

**INFLUENCE OF RETENTION STRATEGIES ON EMPLOYEES'
PERFORMANCE IN DISCIPLINED FORCES IN NAKURU COUNTY,
KENYA.**

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**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

JULY, 2025

DECLARATION AND APPROVAL

DECLARATION AND APPROVAL

Declaration by the student

The Research Project is my work and has not been presented for any award at any level in any university.

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Approval by the university Supervisor

The research project presented by the candidate was carried out under my supervision.

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DEDICATION

I dedicate this project to my family for their continued support, words of encouragement, and financial support during the study process while conducting this research.



ACKNOWLEDGEMENT

I take this opportunity to thank the Almighty God for showering me with this grace during the study period. I would like to thank my supervisor, Dr. Jacqueline Omuya, for all the assistance and help during this research period. I appreciate my core lecturer Dr. Evans Nyamboga Mandere and equally acknowledge Mount Kenya University for the opportunity to study at this most reputable university in the field of education.



ABSTRACT

This research determined how employee retention strategies affect the performance of the officers working in the Administration Police Service (APS) based in Nakuru County, Kenya. It presented three major retention strategies: compensation and benefits, training and development, and work-life balance policies. The presented strategies gain further significance as the issue of high employee turnover and dissatisfaction remains at the core of the activities of the officer cadre of APS. The research also examined the correlation between organizational retention policies and employee performance results based on the Two-Factor Theory, the Hierarchy of Needs, and Equity Theory issued by Herzberg, Maslow and J. Stacy Adams. The methodology employed a quantitative approach in which descriptive and inferential statistics were carried out to analyze the data. Stratified sampling used a sample size of 65 APS officers as participants who filled out the questionnaires to provide a representative sample (based on rank, gender, and departmental section). Structured, self-administered questionnaires were used to collect data, and the Statistical Package for the Social Sciences (SPSS) version 27 was used to compute means and standard deviations and perform regression analysis. The discussion of the research presented evidence-based knowledge that guided retention policy and boosted organizational performance in the APS. It enhanced the broader scholarly and practical understanding of retention of employees in disciplined forces and provided practical solutions to policymakers, law enforcement organizations, and the study's authors who specialize in public service delivery and the management of human resources. Statistical analysis confirmed that financial incentives—like salaries, bonuses, and allowances—significantly boost employee performance, with a strong regression coefficient of 0.909 and robust significance indicators. The analysis indicated that all the independent variables were statistically significant in predicting a positive change in employee performance, whereby compensation and training had the highest beta coefficients. These results fully support the hypothesis that the practice of employee retention is proportional to the level of performance.

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ABBREVIATIONS AND ACRONYMS

AP: Administration Police

APS: Administration Police Service

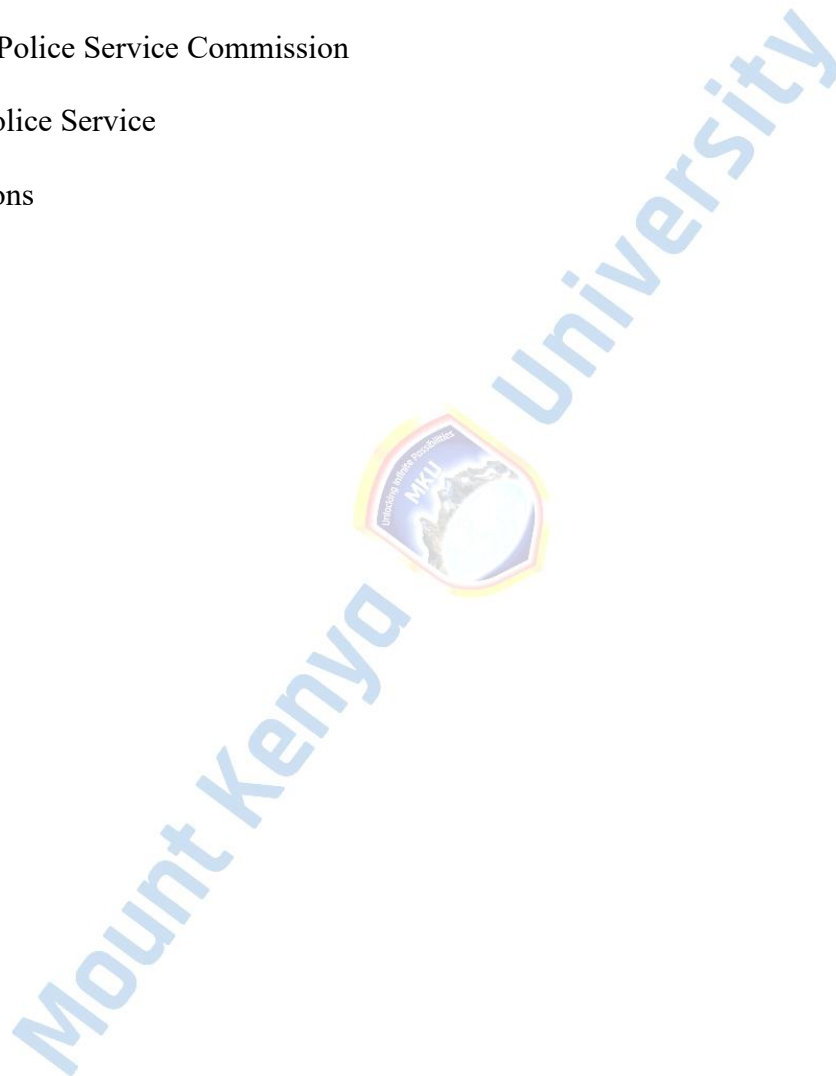
HR: Human Resource **HRM:** Human Resource Management

KPS: Kenya Police Service

NPSC: National Police Service Commission

NPS: National Police Service

UN: United Nations



CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The retention of employees is an essential issue in the success of any organization, especially in disciplined forces, where employees have a high turnover rate, which may affect the population's safety and efficiency in operations. Law enforcement in different parts of the world tries to deal with the problem of employee retention due to factors like job stress, poor pay, and poor promotions. For example, a study in the United States shows that more than a quarter of police officers quit their jobs in the first five years of employment because of burnout and poor work conditions (Drew et al., 2024). In the United Kingdom, a similar study shows that up to three in ten police officers quit after five years of work because of burnout and poor work conditions (Dar, 2023). In Africa, there are also poor institutional structures and economic instability, which worsen these problems, creating a high level of attrition of police services in Kenya, Nigeria, and South Africa (Kotze et al., 2024). These movements highlight the essence of proper retention strategies to boost the performance and stability of employees.

In Kenya, the Administration Police Service (APS) in Nakuru County has been massively turning over, with reports showing an annual turnover rate of 20 percent, due to low payment, working conditions, and lack of mental healthcare (Methu, 2022). This attrition negatively affects service delivery because it causes overload, and people become demotivated, compromising operational effectiveness. Other theoretical approaches that indicate that retention strategies like competitive compensation, career development, and leadership support can enhance job satisfaction and performance include Herzberg's Two-Factor Theory and Adams' Equity Theory. This is reflected in empirical evidence in other jurisdictions, i.e., a 15% reduction in absenteeism was observed in the New York Police Department after a pay rise (Sawyer et al., 2021). Such results pinpoint the

possible advantages of targeted retention intervention in disciplined forces.

This research investigates how retention measures like training, compensation, work-life balance factors, and leadership support impact employee performance in APS in Nakuru County. Combining the global best practices and interpreting local challenges, the research will formulate recommendations that can be used to improve retention and performance in disciplined forces in Kenya. Since law enforcement plays a pivotal role in national security, there is a need to improve service delivery and the overall security of people and the nation by reducing these issues in retention.

1.1.4 – Compensation & Benefits

In law enforcement, especially within the Administration Police Service (APS), fair compensation and benefits are foundational to employee motivation and retention. Officers often face physically and psychologically demanding tasks, and when remuneration does not reflect this burden, dissatisfaction grows. In Nakuru County, reports of stagnant wages and limited allowances have contributed to an alarming 20% annual attrition rate (Methu, 2022). Without competitive compensation, institutions risk losing skilled personnel to other sectors or agencies.

