



**PSYCHOLOGICAL CONTRACT FULFILMENT AND EMPLOYEE PERFORMANCE IN THE KENYA POLICE SERVICE IN NAIROBI COUNTY**

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**Accepted: October 15, 2024**

**DOI: <http://dx.doi.org/10.61426/sjbcm.v11i4.3124>**

**ABSTRACT**

*This study examined the influence of psychological contract fulfillment and its effects on employee performance in the Kenya Police Service, Nairobi County. A descriptive research design was used. The study employed both qualitative and quantitative data analysis methods. Descriptive statistics as well as regression analysis were used to facilitate the examination of the relationship between the variables of interest. The findings indicated that perceived organizational support has a strong positive and significant correlation of 0.713 with employee performance. Also, organizational commitment has a moderate positive correlation of 0.305 with employee performance, though it is not significant. It was also found that organizational citizenship behavior has a non-significant moderate positive correlation of 0.531 with employee performance. Finally, it was found that organizational justice has a weak non-significant positive correlation of 0.088 with employee performance. Findings from the regression analysis indicated that relationships between the independent variables (perceived organizational support, organizational commitment, organizational citizenship behavior, and organizational justice) and the dependent variable (employee performance) are not statistically significant, though the independent variables positively predict the dependent variable. It was recommended that the Kenya Police Service in Nairobi County should enhance organizational support by improving communication, providing resources, and recognizing contributions. They should also foster commitment and loyalty through growth opportunities, fair promotions, and a sense of pride. To promote organizational citizenship behavior, they can reward conduct and create a supportive environment. Additionally, policies should be fair and just, achieved through transparent decision-making and addressing perceived injustices. Future studies should focus on longitudinal and comparative research to explore the long-term effects and sector-specific influences of organizational factors on employee performance in the Kenya Police Service, along with intervention studies to test strategies for enhancing these factors and improving organizational management.*

**Key terms:** Employee Performance, Human Resource Management, Organizational Citizenship Behaviour, Organizational Commitment

**CITATION:** Sausen, A. L., & Gichinga, L. (2024). Psychological contract fulfillment and employee performance in the Kenya Police Service in Nairobi County. *The Strategic Journal of Business & Change Management*, 11 (4), 868 – 888. <http://dx.doi.org/10.61426/sjbcm.v11i4.3124>

## INTRODUCTION

The employment relationship has undergone a number of significant changes in recent years. In large part, this transformation has been brought about by the increasing globalization of business, by the dramatic rise in the number of mergers, restructurings, and layoffs, and by the increasing rate of change that permeates all of organizational life today (Chang et al., 2020). As a result of these events, psychological contracts have become increasingly important in helping to define the contemporary employment relationship. Psychological contracts consist of the beliefs employees hold regarding the terms and conditions of the exchange agreement between themselves and their organizations. Specifically, psychological contracts are comprised of the obligations that employees believe their organization owes them and the obligations the employees believe they owe their organization in return. A psychological contract breach arises when an employee perceives that his or her organization has failed to fulfill one or more of the obligations comprising the psychological contract.

The workplace is characterized by numerous contracts between an employee and employer that formalize their employment relationship. This includes the employment contract and other formal documents such as non-disclosure agreements. However, there is an informal agreement that is often overlooked and is pivotal in determining the engagement of employees in an organization. Such an informal agreement is known as a psychological contract (Naidoo et al., 2019). The psychological contract is important to enhance the employer-employee relationship. The psychological contract represents the mutual beliefs, perceptions, expectations, and informal obligations between an employer and an employee (Saurombe & Barkhuizen, 2020). It entails the unwritten rules that govern the reciprocal social dynamics underlying the relationship between the two parties and defines the tasks to be completed in practical terms (Gordon, 2020). While the psychological contract is informal,

the literature suggests that it should not be overlooked as it sets the scene for the employer-employee relationship (Bussin, 2021).

The concept of the psychological contract was first introduced by Argyris (1960). On analyzing interviews conducted between employees and supervisors in two factories, Argyris (1960) found the psychological contract to be an implicit understanding between the group of employees and their foreman. Argyris (1960) further argued that the relationship could develop to allow employees to exhibit higher productivity and fewer grievances in exchange for acceptable wages and job security. The defining characteristic of the first explicit conceptualization of the psychological contract was an exchange of tangible, specific and economic resources agreed upon by the two parties that allowed for the fulfilment of the needs (Argyris, 1960).

A Psychological Contract represents the mutual beliefs, perceptions and informal obligations between the employer and an employee (Danilwan et al., 2020). It tries to set out the dynamics of the relationship and defines details, particularly the work to be done. Sparrow (1999b) defined the Psychological Contract as an open-ended agreement about what an individual and the organization expect to give and receive in return from the employment relationship. They are concerned with the social and emotional aspects of the exchange between the employer and employee. Within organizations, every role is a set behavioral expectation. These expectations are often implicit – they are not defined in the employment contract.

