of one unit in Family support programmes would result in an increase of 0.692 times the amount of service delivery in the National Public Service in the Kasarani sub-county of Nairobi County, Kenya.

### CONCLUSIONS AND RECOMMENDATIONS

The objective of the research was to evaluate the relationship of family support programme and of National Public Service (NPS) in the Kasarani sub-county. Family support programs had a significant and positive impact on the way the NPS provided services, as shown by the t-value (t = 2.980, p 0.001). As per the study,

institution's flexible work arrangements are appreciated by this organization; maternity and paternity leaves are implemented in this organization; social relationships in the form of associations are encouraged in this organization; and this organization makes family support loans and credits available to its employees. When it comes to the start and end times of the workday, the organization is accommodating to its employees' needs.

The study came to the conclusion that successful family support programs result in fewer work-to-family conflict, stronger perceptions of organizational support for families, and improved attitudes and performance as a direct consequence of these factors. It is possible that providing employees with work-family programs may improve work-related results, regardless of whether or not the employee themselves would benefit from the programs. As a result of the family-friendly policies, staff morale, work satisfaction, and productivity are all on the up, while absenteeism and disengagement are on the down. Employees who have access to flexible work arrangements are able to make better use of their time by planning activities that are tailored to their own needs.

According to the findings of the research, the NPS should implement a family assistance program that allows for flexible working hours in order to assist workers in balancing their personal and professional lives effectively. An employee and family assistance program ought to be established by the NPS. This program's purpose is to link workers up with services that can assist them afflicted by mental health issues like stress and anxiety, as well as with family problems, money problems, and any other problems that may crop up during this time.

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