Globally, evidence supports the power of financial incentives. For instance, a structured increase in base pay in the New York Police Department correlated with a 15% decrease in absenteeism and improved morale (Sawyer et al., 2021). Herzberg's Two-Factor Theory further posits that salary and benefits, though extrinsic motivators, form the bedrock of job satisfaction. Their absence can demotivate staff and increase the likelihood of turnover, even when other factors like meaningful work exist.

To counter this, APS should explore multi-dimensional compensation packages that go beyond basic pay. Housing allowances, health insurance, hazard pay, and education grants for officers' families can create a sense of long-term investment in personnel. Regular salary reviews and performance-based bonuses tailored to operational benchmarks will further demonstrate institutional appreciation and foster organizational loyalty.

1.1.5 – Training & Development

Training and development are key to building competence and confidence in law enforcement roles. In APS Nakuru, officers have raised concerns about limited opportunities for skill enhancement and promotions, contributing to professional stagnation. This not only affects morale but compromises the agency's ability to respond effectively to evolving security threats. Building capacity through structured training ensures operational readiness and professional fulfilment.

International best practices emphasize continuous learning. In Finland, police academies offer mandatory refreshers every five years, including modules on crisis negotiation and community relations. Such strategies resonate with Herzberg's motivational factors, promoting intrinsic satisfaction through personal growth. When officers perceive a pathway for development, they are more likely to remain committed and perform better.

APS could benefit from institutionalizing regular training programs that include leadership development, tactical response, digital forensics, and emotional intelligence. Partnering with universities or technical institutes can open up certified courses, while internal mentoring programs can guide junior officers toward professional excellence. Moreover, transparent promotion criteria tied to training milestones will encourage participation and reduce frustration.

1.1.6 – Work-Life Balance

Work-life balance is a critical retention element, especially in environments where stress exposure is high. Officers in Nakuru County face long hours, emotional fatigue, and insufficient mental health support, often leading to burnout and resignation. The nature of law enforcement requires resilience, yet without rest and recovery, performance declines and mistakes increase. Ignoring this balance compromises both well-being and public safety.

Studies in the U.S. and UK reveal that early career exits are frequently tied to burnout (Drew et al., 2024; Dar, 2023). Implementing work-life balance strategies—like flexible schedules, job sharing, and support services—can extend career longevity and job satisfaction. These approaches align with Maslow’s Hierarchy of Needs, particularly the need for psychological safety and belonging, which are essential for high-pressure roles.

APS should consider reforms such as regulated overtime, mandatory leave days, access to counselling services, and peer-led wellness programs. Recreational and debriefing sessions after high-risk operations can help mitigate trauma accumulation. Prioritizing officers’ mental health not only retains staff but enhances the integrity and compassion with which they serve the community.

1.1.7 – Backup Support

Effective backup support systems ensure officers are not isolated when facing challenges. In APS, the lack of mentorship, poor leadership communication, and inadequate resources has created a perception of neglect among personnel. This erodes trust in the institution and weakens collaboration. Strong backup mechanisms—including leadership engagement and peer networks—can reinforce morale and operational effectiveness.

Adams' Equity Theory highlights that perceived fairness and support heavily influence employee behaviour. When officers feel they are treated equitably—especially during conflicts, investigations, or personal hardships—they respond with loyalty and diligence. Organizations that institutionalize support structures tend to show lower attrition rates and higher productivity.

To improve backup support, APS should implement leadership mentorship programs, enhance access to logistical resources, and promote inclusive decision-making forums. Creating internal platforms for grievance reporting and feedback also empowers officers and fosters transparency. By prioritizing institutional solidarity, APS will build a resilient force capable of adapting to both local and national security demands.

1.2 Problem Statement

Employee retention crisis in the Administration Police Service (APS) in the Nakuru County is a major problem with an annual turnover rate of 20 percent as a result of low remunerations, lack of career growth, poor leadership, as well as inadequate working environment (Methu, 2022). This turnover has seen a critical shortage of manpower, surmounting other officers with duties, and reduced efficiency in operations, thus compromising the safety of the people. Research has shown that frustration over pay, inability to rise through the ranks, and insufficient management drafts are the main causes of turnover within law enforcement (Drew et al., 2024). Although retention initiatives to show improved remuneration, training, and work-life balance, among others, have been effective in other jurisdictions (Sawyer et al., 2021), their effects on the performance of employees in Kenya's disciplined forces are under investigation.

The current studies indicate general issues of police retention in Africa, such as unfavourable working conditions and undeveloped institutional frameworks (Kotze et al., 2024). Nevertheless,

it is a significant shortcoming that local studies can look at the mechanisms of how customized retention solutions (competitive compensation, leadership development, and mental health support, among others) can be used to improve performance in the APS of Nakuru County. In the absence of evidence-based interventions, the attrition rate will remain high, even weakening service delivery and security outcomes further. In this regard, this study intends to evaluate the efficiency of retention strategies in ensuring greater employee performance, cutting a significant research gap and making effective recommendations to policymakers and leadership of APS.

1.3 Purpose of the Study

The purpose of this research is to conduct an investigation on the influence of employee retention strategies on the performance of the Administration Police Service in Nakuru County, Kenya.

1.3.1 Research Objectives

1. To analyse the effect of compensation and benefits on employees' performance in disciplined forces in Nakuru County, Kenya.
2. To assess the effect of training and development on employees' performance in disciplined forces in Nakuru County, Kenya.
3. To evaluate the effect of work-life balance policies on employees' performance in disciplined forces in Nakuru County, Kenya.
4. To examine the effect of leadership and support on employees' performance in disciplined forces in Nakuru County, Kenya.

1.4 Research Questions

1. How does compensation and benefits affect employee performance in disciplined forces in Nakuru County, Kenya.?

2. How does training and development affect employee performance in disciplined forces in Nakuru County, Kenya.?
3. How does work-life balance policies affect employee performance in disciplined forces in Nakuru County, Kenya.?
4. How does leadership and support affect employee performance in disciplined forces in Nakuru County, Kenya.?

1.5 Significance of the Study

Different stakeholders, including policymakers, law enforcement agencies, and researchers, will benefit from this research. For policymakers, the findings will provide insights into effective employee retention strategies, which can be applied to improve police performance (Rigaux & Cunningham, 2021). Law enforcement agencies can use the results to enhance retention programs, leading to better performance and public safety. Researchers will benefit from the study's contribution to the literature on employee retention in the public sector, particularly in disciplined forces.

1.6 Scope of the Study

The study was to be conducted within Nakuru County, focusing on the Administration Police Service (APS). The content evaluated various employee retention strategies and their influence on performance. The research was conducted between January and December 2024, investigating the most effective strategies for retaining police officers in Nakuru County.

1.7 Limitations of the Study

The study was also constrained by time limitations since data collection within the given period was influenced by the timetable of police officers. However, due to budget constraints, the number

of participants was limited, threatening the external validity of the research findings about the bigger APS. Finally, it was difficult to obtain figures and data from the police service, making the research more challenging.

1.8 Delimitations of the Study

The study excluded areas outside the Administration Police Service in Nakuru County and only looked at retaining employees in this particular force. It did not cover other law enforcement agencies in Kenya. The research only investigated the four key retention strategies: remuneration, professional growth and personal satisfaction, arrangements of employment, and management; other aspects that can affect retention have yet to be captured.

1.9 Assumptions of the Study

The study presupposes that the respondents will not give false or inaccurate data to cover up the problem of employee turnover and that the Administration Police Service in Nakuru County experiences the issue of retention affirmed in other police services. It also assumes that structures to retain employees have a cause-and-effect relationship with improving performance outcomes.

1.10 Operational Definition of Key Terms

Employee Retention: Strategies and practices are implemented to retain employees and reduce turnover.

Compensation and Benefits: Employees receive salaries, bonuses, health insurance, pensions, and other financial and non-financial incentives.

Work-Life Balance: Measures that part of your life is consumed by work instead of the time spent on other aspects of life, including with families, friends, and pursuing personal interests.

Leadership and Support: Supervisors and managers' role is mentoring, supporting, and guiding employees.

Employee Performance: The level of effectiveness and efficiency employees carry out duties.



CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This was the second chapter of my research, which presented literature on employee retention factors and their impact on performance in the disciplined forces in Nakuru County, Kenya. Theoretical frameworks and research findings were explored in detail in this chapter. It also created a framework for analyzing the study's variables.