Contracts are described as relational, transactional, or hybrid. Transactional contracts refer to the direct and explicit enumeration of duties, deliverables, compensation, and duration agreed upon by all parties. Relational contracts include more indirect, informal, and ambiguous agreements, implying that mutual emotional and physical investments exist. Hybrid contracts refer to the embodiment of elements of both relational and transactional contracts (Tekleab et al., 2020). Because

psychological contracts represent how people interpret promises and commitments, both parties in the same employment relationship can have different views regarding specific terms. This can be aggregated by the fact that a psychological contract is not in any written form. The nature, extent, and complexity of the Psychological Contract are determined by the nature, extent, and complexity of the people's needs at work. When the Psychological contract is regarded by employees to be right and fair, these positive attitudes can thrive (Danilwan et al., 2020).

Psychological contract fulfillment has been associated with job satisfaction, low work-related anxiety and depression, and high levels of trust and fairness between employees and employers (Karani et al., 2022). However, if employees feel that their obligations are unmet, it results in a perceived psychological contract breach (PCB), which has been found to predict an imbalance in the employment relationship promoting psychosocial stressors in the work environment. In organizations such as the Kenya Police Service, unfulfilled psychological contracts have far-reaching consequences for employees' development in any nation. A switch in employee behaviour in the workplace is attributed to a breach of psychological contract, and this has, in most cases, snowballed into detrimental consequences resulting to decrease in performance, brain drain (exit of resourceful employees) and the retardation of productivity and desired growth trajectory. In turn, police officers, the public, and the government are affected adversely by low case clearance rates and job satisfaction, increased incidents of police force and complaints, and minimal adherence to standards.

Currently, complaints against the Kenya Police Service (KPS) and other units indicate issues with police conduct and performance. However, there is a need for improved police performance, job satisfaction, and community trust. The unfulfilled psychological contracts should be addressed to complaints, and enhance performance indicators. Despite the existence of extensive literature on the

importance of psychological contracts with employees and employers from the commercial, educational and retail sectors, few studies have examined this construct with police officers. This study, therefore, sought to establish the relationship between psychological contract fulfilment and employee performance at the Kenya Police Service in Nairobi County. Insights from this study can enhance police performance, and improve public safety, community trust, and governance.

### **Objectives of the Study**

The purpose of this study was to assess the influence of psychological contract fulfilment on employee performance in the Kenya Police Service in Nairobi County.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Social Exchange Theory**

The notion of psychological contract is grounded in the theory of social exchange (Aselage & Eisenberger, 2003). Homans (1961), and Blau (1964) developed this theory. This theory indicates that the process of exchange is what determines social behaviour. The exchange aims to maximize benefits while minimising costs. The theory indicates that individuals weigh between the risks of social relations and their benefits and when the risks are more than the rewards, they will end the relations.

Social exchange theory suggests that employees are motivated to increase their work outcomes when their employment relationship is based upon a fair social exchange (Blau, 1964). A psychological contract contains the unwritten beliefs of one party in an employment relationship about the reciprocal contributions of the other party (Robinson & Morrison, 1995; Shore & Barksdale, 1998). These relationships are maintained by voluntary actions by which an individual will reciprocate the receipt of benefits in the future (Homans, 1961). Contrary to a relationship based on economic exchange, a relationship based on social exchange requires the parties to trust each other (Blau, 1958; Homans,

1961). Although obligations make up a relationship of exchange, the norm of reciprocity is the key mechanism that binds the parties to some sets of reciprocal obligations. The idea of reciprocation originates from Blau (1964), who suggested that the partners to the exchange will strive to maintain balanced relationships of social exchange. Employees will take action to restore negative imbalances (Robinson, 1996; Robinson et al., 1994; Rousseau, 1995). For example, several studies have reported that employees reciprocate the fulfilment of employer promises by adjusting the perceived employee obligations to employer (Kraatz & Rousseau, 1994; Robinson, 1996; Robinson & Morrison, 1995). According to Social exchange theory, when organizational leaders provide autonomy and support to employees, employees tend to reciprocate behaviours to leaders with positive attitudes and behaviours. Employees that have formed high-quality links with their leaders continue to produce higher rates of social care, benefits and high performance (Cheonget al., 2016).

The theory relates to perceived organizational support (POS) and organizational citizenship behaviour. Social exchange theory posits that individuals engage in relationships with organizations based on the expectation of receiving benefits in return for their contributions. In the context of POS, employees who perceive higher levels of support from their organization are more likely to reciprocate with positive attitudes and behaviours, such as increased organizational citizenship behaviour. Employees may also exhibit higher levels of commitment due to the perceived exchange of support.

### **Meyer and Allen Theory**

For more than 20 years, the leading approach to studying organizational commitment has been the three-dimensional (affective, normative, continuance) scales of Meyer and Allen (1984, 1990, 1997). This approach was rooted in earlier approaches to organizational commitment. Meyer and Allen's (1984) approach started with a paper that argued that the side-bet approach was

inappropriately operationalized. The paper "Testing the side-bet theory of organizational commitment: Some methodological considerations" argued that the scales developed by Becker's (1960) followers do not really measure side-bets but measure attitudinal commitment. Might the better way to measure side-bets is to use measures that more directly assess individuals' perceptions regarding the number and magnitude of the side-bets they have made.