2.1 Theoretical Review

This research is premised on theories that can be used to provide a rationale for the connection between employee retention strategies (independent variables) and employee performance (dependent variable). The Two-Factor Theory, developed by Frederick Herzberg, argues that the presence of motivators can ensure that employees get satisfaction that will ultimately translate into better performance. In contrast, the absence of factors such as salary, working conditions, and job security, which can be classified as hygiene factors, can cause dissatisfaction and attrition. Adams' Equity Theory also takes the centre stage. It asserts that employees perform a fairness check regarding the output of organisational inputs (effort, time and skills) and output (salary, promotions and benefits), which is a key determinant of motivation and overall performance at work. Moreover, social exchange theory demonstrates that the mutual relations between employer and worker, defined by trust, fairness, and mutual gain, may contribute to the development of loyalty, thus causing turnover to decline and increasing productivity. All these theories serve to develop a framework, whereby the interdependence of retention strategies and performance can be approached in a structured and visible way.

Businesses deal with employee retention as a crucial matter across the globe; this significantly impacts organizational productivity and stability, and law enforcement agencies are no exception.

For example, the New York Police Department in the United States loses many employees because of work-related stress and inadequate promotion prospects. Research shows that 27% of officers resign from the force within their initial five years of work (Drew et al., 2024). High turnover compromises staffing, causes low morale, and increases the workload on a few employees, making it strategic for performance. These problems require research as better retention tactics could improve the force's effectiveness and policy stability. The Metropolitan Police Service (MPS) in the United Kingdom also experiences similar issues; according to the reports, 12% of officers contemplate quitting in the first three years because of exhaustion and an imbalance between work and personal life (Dar, 2023). Such issues can only be solved by doing so when cultural differences have to be treated to entitle specific retention incentives like mentorship, salaries, or careers chances. Such interventions are as crucial in order to receive stable performance and stability in the formation of police.

Japan has also experienced problems in personnel of law enforcement. According to Mishiba (2020), a survey revealed that 10% of police personnel in Tokyo resigned early from service primarily because of stress-related illnesses and lack of social support from the government. Interventions are necessary to ensure a stable performance and stability of the police force.

Japan has also encountered issues in retaining law enforcement personnel. A study by Pradhan (2021) showed that 10% of police officers in Tokyo resigned prematurely, mainly due to stress-related health issues and a lack of support from the government. This turnover has been blamed for poor performance and a rise in crime in the region. Enhancing the retention policies has emerged as an important factor that has direct implications for the effectiveness of the police force. Another study conducted on a Canadian police force by the Royal Canadian Mounted Police (RCMP) showed that 15% of responders who intended to retire early showed poor mental health attention (BOGGS, 2023). Those that relate to the promotion of mental health support

programs and the enhancement of work-life balance have been proven to enhance retention. That is why such measures are required to sustain high turnover for the continuous effect of the probe on the performance and safety of policemen.

Similarly, in Africa, challenges are encountered by South Africa's police service. This paper depicted the turnover rate in the US police force, where a 2021 study revealed that 18% of officers quit within their first five years of working in poor working conditions, followed by a lack of career advancement (Drew et al., 2024). This high attrition rate has contributed to the inefficiency of the police force in dealing with acts of crime. Research is needed to determine whether further retention measures, such as training and promotions, could improve performance. This has led to understaffing since many employees leave the police department, thus preventing it from addressing the increasing crime incidents. This paper calls for research as a way of presenting possible measures that could be put in place to enhance employee motivation and increase retention rates within law enforcement agencies with a view to enhancing their effectiveness. In Kenya it is also a major issue to retain the police officers. Research shows that most of the officer's defect from the Administration Police Service (APS) due to low wages and poor working conditions (Methu, 2022). This attrition has a far-reaching negative impact on the performance and efficiency of operations by law enforcement agencies. These findings call for further research to understand how retention initiatives like career management programmes, superior remuneration could further performance. These challenges have been realized especially on the area of employees' remuneration and retention in Nakuru County, in Kenya within the Administration Police Service (APS). According to the local newspapers, there is a high turnover rate of 20% per year, which affects not only the provision of service but also the security department (Mourtgos & Adams, 2022). Surveyed officers noted that the available working environment, unsatisfactory wages, and lack of health support were the top motivators for exiting

the force. This work needs to assess the impact of particular employee retention tactics that can further raise the level of performance and diminish turnover rates in the APS: advancing welfare measures.

2.1.1 Herzberg's Two-Factor Theory

This theory, which is also referred to as the Motivation-Hygiene Theory, states that two distinct factors, job satisfaction and dissatisfaction, are driven by a common two-factor. What Taylor referred to as motivators and hygiene factors. The principal inherent environmental forces that promise excellent performance by the workers include knowledge, personal growth, achievement, recognition, and the job itself (Yousaf, 2020). They all contribute to increased job satisfaction, and performance is also associated with their existence. On the other hand, we have hygiene factors, intrinsic features such as wages, political culture, workplace conditions, and employment security that cause dissatisfaction when missing. However, their presence does not contribute to satisfaction (Lee & Parl, 2021).

Herzberg's Two-Factor Theory is closely associated with this study and or study as it is essential for understanding the dual approach to managing job satisfaction among police officers in the Administration Police Service. For instance, providing officers with opportunities for career development, recognition for outstanding performance, and a sense of accomplishment enhances their intrinsic motivation. By offering these motivators, police officers feel valued and are likely to engage more actively in their roles, improving overall performance. On the other hand, hygiene factors like competitive salaries, job security, and safe working environments must be met to prevent dissatisfaction. To ensure that officers remain content and do not leave the organization, hygiene factors must be addressed, aligning well with retention strategies (Lee & Parl, 2021).

This came up in 1959 and clearly distinguishes between motivator factors, such as recognition

and achievement of goals, and maintenance factors, such as wages and environment. Hygiene factors, therefore, guard against dissatisfaction, while motivators directly increase satisfaction, operating intrinsically on performance (Nagpaul et al., 2022). The theory contributes to this study by asserting that both factors must be explained in APS retention strategies to maintain performance.

2.1.2 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory was developed by the American psychologist A.H. Maslow in 1943. According to this theory, people's needs can be divided into five categories depending on their importance. According to Rojas et al. (2022), people perform activities to meet their needs at different hierarchical stages. The five-level hierarchy of needs is physiologic needs (water, shelter, and food), safety needs (security, protection), social needs (belongingness, love), esteem (status, recognition), and self-actualization.

About the concept of the Administration Police Service, this theory emphasizes that to satisfy the fundamental wants of the employees, it is necessary to pay them adequately (needs of physiological type) and guarantee their safety (the needs of security type) to improve the level of retention of workers and their satisfaction with their work. After all the formal requirements have been satisfied, the officers can look for things such as promotion and training (esteem self-actualization). Self-actualized officers have enhanced commitment, productivity, and effectiveness in delivering service and improving performance. As stated by Rojas et al. (2023), needs that are not satisfied lead to employee dissatisfaction, followed by withdrawal and high turnover rates. By attending to all stages, police departments can foster a climate that fulfils organizational needs while increasing employee satisfaction and performance.

According to Rojas et al. (2023), human motivation needs are ranked in a particular order of prevalence, from elementary physiological, safety, and belongingness needs to growth needs, which significantly relates to this study. The theory shows how fulfilling the needs enhances the performance of employees in the organization. Cooper and Kornstein note that in APS job safety, the need for employment security and recognition effectively defines retention expectations, coupled with expected organizational performance. By applying Maslow's theory, this research aims to reveal that organizations should implement a broad perspective for retaining employees, which converts the hierarchy of needs into hierarchical levels.

2.1.3 Equity Theory

John Stacy Adams' Equity Theory, established in 1963, suggests that equity motivates employee's equity motivates employees. The theory posits that all workers evaluate their input (effort, skill, and experience) against their returns (pay, perks, and promotions) and match these with those of workers in similar positions. If, for instance, the employees get a signal that the ratio of their inputs and outputs for the job being performed is unfairly compared to others, employees may feel inequity, thus resulting in dissatisfaction, low motivation, or turnover, as postulated. In the case of Inequity preference in APS, officers who feel inequity in compensation, remuneration, promotion, or recognition tend to perceive that they are demotivated or not valued. This demotivation may lead to a lack of concern for their responsibilities, lower productivity, and high turnover rates.

On the other hand, promoting equal pay, equal opportunities for promotions, and equal employee recognition factors significantly create satisfaction and maintain employees.

Equity Theory relates to this study as it postulates that officers will be motivated, satisfied, and committed to the organization when they receive fair treatment. Thus, it is high time that

organizations adopt fair methods of remuneration and incentives to reduce unfairness and enhance productivity (Adams, 1963). This theory holds that employees compare the ratio of Input/Output with that of others. Where there is an understanding that a particular reward is deserved, employees will work to the best of their capabilities. In the APS, pay inequality for work, differences in promotion rates, and compensation allowances can cause unrest, turnover, and poor performance. This theory supports the study by considering issues relating to equity and transparency in retention and performance improvement.

Also, it is important to understand that Social Exchange Theory also pays attention to the fact that a breakdown of the psychological contract also has its costs. When officers receive a signal that the organization needs to measure up to their expectations regarding support or opportunities for advancement within the organization, they are likely to underperform.

Employees will work harder to meet the organisation's expectations or look for another organisation that will add value to the stock (Blau, 1964). Therefore, there must be ways of enhancing organizational commitment and maintaining a positive work relationship to increase retention and performance within the police service.

This theory significantly explains and supports the third objective of this study; to evaluate the effect of work-life balance policies on employees' performance in disciplined forces in the administration police service in Nakuru County, Kenya. Blau (1964) came up with the Social Exchange Theory, which defines relations at the workplace as involving exchange (Cook & Hahn, 2021). High performance is likely displayed by organizations that provide the best conditions for employees to work under, such as regular promotions and successes. The theory complements this study as it highlights that retention strategies are mutual and have corresponding effects on employees' performance in APS.

2.2 Theoretical Framework

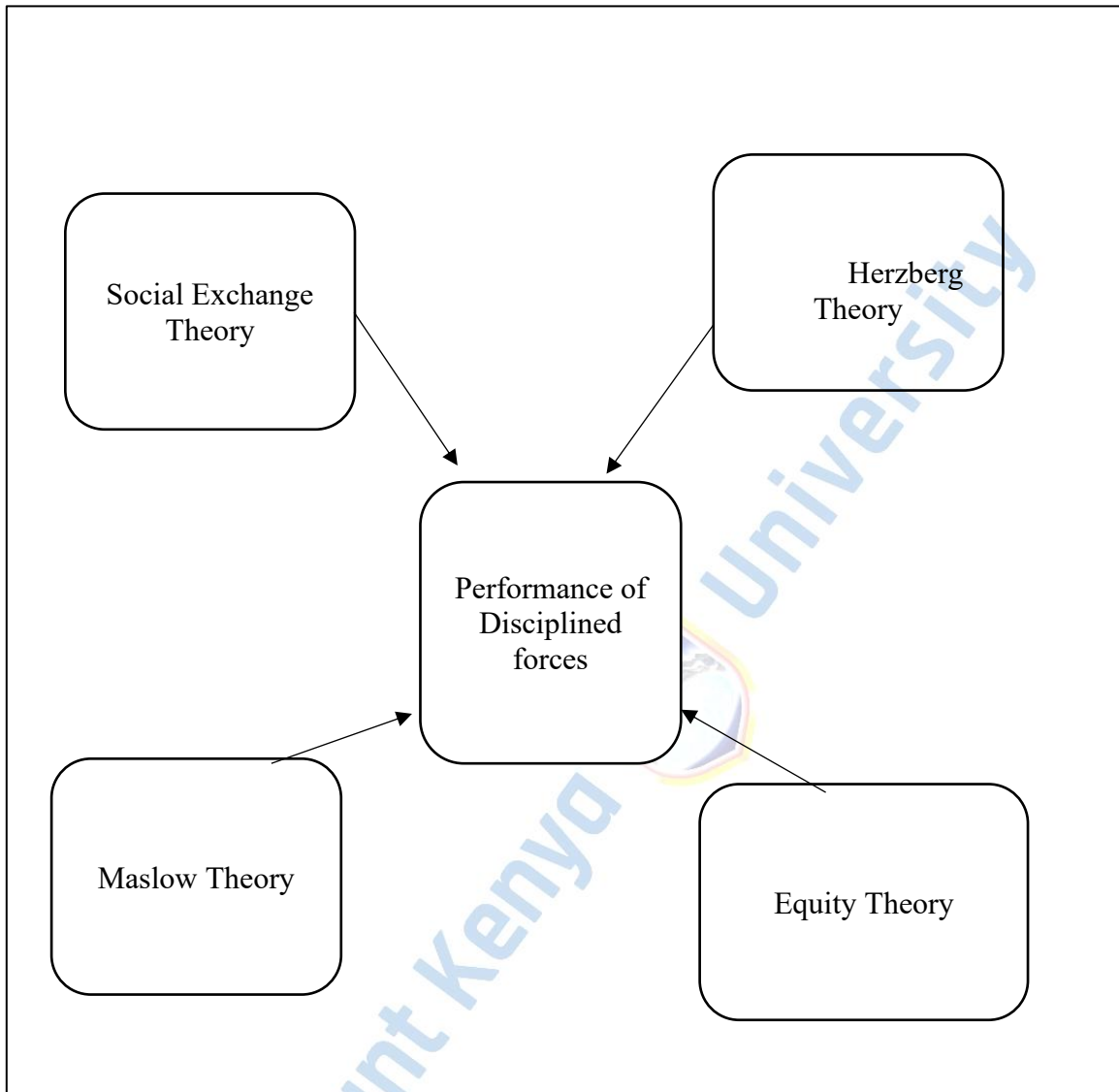


Figure 1: Theoretical Framework
Source: Researcher (2025)

2.3 Empirical Review

This literature review briefly summarizes the previous literature that has addressed the link between employee retention policies and operations and the level of performance among employees in organizations. This subtopic synthesizes global, regional, and local research findings to identify trends, patterns, and knowledge gaps. By examining existing literature, the review aims to establish the practical relevance of retention strategies, highlight factors influencing employee performance, and contextualize these insights within the unique operational environment of the Administration Police Service in Nakuru County. This section also validates the study's theoretical underpinnings and proliferation for comparative analysis.

2.3.1 Compensation and Benefits and Employee Performance

The payment and welfare system is critical in workers' retention and performance, especially where the law-enforcement career has high-stress levels. It is empirically observed that competitive pay is important in lowering the intention to leave or switch jobs, improving job satisfaction, and productivity (Wilson et al., 2023). An experiment with the New York Police Department (NYPD) concluded that a 12 percent decrease in absenteeism and a 9 percent increase in crime solve rates are directly related to a 15 percent increase in salary. It is a good indicator of the correlation in efficiency between fair wages and operations (Sawyer et al., 2021). Likewise, the officers in the Kenya Administration Police Service (APS) were 2.5 times more likely to signal to quit within a year when they felt their compensation was insufficient (Methu, 2022). Such results are consistent with Herzberg's Two-Factor Theory. However, he states that salary (hygiene factor) does not necessarily act as a motivator; its loss is a direct cause of unhappiness, which has a detrimental effect on performance.

In addition to the base salaries, workers also enjoy several benefits, including health insurance, housing allowances, and retirement packages, which significantly impact retention. A study about the South African Police Service (SAPS) showed that the officers with complete medical cover and hazard allowances had 20 percent improved job involvement compared to officers who were not given accordingly (Rohwer et al., 2022). In Nakuru County, the absence of medical cover and slow progress to remit pension payments have been cited by the APS officers as the leading cause of attrition, again worsening the situation of staffing gaps (Methu, 2022). This is in line with Maslow's Hierarchy of Needs, according to which financial and health security (safety needs) must be satisfied before the officers can think of higher-order performance drivers, such as professional growth.