To test this contention, they compared the interrelationships among several common scales of commitment and two scales they had developed, one representing Affective commitment and the other Continuance commitment. The affective commitment scale was advanced as a significant improvement over the Organizational Commitment Questionnaire (OCQ). It was well defined as a tool for assessing commitment characterized by positive feelings of identification with and involving the work organization. Meyer and Allen proposed the continuance dimension as a better representation of Becker's side-bet approach. It was designed to assess the extent to which employees feel committed to their organizations by the costs that they feel are associated with leaving.

A few years later, a third dimension was added, the normative commitment (Meyer & Allen, 1990). Normative commitment was defined as a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain within the organization (Meyer & Allen, 1990). Normative commitment is affected in the main by socialization and/or culture before entry into an organization. The three dimensions were characterized as "three component conceptualizations of Organizational Commitment" and were described as "...distinguishable components, rather than types, of attitudinal commitment, that is, employees can experience each of these psychological states to varying degrees..." (Meyer & Allen, 1990).

The Meyer and Allen theory directly relates to organizational commitment. Meyer and Allen's

three-component model of organizational commitment suggests that commitment consists of three components, namely, affective, continuance, and normative commitment. Affective commitment refers to the emotional attachment employees have towards their organization, which can influence their

performance and willingness to engage in organizational citizenship behaviour. Continuance commitment is based on the costs associated with leaving the organization, while normative commitment is based on a sense of obligation to remain with the organization.