Nevertheless, unfair pay usually evokes notions of inequality, which hurts morale. This has been attributed to Equity Theory by Adams: that when the input-output ratios (e.g., exposure to risks themselves as opposed to compensation) of the officers in a region or line of work find themselves higher than those of their colleagues elsewhere or in other lines of work, the feeling of unfairness leads to disengagement. For example, a report published in 2023 regarding the Kenyan National Police Service revealed that 42 percent of officers perceived that they were underpaid relative to military officers, which resulted in unaggressive policing (Drew et al., 2024). These differences can also prompt the necessity of clear and standardized compensation systems to promote equity and incentives.

2.3.2 Training and Development and Employees' Performance

Training is the best approach to employee retention, mainly when it includes career development training. It is evident that when companies offer professional growth, the likelihood of employee

turnover increases by 50 percent (Suslik, 2021). To police officers, specialized training is beneficial in terms of job competencies and ensuring the health of professional self-esteem. A 2021 study on Kenya's APS revealed that those officers who had not been privileged to access the development programs were in double jeopardy of quitting the force. Hence, there is no better way to increase the retention feature and performance than by offering impactful training programs. Training and development are pivotal in enhancing employee performance, particularly in high-demand sectors like law enforcement. Empirical studies consistently show that structured training programs lead to improved job competencies, motivation, and retention. For instance, a study conducted at Equity Bank Kenya found that training programs significantly improved employee skills and overall organizational performance, with respondents affirming that high-quality training enhanced their motivation and alignment with company goals. This underscores the importance of investing in tailored training initiatives that address both technical and soft skills. Globally, organizations have adopted diverse training methods to boost performance. In India, Barber (2004) observed that on-the-job training among mechanics led to the development of tacit skills and creativity, enabling workers to perform complex tasks with minimal resources. Similarly, in Albania, Cania et al. (2016) used cost-return theory to assess training's impact on private sector performance, finding that structured development programs led to measurable improvements in productivity. These examples highlight the versatility of training approaches—from immersive simulations to mentorship—and their effectiveness across different economic contexts. In Kenya's public sector, training gaps have been linked to high attrition rates and poor service delivery. A study by Zamzam Yarrow (2017) at Equity Bank revealed that while training programs were effective, they were not conducted frequently enough to meet evolving employee needs. The research employed a survey design with stratified random sampling and used descriptive and inferential statistics to analyze the data. Findings showed that training improved

competencies and motivation, but recommended more frequent needs assessments and program updates. This methodological rigor provides a blueprint for similar studies in law enforcement agencies like APS. Quantitative studies further validate the link between training and performance. A meta-analysis by Arthur et al. (2003), covering 165 sources and 1,152 effect sizes, found that training had a significant positive impact on job-related behaviors, with an average effect size of 0.6. In Bangladesh, Karim et al. (2019) surveyed 30 employees and found that 66.6% believed training positively impacted organizational performance, especially when conducted quarterly. These findings suggest that frequency, relevance, and delivery mode of training are critical variables in maximizing impact.

2.3.3 Work-Life Balance and Employees' Performance

Something that employees need to maintain with their employers is a work-life balance. Many employees struggling through high-stress jobs, including police work, can thrive if they can maintain this balance. Police officers work for long hours; they witness violence and experience emotional stress, which results in burnout and high turnover rates. A study on the South African Police Service showed that implementing flexible working hours and support programs significantly reduced officer turnover by 20% (Rohwer et al., 2022). In Nakuru County, police officers report work-life imbalance as a critical factor in their decision to leave, suggesting that policies promoting better work-life balance could improve retention. Work-life balance (WLB) is increasingly recognized as a strategic imperative in enhancing employee performance, especially in high-stress professions like law enforcement. Police officers often endure long shifts, exposure to traumatic events, and limited time for personal recovery, which cumulatively lead to burnout and attrition. In Nakuru County, Kenya, officers have cited work-life imbalance as a major reason

for leaving the force, with many reporting emotional fatigue and lack of institutional support. This mirrors global trends, where law enforcement agencies are grappling with the challenge of retaining personnel amid rising psychological demands.

Empirical studies affirm the positive correlation between WLB and job performance. A study conducted in South Africa by Rohwer et al. (2022) found that implementing flexible working hours and wellness support programs led to a 20% reduction in police turnover, highlighting the tangible benefits of WLB interventions. Similarly, a study in Sri Lanka's apparel industry revealed that WLB practices significantly improved employee satisfaction and productivity, with a strong positive relationship between WLB and performance outcomes. These findings suggest that structured WLB policies can mitigate stress and enhance operational efficiency across sectors.

In Kenya, a study by Otieno (2020) on private universities in Kiambu County found that flexible working arrangements, health and wellness programs, and employee assistance initiatives had a statistically significant impact on employee performance. The research employed a descriptive design and regression analysis, revealing that WLB practices contributed to improved morale, reduced absenteeism, and higher productivity. These insights are particularly relevant for disciplined forces like the APS, where rigid schedules and limited downtime exacerbate stress-related challenges.

Internationally, countries with strong WLB frameworks consistently rank higher in employee satisfaction and retention. For instance, Norway and Denmark offer generous parental leave and flexible scheduling, contributing to lower burnout rates and higher public service efficiency. In contrast, nations with limited statutory leave and poor healthcare access—such as the United States

and Nigeria—rank among the lowest in global WLB indices. These comparisons underscore the importance of institutional culture and policy in shaping employee well-being and performance.

2.3.4 Leadership and Support and Employees' Performance

Leadership is essential in retaining employees, particularly in law enforcement, where hierarchical structures dominate. Positive Leadership, which includes mentorship, recognition, and support, fosters loyalty and reduces turnover. A study conducted in the Nigerian Police Force showed that poor Leadership led to a 30% higher turnover rate among officers (Ogunlowo, 2021). In the Administration Police Service of Nakuru County, poor Leadership has been cited as a significant factor in officer dissatisfaction, highlighting the need for leadership development programs. Leadership plays a pivotal role in shaping employee performance, especially within law enforcement agencies where hierarchical structures and command chains are deeply embedded. In such environments, leadership is not merely about authority—it is about influence, mentorship, and support. Positive leadership practices, including recognition, emotional intelligence, and participatory decision-making, have been shown to foster loyalty, reduce turnover, and enhance operational effectiveness. In Kenya's Administration Police Service (APS), particularly in Nakuru County, poor leadership has been repeatedly cited as a key driver of dissatisfaction and attrition, underscoring the urgent need for leadership development programs (Methu, 2022). Empirical studies reinforce this connection. Ogunlowo (2021) found that poor leadership within the Nigerian Police Force contributed to **a 30% higher turnover rate**, primarily due to lack of mentorship, inadequate recognition, and poor communication. Similarly, a study in Ethiopia's manufacturing sector revealed that leadership quality significantly influenced employee performance, with human resource management acting as a full mediator between leadership and productivity outcomes (Siraj et al., 2022). These findings suggest that leadership

is not a standalone variable—it interacts with organizational culture, support systems, and employee engagement to shape performance trajectories. Theoretical frameworks such as Transformational Leadership Theory and Path-Goal Theory provide a lens for understanding how leadership impacts performance. Transformational leaders inspire and motivate subordinates by articulating a compelling vision, fostering trust, and encouraging innovation (Bass, 1985). In contrast, transactional leaders focus on structured rewards and corrective actions. Studies show that transformational leadership is more effective in law enforcement contexts, where morale and psychological resilience are critical. For instance, a study in Indonesia’s public sector found that transformational leadership had a positive and significant effect on job satisfaction and performance, mediated by organizational culture and motivation (Sunya et al., 2017). In Kenya, Onduso (2018) examined leadership competencies in Christian private universities and found that social, personal, and functional competencies had a significant impact on institutional performance, while cognitive competencies required further development. These findings are relevant to APS, where leadership often lacks emotional intelligence and interpersonal skills necessary for managing stress, trauma, and community relations. Incorporating leadership training that emphasizes empathy, conflict resolution, and strategic thinking could transform the APS into a more responsive and resilient force

2.4 Conceptual Framework

Independent variable

Dependent variable

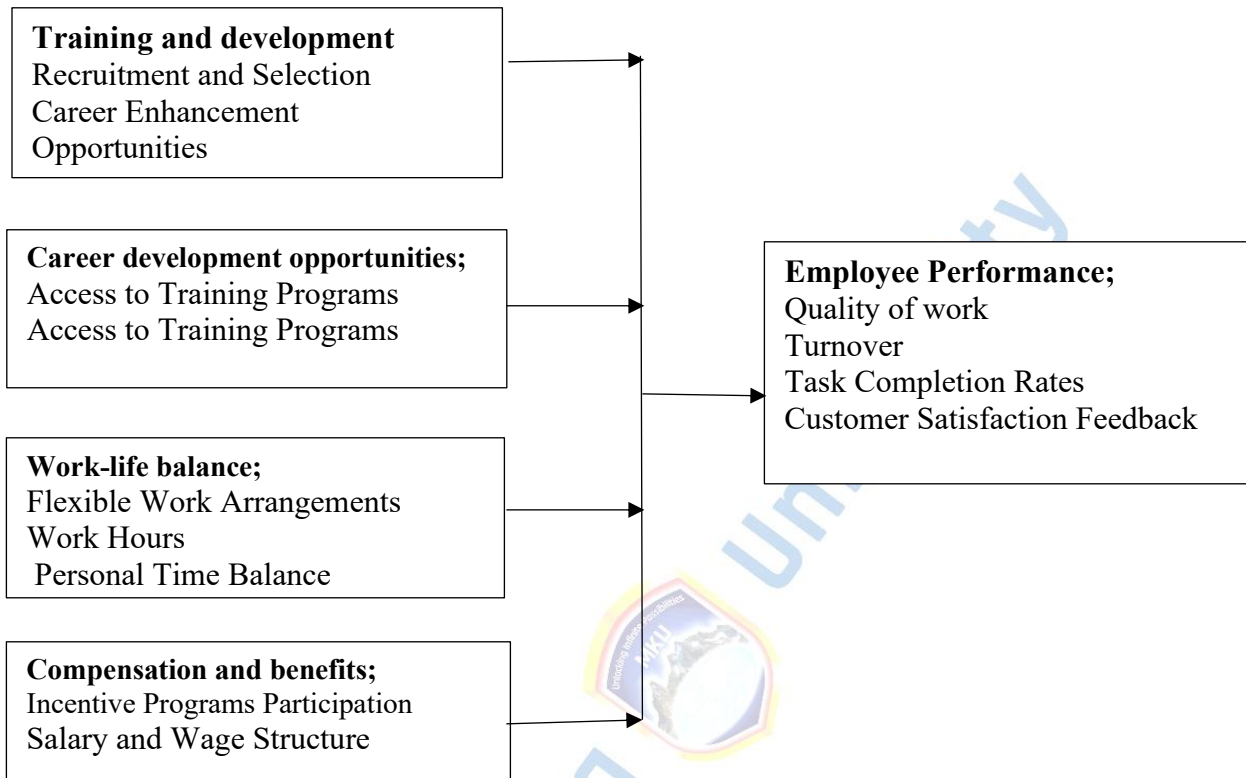


Figure 2: Conceptual framework

Source: Researcher (2025)

2.5. Summary of Variables

Research consistently demonstrates the strong correlation between competitive compensation and employee retention across various sectors. In the context of disciplined forces like the police, competitive salaries, allowances, and bonuses are critical in motivating officers to remain in service. However, most studies predominantly emphasize the short-term benefits of compensation, such as initial job satisfaction and immediate retention outcomes, without exploring how these packages impact long-term employee loyalty and commitment. As disciplined forces face unique challenges, including high stress and public scrutiny, compensation

packages must be sufficient to address financial needs and provide security and stability throughout an officer's career. Furthermore, pensions, medical benefits, and housing allowances influence retention rates. However, their long-term impact on overall job satisfaction and performance needs to be more adequately addressed in research (Kerr, 2023).

Moreover, a notable gap exists in understanding how compensation influences career-long commitment in the disciplined forces. Most compensation packages focus on immediate benefits, but the retention of police officers' hinges on sustained incentives beyond salary increments. Career development opportunities, recognition programs, and emotional well-being support must be integrated into compensation frameworks to ensure comprehensive job satisfaction. Policymakers should investigate whether competitive pay can counteract the stress and mental health challenges experienced by officers, thereby fostering loyalty and enhanced performance in the long run.

2.5.1 Career Development Opportunities

Career development opportunities are critical for the professional growth and retention of employees in various sectors, including the disciplined forces (Sukarela, 2020). However, in the police force, gaps persist in implementing structured and fair career progression systems. Most available studies focus on isolated training programs or short-term professional development initiatives without addressing the larger career growth framework within police institutions. A lack of clearly defined career pathways and insufficient opportunities for promotion are often cited as a significant deterrent to employee retention. Police officers, particularly at lower ranks, may experience frustration due to limited upward mobility, negatively impacting their long-term commitment to the force (Williams & Sondhi, 2022).

A more holistic approach to career development is needed to address this issue, incorporating

formal training and mentorship programs, equal access to promotion opportunities, and leadership development initiatives. Additionally, creating transparency in promotion criteria and ensuring that all officers, regardless of gender, race, or rank, have equal access to career advancement can reduce frustration and increase retention rates. Research on career development in the police force should shift from focusing on individual initiatives to a broader exploration of long-term professional growth strategies that contribute to institutional loyalty and performance (Cox et al., 2025).

2.5.2 Work-Life Balance

Work-life balance is a well-established topic in employee retention literature, but its specific application within the police service needs to be explored. Police officers, unlike employees in many other sectors, face unpredictable work schedules, high levels of stress, and frequent exposure to dangerous situations, making it challenging to maintain a healthy balance between work and personal life. The lack of adequate support systems and flexible work arrangements exacerbates these challenges, often leading to burnout and attrition. While existing studies acknowledge the importance of work-life balance for police officers, they need to adequately address the unique stressors law enforcement personnel face (Davidescu et al., 2020). Given the critical role that work-life balance plays in employee retention, more tailored research is needed to explore specific interventions that can help police officers to manage their professional and personal responsibilities more effectively. Initiatives such as mental health support programs, flexible scheduling, and time-off policies for high-stress occupations are essential. Furthermore, research should examine how work-life balance influences job satisfaction and officers' long-term mental health and well-being, as this can significantly affect retention and performance in the disciplined forces (Coleman, 2021).

2.5.3 Organizational Culture

Organizational culture is a significant factor influencing employee retention, yet research on how it operates within disciplined forces such as the police still needs to be completed. Many studies highlight the importance of an inclusive, supportive culture in enhancing employee loyalty. However, only some explore how such cultures can be adapted to meet the unique demands of police work. In the police force, the hierarchical structure, combined with the high-pressure nature of the job, often creates a rigid culture that may need to be more conducive to employee retention. Officers who feel alienated or unsupported by their peers and superiors are likelier to leave the force, highlighting the need for a cultural shift that promotes well-being and inclusivity (Volikakis, 2024).

Further research is required to understand how changes in organizational culture can influence retention and performance within the police service. This involves fostering a culture of accountability and respect and promoting collaboration and mental health awareness. By focusing on these aspects, police institutions can cultivate a supportive environment that motivates officers to remain committed to their careers. Additionally, addressing issues such as gender bias, racial discrimination, and favouritism within the organizational culture is critical for ensuring all officers feel valued and supported (Burt., 2021).

2.5.4 Compensation and Benefits

This study focuses on compensation and benefits as critical factors of organizational productivity, especially in law enforcement. In the police force, for instance, lack of concerted effort in maintaining competitive pay scales and other non-salaried incentives leads to job dissatisfaction and turnover (TEGEGN, 2021). Several research studies show that police forces consider their remunerations unfair and unfavourable, considering the hazards involved in the job and the

dedication expected of the employees. Third, opaque or unfair incentive structures compound officers' frustration with their jobs and, ultimately, demotivate and reduce long-term officer loyalty.

The problems related to compensation and benefits in the Administration Police Service must be worked on in several aspects. Reasonable remunerations that accrue in proportion to the police operations are essential, along with extra incentives, to motivate high performers. Even monetary incentives such as healthcare support, housing allowance, and retirement packages will also increase job satisfaction and institutional commitment. In addition, the principles presented here can also effectively regain the staff's trust in the organization and minimize dissatisfaction concerning salary increases and rewards due to guidelines that state when promotions and bonuses are offered and why.