### Conceptual Framework

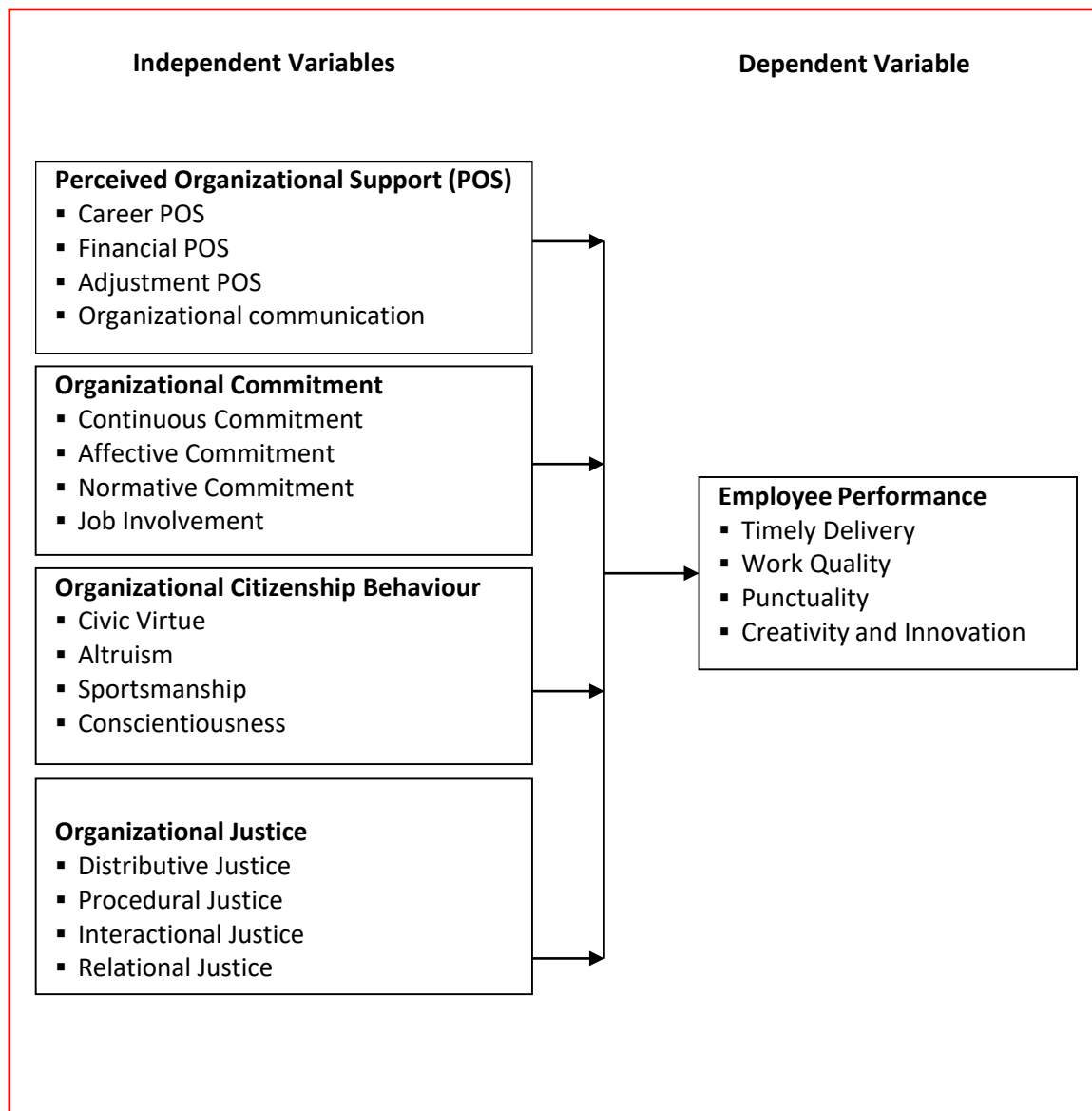


Figure 1: Conceptual Framework

### **Perceived Organizational Support**

Perceived organizational support is defined as the employees' belief concerning the extent to which the organization cares about them and values their contributions to the organization (Wang et al, 2021). Support from the organization bolsters employees' self-esteem and gives the employee the feeling that the employer values them. Absence of contract breach, or high contract fulfilment, creates a positive spiral in which employees reciprocate and increase the effort put in the job. However, contract breach among people with high POS may cause feelings of betrayal, because the support they received was not in line with the psychological contract they had with their organization. Consequently, they restore the imbalance by reducing work effort, in line with the norm of reciprocity and negative reciprocation (Eisenberger et al., 2004). In line with these arguments, Ciby and Raya (2018) noted that the relationship between POS and employees' obligations increases the norms of reciprocity. In other words, employees feel indebted to reciprocate similar behaviour to balance the employee– employer relationship. The OST also suggests that employees' fulfilment of instrumental and socioemotional expectations enhance positive judgments about the employers, triggering positive behaviours such as demonstrating high attendance, proactive approach in taking on organizational challenges, supporting their colleagues and teams, working beyond their legal requirements, etc. hence, enhancing OCBs.

Perceived organizational support is developed by the favourable treatment an employee has received from an organization (Ciby & Raya, 2018). Perceived organizational support is important to the maintenance of the employment relationship because it is a crucial element in helping employees execute their jobs effectively. Compared to the psychological contract, perceived organizational support involves no promises conveyed to employees by the makers of the contract, such as the manager's co-workers and recruiters. Previous studies have highlighted those employees who

perceive to have organizational support stem from the favourable treatment they have received from the organization (Garcia et al, 2021). Previous studies have also identified a variety of rewards and favourable work conditions that are positively related to perceived organizational support, for example, allowing employees to develop their skills, providing autonomy in the execution of jobs (Liu et al., 2023). Promises of favourable work conditions are embedded in the psychological contract delivered to employees. If employees perceive that such work conditions have been provided, they may feel that the organization values and respects them. Consistent with this view, Shams et al. (2020) have suggested that the employees have that the organization to fulfill their contractual obligations are related to the increase the perceived organizational support. As a result, employees who have received more inducements than promised may view this as a kind of favourable action on the part of the organization.

It is expected that factors such as perceived organizational support can influence employee performance, through career-perceived organizational support, financial perceived organizational support, adjustment perceived organizational support and clear organizational communication.

Regarding career-perceived organizational support, when employees perceive that the organization supports their career development, and advancement opportunities, and provides training, they are more likely to be motivated and engaged in their work. Consequently, the employees can exhibit higher job satisfaction and increased commitment to the organization. Therefore, improved performance is attained as employees strive to progress in their careers within the organization.

As for the financial perceived organizational support, employees may believe that the organization provides fair and competitive financial rewards. Additionally, such workers may believe compensation and benefits are appropriate.

Therefore, they are likely to feel valued and motivated to perform well. Fair financial rewards can enhance job satisfaction and reduce financial stress, leading to improved employee performance.

Regarding the adjustment of perceived organizational support, workers may believe their firm effectively supports them during times of change such as reformations and personal life changes. Such employees are helped to adapt and cope better. Generally, when workers feel supported during challenging times, they are more likely to remain committed to the organization and maintain high levels of performance.

Finally, effective organizational communication influences organizational performance. Clarity in communication within an organization can motivate workers to get committed. When communication channels are open, transparent, and consistent, employees are better informed about organizational goals, expectations, and changes. Such clarity can reduce misunderstandings, improve collaboration, and enhance employee motivation and performance.

### **Organizational Commitment**

Organizational commitment can be defined as 'the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization' (Robbins et al 2008). For an organization to be successful, the organizational commitment of the employees is essential. Organizational commitment can be characterized as the identification with and involvement in the organization the employee is working for and consists of three different components: normative, continuance and affective commitment (Meyer & Allen, 1991). Particularly the affective component of commitment is frequently acknowledged as a predictor of valued organizational outcomes. As a result, the focus of this research were on affective commitment, which refers to the "identification with, involvement in, and emotional attachment to the organization (Al-Jabari & Ghazzawi, 2019). When the affective commitment of an employee is strong, the employer wants to stay

with the organization because of the emotional link with the organization. Affective commitment consists of three factors, namely: the belief in the objectives and values of the organization, the willingness to put effort on behalf of the organization the employee is working for and the wish to remain a member of the organization (Bodjrenou & Bomboma, 2019). According to Novitasari et al., (2020), the psychological contract and commitment are related to each other. However, there is no alignment in the literature how the different exchange relationships influence the relationship of psychological contract on the commitment of employees. Nevertheless, a relationship between an employee's perception of the fulfilment of the psychological contract and affective commitment is reasonable. According to Coyle-Shapiro and Kessler (2000) a general assumption in research on the relationship between psychological contract fulfilment and commitment is that when the employer fulfils his/her obligations towards the employee, this will be reciprocated by the employee by showing commitment to the organization. In other words, because of the fulfilment of the employer obligations employees feel valued by their employer, which in turn will have a positive effect on their affective commitment. In this way, the fulfilment of the psychological contract will affect the emotional attachment to an organization (Novitasari et al., 2020).

Loan (2020) indicated that it seems likely that a higher fulfilment of the psychological contract will positively influence the willingness to put effort on behalf of the organization. Besides, when the psychological contract of the employee is perceived as unfulfilled, the belief in the objectives and values of the organization and the wish to remain at the organization are likely to decrease.

Generally, organizational commitment influences employee performance, through factors such as continuous, affective, and normative commitment, and job involvement. Continuous commitment refers to an employee's commitment to remain with the organization due to a sense of obligation or



responsibility. Employees with high levels of continuous commitment are likely to stay with the organization for the long term, leading to lower turnover rates. Lower turnover rates can benefit organizational performance by reducing recruitment and training costs and maintaining a stable workforce.

On the other hand, the emotional attachment and identification an employee feels towards the organization is known as affective commitment. Employees with high levels of affective commitment are more likely to be engaged in their work, exhibit loyalty to the organization, and perform better. They can also go above and beyond their job duties. Therefore, the aspect leads to higher job satisfaction and performance.

Sometimes, employees feel obligated to remain with an organization. Such a belief is known as normative commitment: Employees with high levels of normative commitment may stay with the organization because they feel they should, either due to personal values or perceived obligations. Normative commitment indirectly impacts performance because it can influence employees to fulfill their responsibilities and contribute to the organization's goals.

Finally, job involvement determines one's performance at the workplace. It refers to the extent to which an employee is psychologically engaged in their work. Employees with high levels of job involvement are likely to be more committed to their roles, take pride in their work, and strive for excellence. Consequently, the workers exhibit higher levels of performance because they are more focused and motivated to succeed in their jobs.

### **Organizational Citizenship Behaviour**

Organizational Citizenship Behaviour (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. OCB has been studied since the late 1970s. Over the past three decades, interest in these behaviours has increased substantially. Organizational behaviour has been linked to overall

organizational effectiveness; thus, these types of employee behaviours have important consequences in the workplace. Organizations failure to honour their promised inducements such as pay, promotion, interesting work, in return for what employees contribute to the firm, such as skills, efforts, loyalty, may be construed as lack of fairness (Organ, 2018). Lack of fairness is a breach of the psychological contract.

OCB is an extra individual behaviour, which is not directly or explicitly recognized in a formal work system, and that can improve the effectiveness of the organizational functions in aggregate (Organ, 2018). In general, an organization believes that to achieve excellence, it should make the individual performance as high as possible, as, basically, individual performance affects the performance of the team or work group and ultimately affects the overall performance of the organization. OCB contributes to the welfare of the community, the transformation of resources, innovation and adaptability and overall organizational performance and improves the effectiveness and efficiency of the deployment of scarce resources, time and problem-solving among the work units in a collective way and interdependence. In addition, OCB will explain the proportion of halo effect in performance assessment (Bogler & Somech, 2019) and is a determinant for the program of human resource management in monitoring, maintaining and improving work attitude of which the accumulation will affect the psychological health, productivity and mind power of the employees.

There is evidence that the psychological contract has implications on employee attitudes and behaviours' as well as organizational performance. The fulfilment of contracts is related to attitudes, including organizational citizenship behaviour. The failure of the organization to live up to the promises made results in negative attitudes and behaviours' such as intention to quit and low citizenship behaviour (Jehanzeb & Mohanty, 2020). Organizational citizenship behaviour as discretionary behaviour in organizations that is not

enforceable by threat of sanctions or termination. Such behaviours' benefit others; perhaps even to the detriment of the person performing the behaviour, and those behaviours' that, in aggregate and over time, contribute to organizational effectiveness (Organ, 2018).

Organizational citizenship behaviour influences employee performance through factors such as civic virtue, altruism, sportsmanship, and conscientiousness. Civic virtue is the employees' involvement in the organization's decision-making processes and their active participation in organizational activities. Employees who exhibit civic virtue are more likely to be engaged in their work and committed to the organization's goals. Consequently, such workers exhibit higher levels of performance because they focus on the organization's success and are willing to contribute their time and effort to achieve it. On the other hand, altruism refers to employees' willingness to help and support their colleagues and the organization as a whole. Employees who demonstrate altruism are more likely to collaborate with others, share knowledge and resources, and provide assistance when needed. Such behaviour can improve teamwork and cooperation within the organization, leading to higher levels of performance as employees work together to achieve common goals.