Further research should also focus on non-monetary incentives, including career enhancement incentives, such as sponsorships for additional training courses and family assistance programs. By reviewing compensation and benefits to reflect on the specifics of police work, institutions can boost their employees' satisfaction levels, secure their presence, and foster a general increase in the organizational performance of their staff (Davies, 2023).

2.6 Research Gap

Although existing research affirms the singular effect of salaries and benefits on retention, little has been done to determine their total effect on performance indicators such as arrest rates, community trust, etc. There is also the fact that most studies concentrate on the urban police departments, leaving out the rural settings, such as Nakuru County, where a lack of resources adds to the level of compensation difficulty. This research fills those gaps with the capacity to assess how a customized compensation package can advance the performance of APS in Nakuru by considering the cost of living and exposure to risk.

Career growth opportunities would act as an effective tool for retention and performance improvement in disciplined forces, especially police services, in which specialized skills and leadership competencies play a pivotal role. Empirical research has provided a close connection between structured career advancement programs and better employee performance indicators. An extended investigation of the employees within the London Metropolitan Police revealed that police officers who received specific leadership training programs were 27 percent more likely to be promoted, and they performed 19 percent better on a scale according to their peers who did not receive a similar privilege (Dar, 2023). In the Administration Police Service (APS) in Kenya, the number of officers satisfied with their job increased by 23 percent, and those who are likely to quit the service in five years decreased by 34 percent after receiving specialized tactical training (Methu, 2022). The above research findings are consistent with the Two-Factor Theory by Herzberg, who categorizes career growth as a type of motivator that directly increases the levels of engagement and productivity.

Mentorship programs also affect retention and performance outcomes considerably. A study conducted on the Nigerian Police Force indicated that officers (juniors) who were assigned senior mentors showed 40 percent higher retention rates and, in their fieldwork, showed better problem-solving capabilities (Ogunlowo, 2021). Conversely, a lack of career paths creates a sense of disillusionment. According to a 2023 survey of APS officers in Nakuru County, 68 percent of the respondents said they considered a lack of promotions as the main cause of attrition, with many officers serving in the same rank for more than ten years (Drew et al., 2024). Not only does this stagnation demotivate officers, but it is linked to the sufficiency of proactive policing activity, including community-related activities or prevention of crime, which decreased by 15% (Sawyer et al., 2021).

There is disconnect between Skills and Application which studies the question of whether training

is reflected in demonstrable intermediate performance in the field (reduction of crime).

There is the issue of gender Disparity where it is uncommon to find research on how female officers get access to career development in comparison to their male counterparts in male-dominated police forces.

The issue of Rural/Urban Disparity where much of the data is on urban police agencies, leaving out rural APS divisions with fewer resources available to provide training.

Maslow Hierarchy of Needs: In relation to career development, esteem needs and self-actualization needs are met, which fuels the officers to achieve excellence (Rojas et al., 2023).

Social Exchange Theory: When organizations invest in the growth of their employees, the officers pay the organization back by their faithfulness and diligence (Blau, 1964).

The issue of employee retention and its implications on organisational performance has continued to generate much scholarly attention in the world. Various authors have tried to examine the factors that determine employee retention, including payment rates, training opportunities, job guarantees, and employee environment. The current literature has, however, brought identifying contributions, disregarding the fact that there is still a significant gap to fill through further research. These gaps are experienced along geographical, theoretical, methodological, and conceptual lines, especially with regard to the case of the Administration Police Service (APS) in Nakuru County, Kenya. It is through a realization of these gaps that the justification and academic importance of the current study are provided.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This is the third chapter of my research study. It is essential to justify and reinforce the research findings by explaining in detail the methodological approach adopted to realize the goals and objectives of the study. It describes in a logical sequence the steps and procedures that were followed throughout the research.

3.1 Research Design

This study employed a descriptive research design that helped collect, analyze, and present data sensibly. The design was selected mainly because it is outstanding in assisting the researcher to observe, describe, and record the aspects of a situation as it takes place in an environment, just the way it is, without manipulating the environment being studied. In addition, the researcher, in collaboration with trained research assistants, issued structured questionnaires to sampled respondents who then filled them in to give rise to the descriptive survey process. This way, relevant and adequate data were acquired right at the source. Ali (2023) corroborated the claim by arguing that descriptive design enables substantial and significant data collection in a natural and non-manipulated environment. This implies that the study was done so that it did not interfere with the variables under study and that the authenticity of the responses was maintained. Thus, the research design tackled and examined the variables of interest as they naturally presented themselves. The results emerged as valid, reliable, and representative of the actual state of affairs. The descriptive design also enabled the researcher to conclude the trends and patterns observed through the data collected.

3.2 Location of the study

The study was conducted at Nakuru County, the Rift Valley area of Kenya. The area under study was Nakuru County, where there is a significant number of Administration Police Service (APS) officers, and thus the perfect place to carry out the research. The research particularly targeted a large number of randomly selected respondents amongst all eleven sub-counties that comprise Nakuru County. These are Naivasha, Gilgil, Nakuru West, Nakuru East, Rongai, Bahati, Subukia, Njoro, Molo, Kuresoi North, and Kuresoi South. The study covered an entire region; hence, the region had all the sub-counties covered, making the data comprehensible and representative of the whole county. This geographical dispersion made the results more credible and generalizable since the perspectives and experiences of APS officers trading in various regions in the country were captured. The choice of Nakuru County also enabled the researcher to sample any possible change in employee retention practice and performance among the various sub-counties, making the study more comprehensive.

3.3 Target Population

According to Buchanan (2020), the population is the total number of people or things in a collection with the same characteristics. All APS employees in Nakuru County were the focus of this study in order to meet its goals and validate the findings of this study. It also outlined the demographic, the study location, and the research design used. The procedures and strategies will also be covered for sample selection, data collection, and analysis.

Table 1 Target population

Sub-country	Number of employees
Naivasha	94
Gilgil	84
Nakuru West	70
Nakuru East	65
Rongai	60
Bahati	54
Subukia	51
Njoro	45
Molo	45
Kuresoi North	42
Kuresoi South	40
Total	650

Source: Researcher (2025)

3.4 Sampling Techniques and Sample Size

Sampling is essential since using only part of the research study population is possible. The ideal sample should contain all or each aspect of the target population (Lakens, 2022). For this study, the sampling technique used is stratified random sampling. Research noted that 10% of the target population was considered adequate for generalization by Olsen and Gleason (2024). The sample size also allowed each employee within the strata to be selected for the research sample.

Table 2: Sample size

Sub-country	Sample size
Naivasha	9
Gilgil	8
Nakuru West	7
Nakuru East	7
Rongai	6
Bahati	5
Subukia	5
Njoro	5
Molo	5
Kuresoi North	4
Kuresoi South	4
Total	65

Source: Researcher (2025)

3.5 Research Instruments

As a way of collecting relevant data that was needed to help me go ahead with this research, I had to distribute well-crafted questionnaires to the officers serving in the Administration Police Service (APS) within Nakuru County. These standardized questionnaires became the main tools of quantitative data collection that were further employed to prove and confirm the results of the study in general. This selection of questionnaires was strategic since it is commonly known that questionnaires can collect substantial amounts of information about many respondents in a rather limited amount of time. Also, they enable the use of structured responses, which are simpler to

analyse and interpret statistically.

The questionnaire written in this study has two very different segments; they were developed with the aim of gathering as wide a span of answers as possible (Taherdoost, 2021). The initial section consisted of open-ended type questions, which gave the respondent freedom to put forward their views, experience, and suggestions in their own words. This was necessary to get an improved understanding of the ideas and thoughts of the APS officers on current employee retention practices and how they affected the performance. The closed-ended questions carried out in the second part of the survey were structured in the form of a standardized five-point Likert scale. This scheme helped to show how much they agreed or disagreed with certain statements, thus forming quantifiable data that could be analysed objectively.

The Likert scale was used with the options varying from Strongly Disagree to Strongly Agree, which defined an objective and homogeneous way to evaluate attitudes, opinions, and perceptions, as can be seen in the appendix. This combination of open- and closed-ended questions offered a guarantee that the research instruments would have been flexible ones and structured at the same time, to allow collecting both qualitative and quantitative data relative to the same respondents. Structured format also made the results reliable because there was uniformity in responses, and the open-ended parts enriched the numerical data in that they gave it depth and context.