Other factors include sportsmanship, which refers to employees' ability to tolerate inconveniences and setbacks without complaining or retaliating. Employees who exhibit sportsmanship are more likely to maintain a positive attitude and focus on finding solutions to challenges, rather than dwelling on problems. It improves employee morale and resilience. Consequently, higher levels of performance are recorded even in difficult situations. Finally, conscientiousness refers to thoroughness, responsibility, and dependability of employees in their work. Such workers usually pay attention to detail, meet deadlines, and produce high-quality work. Consequently, the workers exhibit higher levels of performance due to reliability and

effectiveness.

### **Organizational Justice**

Organizational justice, first postulated by Greenberg in 1987, refers to an employee's perception of their organization's behaviours, decisions and actions and how these influence the employees' own attitudes and behaviours at work. The term is closely connected to the concept of fairness; employees are sensitive to decisions made on a day-to-day basis by their employers, both on the small and large scale, and will judge these decisions as unfair or fair. These judgments' influence an individual's behaviour and can, in cases where the actions have a personal effect on the employee and are judged as unfair, lead to workplace deviance.

Organizational justice is regarded as a concept related to the psychological perception of the time and effort invested by individuals in the organization (Choi, 2018). To achieve performance, an individual feels justice when the ratio of investments and rewards are satisfactorily matched (Hadi et al., 2020). However, when the ratio of rewards does not match the input, individuals become aware of injustice and become dissatisfied. Individuals tend to minimize the cost of making an input into an exchange relationship with other members of organizations, but, in contrast, tend to maximize the rewards arising from such exchange. Thus, justice can also be viewed as an individual's expectation of the proportion of inputs and rewards among individuals, and between individuals and organizations (Purwanto, 2020).

Organizational justice deals with understanding the complexity of fair treatment in a work setting, which is reflected in the classic prescripts of justice. First, distributive justice expectations will be met if outcomes are allocated according to individual contributions of merit, equality, or need, as agreed upon in a particular organization (Karam et al., 2019). Second, procedural justice expectations will be met if the procedures consider the interests of the groups they represent; are consistent, neutral and unbiased; are based on accurate information; provide opportunity for appeals of outcomes; and

are in line with the prevailing ethical norms (Purwanto, 2020). Finally, interpersonal justice expectations will be met if the justice agent is sincere and polite, and refrains from making any improper remarks, while informational justice expectations will be met if the justice agent is truthful and the target is given thorough explanations about matters pertinent to them in a timely manner. In aggregation, interpersonal and informational justice dimensions are referred to as interactional justice (Hadi et al., 2020). The researcher remains faithful to the original articles that is included in the review by interchanging the terms interpersonal/informational justice with interactional justice when appropriate.

Every employee wants justice in working environment, in terms of fair procedures used to determine rewards, distribution of rewards, interaction with supervisors to make them more satisfied and committed with their work and organization. Organizational justice is used to illustrate the function of fairness as it has direct effect on employee's performance, particularly organizational justice is deal with the situation when employees conclude about their treatment in their jobs and how this perception effect their work-related performance (Faeq & Ismael, 2022). When employees are treated fairly overall in the organization, they feel need of reciprocal response to the organization in positive behaviours. As organizational justice is a versatile concept so it covers everything from system of payment to treatment of your boss. Researchers of Organizational behaviour identified three types of organizational justice that is distributive, interactional, and procedural justice (Purwanto, 2020).

Organizational justice, through aspects such as distributive, procedural, interactional, and relational justice influence employee performance. For instance, employees who perceive distributive justice are more likely to believe that they are being rewarded fairly for their contributions. The perception can lead to higher levels of job

satisfaction, motivation, and performance. On the other hand, the perceived fairness of the procedures used to determine outcomes in the workplace makes employees believe that decision-making processes are fair and transparent. Consequently, high levels of trust in management, greater acceptance of organizational decisions, and improved performance are attained.

On the other hand, interactional justice, through the perceived fairness of interpersonal treatment in the workplace, improves workers' self-esteem. The reason is that such employees are more likely to feel respected, valued, and treated fairly by their supervisors and colleagues. Consequently, the workers' job satisfaction, commitment, and performance increase. Finally, perceived fairness of the relationships and interactions between employees and the organization can lead to higher employee performance. The reason is that staff members believe that they are treated with respect, dignity, and fairness in their interactions with the organization. Therefore, a positive organizational climate that leads to improved employee morale and enhanced performance is created.

### **Employee Performance**

Employee performance is the result of an employee's quality and quantity of work in carrying out his responsibilities in accordance with his responsibilities. In the work process, performance appraisal is also needed, where the purpose of job appraisal is an activity carried out by the company to evaluate the current and past performance of employees on the work that has been done by employees (Brhane & Zewdie, 2018). Performance is the degree to which employees achieve job requirements. When discussing employee performance, most of them are divided into in-role performance and extra-role performance. Performance in a role means how an employee performs his specific tasks according to a formal contract. Meanwhile, extra-role performance is performance beyond the basic job requirements and requires individual willingness and desire to perform.

Performance is a significant factor in every organizational success. The outcome can be of greater productivity and boosted employee morale if the performance of the employees is accelerated effectively (Omollo & Oloko, 2015). Employees are also more loyal to companies who care for their personal growth and career development, no matter how small or large the organization is. Also, it becomes much easier to develop workplace skills and abilities instead of trying to cultivate right attitude in employees. The performance issues can weaken to the point of crisis if early warningsignals are ignored (Sundram, et al., 2020).

Armstrong (2015) indicated that performance is determined by behaviour as well as outcome. The performer is the one who displays their behaviour and changes the behaviour to action. Behaviours are results in their own way, it is the result of mental and physical effort directed towards a particular task. The performance of a worker is the combination of the actual outcome measures in reference to the intended goal. Kenney (2016), stated that the way a staff member performs is determined based on the standards that are set by the organization.

As per Cole (2018) the performance of staff members is determined based on the standards that the company sets. Performance refers to achieving specific task that is measured against standards that have been determined already in terms of cost and speed, level of accuracy and completeness Cole (2018) indicated that during the review of work performance that is when the performance of staff members is determined. Contextual performance is the activities that do not add to the main agenda of the company but supports the company in its social and psychological environment through which the goals of the company are pursued (Lovell, 2017). The Contextual performance is determined using other variables of an individual. They are inclusive of behaviours establishing the social of the organization and psychological context and assist staff members to carry out their main technical activities.

Performance is the success of the responsibility

centre or personnel in realizing the strategic goals that have been set with the expected behaviour. Performance achievement in a government agency (including Kenya Police Service) is often measured from the perspective of each stakeholder, for example legislative institutions, government agencies, customers, suppliers, and the general public. Ideally, the performance measurement is used by government agencies is compiled after obtaining input from constituent institutions, so that a consensus is obtained on what stakeholders expect of the organization. In order to achieve organizational goalsand objectives, the organization is organized into smaller work units, with a clear division of labour, work systems and mechanisms (Rivaldo & Nabella, 2023).

Employee performance is measured in aspects such work quality, delivery timelines, punctuality, and innovativeness or creativity. Timely delivery refers to completing tasks or projects within the specified deadlines. Employees who consistently deliver work on time demonstrate reliability and efficiency, which can positively impact teamproductivity and customer satisfaction. However, delays in delivery can lead to project setbacks, affect team morale, and impact overall organizational performance. Separately, work quality refers to the standard of work produced by an employee. Highwork quality indicates that the employee meets or exceeds the expectations for the task or project. It can lead to increased customer satisfaction, improved team performance, and a positive reputation for the organization. Thirdly, punctuality is the ability of an employee to arrive at work or meetings on time. Being punctual demonstrates professionalism, reliability, and respect for others' time. It can contribute to a positive work environment, improve team dynamics, and enhance productivity. Conversely, habitual lateness can lead to disruptions, affect team morale, and create a perception of unreliability. Finally, creativity and innovation is an employee performance metric that refers to the ability to generate new ideas, approaches, or solutions to problems. Employees who are creative

and innovative can drive organizational growth, improve processes, and stay ahead of competitors. Encouraging creativity and innovation can lead to product or service improvements, cost savings, and enhanced customer experiences.

## **METHODOLOGY**

The study used mixed methods research design. To address the overarching research question, I used a sequential exploratory mixed methods design (Creswell & Clark, 2007). Mixed method research combines qualitative and quantitative methodologies to address a single research question. The methodology was appropriate for this study because it provided a detailed understanding of the correlation between contract fulfilment variables such as perceived organizational support (POS), organizational commitment, organizational citizenship behaviour, and organizational justice, and how they influence employee performance. The use of quantitative and qualitative data facilitated the triangulation of the findings. Consequently, the approach ensured the validity and reliability of the study. It was possible to obtain numerical data on relationships between variables and rich descriptions and explanations of the relationships. Therefore, the approach was practical and feasible with direct implications for policy and practice. The target population was from the Kenya Police Service in Nairobi County. In this case, a total of 4,540 employees were targeted

## **FINDINGS**

The discussion of findings includes a review of the key factors that influence employee performance. Firstly, the analysis delves into the relationship between perceived organizational support and employee performance, assessing how employees' perceptions of support from their organization impact their overall performance. Secondly, the discussion explores the link between organizational commitment and employee performance, examining how employees' commitment to their organization affects their job performance. Thirdly, the analysis assesses the impact of organizational

citizenship behavior on employee performance, evaluating how employees' willingness to go above and beyond their job descriptions influences their overall performance. Finally, the discussion considers the relationship between organizational justice and employee performance, evaluating how employees' perceptions of fairness and justice within the organization affect their performance levels. Each of these factors plays a crucial role in shaping employee performance and was examined in detail.

### **Perceived Organizational Support Versus Employee Performance**

The study established a statistically significant relationship between perceived organizational support and employee performance in the Kenya Police Service in Nairobi County. The findings align with existing literature. For instance, Shabbir et al. (2021), indicated that managers should ensure organizational support to improve employee performance. The reason is that perceived organizational support induces trust among employees and compels them to work with diligence. Similarly, Gemilang and Riana (2021) affirmed that organizational support and employee engagement have a positive and significant effect on employee performance. Employee engagement considerably moderates the influence of perceived organizational support on employee performance. The findings further support those of Sabir et al. (2022), who found that perceived organizational support and affective commitment directly and significantly correlated with employee performance.

### **Organizational Commitment Versus Employee Performance**

Although not significant, a moderate positive correlation was found between organizational commitment and employee performance in the Kenya Police Service in Nairobi County. The results are in line with previous research, such as Suryani and Tentama (2020), who indicated that organizational commitment positively influences employee performance. Similarly, Lang'at (2018) had found that the influence of employee

commitment on the relationship between corporate values and the organizational performance of Insurance Companies in Mombasa County Kenya is positive and significant. High-performance levels are expected if employees are highly committed. Employees show a high level of commitment to their organization when the organization provides them growth opportunities and helps them to increase skills and knowledge (Zaleska & de Menezes, 2017). Therefore, organizational commitment and employee performance are positively correlated, although the significance of the relationship may vary.

### **Organizational Citizenship Behavior Versus Employee Performance**

A non-significant moderate positive correlation was established to exist between perceived organizational citizen behaviour and employee performance in the Kenya Police Service in Nairobi County. This study's findings support those of previous research regarding the impact of organizational citizenship behavior and employee performance. As shown in this study's findings, Cho and Johanson (2018) also established that employees' organizational citizenship behavior contributes positively to their performance. Furthermore, the findings agree with Wilson (2016), who found that concepts of organizational citizenship behavior such as positive emotion, continuance commitment, and workplace social inclusion lead to high employee performance. Additionally, findings by Barsulai et al. (2019) that organizational citizenship behavior exhibited by employees improves employee productivity are supported by this study's results. Moreover, the results corroborate findings by Hackett et al., (2003) that although OCB is not compensated by the organization, it can be beneficial to the organization by contributing to productivity.

### **Organizational Justice Versus Employee Performance**

There was a weak, non-significant positive correlation between organizational justice and employee performance in the Kenya Police Service

in Nairobi County. Previous research has also established that organizational justice has a positive correlation with employee performance. For instance, Burton et al. (2018) and Akrama (2020) indicated that employees who believe their organization is just are highly likely to exhibit exceptional performance. However, those who think they are treated unfairly will perform dismally. The results support those of Khan et al. (2020) and Mylona and Mihail (2019) that organization justice constructs such as pay satisfaction contribute to high employee performance. Similarly, the study findings agree with those of Jufrizen and Kandhita (2021) that organizational justice has a positive and significant effect on the job satisfaction of employees. Other researchers such as Fiaz et al. (2020) and Imamoglu et al, (2019) have also reported findings similar to this studies by indicating that organizational justice positively influences employee performance through factors such as trust and knowledge sharing.

### **CONCLUSION AND RECOMMENDATIONS**

The study successfully answered the research questions. It was established that perceived organizational support was found to have a significant positive relationship with employee performance, emphasizing the importance of fostering trust and engagement among employees. Secondly, while the correlation between organizational commitment and performance was not statistically significant, a moderate positive relationship was observed, highlighting the varying significance of this link. Thirdly, perceived organizational citizenship behavior showed a non-significant but moderate positive correlation with employee performance, suggesting that behaviors beyond job duties can enhance productivity. Lastly, organizational justice exhibited a weak, non-significant positive correlation with employee performance, emphasizing the need for fair treatment and pay satisfaction to promote high performance. These findings underscore the importance of organizational factors in shaping employee performance and suggest avenues for

further research and organizational practice.

Based on the findings of the study regarding perceived organizational support, it is recommended that:

- The Kenya Police Service in Nairobi County should prioritize efforts to enhance organizational support for its employees. This can be achieved through the implementation of clear communication channels, providing adequate resources and support for job tasks, and recognizing and rewarding employee contributions.
- The Kenya Police Service should continue to promote a culture of commitment and loyalty among its employees. This can be done by offering opportunities for professional growth and development, ensuring fair and transparent promotion processes, and fostering a sense of belonging and pride in the organization.
- To promote organizational citizenship behavior, the Kenya Police Service can recognize and reward appropriate conduct, create a supportive and inclusive work environment, and provide opportunities for employees to contribute to the community.
- The Kenya Police Service should create policies and services that are perceived as fair and just

by employees through transparent and equitable decision-making processes, regular feedback mechanisms, and addressing any issues of perceived injustice promptly and effectively.

#### **Suggestions for Further Studies**

Future studies should entail longitudinal research to further explore the long-term effects of perceived organizational support, organizational commitment, organizational citizenship behavior, and organizational justice on employee performance in the Kenya Police Service.

It could be appropriate to execute comparative studies across different sectors or organizations within Kenya in future to help identify sector-specific or organization-specific factors that influence relationships between perceived organizational support, organizational commitment, organizational citizenship behavior, organizational justice, and employee performance.

Future research may also entail intervention studies to test the effectiveness of specific strategies aimed at enhancing organizational support, commitment, citizenship behavior, and justice on employee performance to aid in organizational management and policy development.

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