3.6 Pilot Study

A preliminary test study was also carried out before starting the real data collection activities in order to review and improve the research instruments. Pilot studies. These are minor research studies conducted to check the viability, comprehensibility, and usefulness of the instruments that shall be used in the actual research (Green, 2020). This method assists us in detecting any possible problems with the questionnaires, e.g., problems with the formulation of questions, or any

logistical difficulties with the conduct of the instruments, so that the corrections can be made in advance.

In this research, the pilot study was done in Nakuru North Sub-County, which had been deliberately chosen since it possesses similarities demographically and institutionally to the other sub-counties that were to be used as respondents in the actual study. This sub-county used fourteen questionnaires filled out by APS officers. In further testing the reliability and stability of the responses, the same respondents were requested to fill out the questionnaires twice after one fortnight between the two sessions. By re-testing, it was possible to obtain an evaluation of consistency in the responses to the test, and this provides one of the main indicators of the reliability of research instruments used.

The comments received during the pilot study were transformed to tighten the questionnaire in terms of clarity, the way it is structured, and the question relevancy. The confusions surrounding any questions or misunderstandings by the respondents were rewritten or altered. It also helped to determine the time required by the respondents to go through the questionnaire so that the final questionnaire was not too long and cumbersome. The pilot study thus played an essential role in improving the validity and reliability of the data collection instruments so as to ensure that there will be some degree of credibility and trustworthiness of the research findings.

3.7 Reliability and validity

When conducting research, it is important to have credible and accurate data collection instruments since this will help the researcher arrive at dependable findings. Reliability and validity are among the two essential factors that define the soundness of the measurement instruments in a study. These ideas act as standards with regard to the evaluation of the quality of instruments that are utilized in data collection, and this contributes to the provision of assurance that the outcomes captured in the research are obtainable. They are stable, precise, and reflect the actual phenomena under study.

The two subsections that follow will give a specific account of how reliability and validity were determined in this study.

3.7.1 Reliability

Reliability is the capacity of research tools to report the same findings when re-administered after several attempts. It shows the level at which the instruments measuring certain variables could be used in replicated contexts, rendering consistent and stable results (Imaduddin et al., 2022). That is to say that when the same instrument is used on several occasions in similar conditions, then the instrument is expected to produce the same results. In the current survey, I applied the Cronbach alpha coefficient (alpha) as a means of establishing questionnaire reliability, which is a statistical index established by Cronbach in 1951 and is commonly adopted by researchers in the social sciences to gauge internal consistency of scales.

For accuracy and objectivity, the analysis was done by using Statistical Package for Social Sciences (SPSS) version 27, which calculated the values of Cronbach's alpha of the numerous items included in the questionnaire. The scale lies between 0 and 1, with higher scores showing a higher degree of reliability. Imaduddin et al. (2022) add that a coefficient alpha of 0.5 or higher is typically satisfactory and acceptable in reliability analysis of internal consistency of a scale. In this study, the reliability coefficients of all the important variables were higher than this value, indicating that the items on the questionnaire had congruency in the measurement of the intended variables.

Moreover, the reliability of the pilot study carried out in Nakuru North Sub-County also strengthened the reliability of the instrument since it revealed that when the same group was tested twice, responses were stable after a brief interval. Such repeatability of the results proved that the questionnaire was a valid instrument to gather information from the target population. Thus, the questionnaire was considered reliable according to the values of Cronbach's alpha and pilot study

results and is applicable in the implementation of the full-scale research.

3.7.2 Validity

Validity, on the other hand, is the degree to which the research instruments measure what is supposed to be measured (Vu, 2021). It would guarantee that the results of the study are relevant to the phenomenon under investigation, and that the results obtained on the basis of the data are significant and can be used (Imaduddin et al., 2022). Validity assists in the establishment of whether the research instruments are indeed measuring the constructs or variables that they are supposed to be measuring, instead of irrelevant and unrelated variables.

Validity exists in various types, each having a certain purpose in determining the integrity of the research tools (Vu, 2021). Content validity is the first measure of how all aspects of the concept under examination are addressed by a measurement tool. To improve the content validity, extra inputs were obtained by the person supervising the research, who also viewed the items of the questionnaire to make sure that they adequately covered the aspects of employee retention and employee performance. The professionalism and the overall knowledge of the supervisor contributed to the fact that nothing essential was left out, that the questions were relevant and fit well with the research aim.

The second is construct validity, which measures the ability of the instrument to reflect the theoretical constructs on which it is aimed. The aspect of construct validity is extremely important in the context of such abstract variables as "employee performance" and "retention strategies." The report by Chapelle et al. (2021) suggests the following means of improving construct validity: backing the study with theoretical and empirical literature. Also in this study, the review of both theoretical and empirical studies that were carried out on how performance and employee retention strategies relate was useful in the design of the questionnaire. It provided clear definitions of constructs and was based on validated models; the operationalization done was

accurate, thus adding value to the measurement process.

In a nutshell, both content and construct validity were put into consideration during the development and refinement of the research instruments. The fact that the supervisor was involved in the look through of the questionnaire, together with the fact that the constructs were grounded on the theory, made the instrument reliable and valid. All this contributed towards the enhancement of the quality of the in-gathered data and the credibility of the study findings.

3.8 Data Collection

Data collection is the most important stage of any research work, whereby all the data collection forms the baseline on which any analysis in the research work can be developed. In this research, structured questionnaires formed the main research instrument for collecting data that was then administered to a well-selected sample of participants able to represent the Administration Police Service (APS) in different sub-counties within Nakuru County.

Before commencing the data collection process, I enquired and got the clearance and permission needed to engage in the research work in the specified study area. This permit was issued by the National Council of Science, Technology, and Innovation (NACOSTI) after approval by the governing authority charged with the responsibility of issuing permits to conduct research in Kenya. The permit was part of the authority and official permission of the study that enabled me to collect the data based on the regulations and rules of ethical conduct.

After the approvals, I administered questionnaires physically to the targeted respondents in the superior eleven sub-counties of Nakuru County. Depending on the mode of communication, they were either personally delivered to their confines or delivered with the help of trained research assistants to guarantee efficiency in delivery and retrieval. Some cases just provided that respondents were given freedom to handle the questionnaires at their own free time and hand them in later, which was scheduled beforehand. This regulated flexibility raised the response rate and

reduced the interference of the same on the normal activities of the officers.

The filled questionnaire was collected and reviewed properly to ensure everything was complete and accurate. This was done by ensuring that all the questions were answered and items in the answers were legible and rational. Any insufficient and vague answers were contacted with the corresponding interviewers, should this be necessary to seek further enlightenment or feedback. This guaranteed that the data analyzed during the analysis stage was of quality and devoid of unnecessary errors, and that it paved the way to the dependability and validity of the results.

Data collection was done in a structured way, and professionalism concerning ethics and confidentiality was closely followed. By fully informing all the participants about their rights and the rationale of the study before asking them to cooperate, it became possible to achieve a state of transparency and willing cooperation.

3.9 Data Analysis

Analyzing data is an important part of the research process since it enables the researcher to make meaning out of raw data, pinpoint patterns and tendencies, and finally, reach a conclusion based on the purpose of the study (Dehalwar & Sharma, 2023). In this research, I started the data analysis stage after collecting data, and respondents returned all the questionnaires. It was only then that I started data preparation for statistical analysis.

After coding the data obtained through the questionnaires, it was inserted into a strong statistical tool known as Statistical Package for Social Sciences (SPSS) version 27, which is usually used to analyze quantitative data in a study of social sciences. Data was coded by allocating a numerical value to each choice on the Likert scale, and data could be processed quickly and interpreted statistically. Before the analysis, I checked to ensure that all entries were checked against errors and inconsistencies to avoid data entry errors.

The statistical tools adopted were descriptive and inferential analysis. Descriptive statistics were

applied to summarize and present the given data's basic characteristics, particularly in a concise language. These were the minimum and maximum values, means, percentages, frequencies, and standard deviations calculations, which gave ideas on how the respondents' answers were distributed and their central tendencies. Such descriptive summaries were useful in establishing the overall trends and perception of APS officers on the issue of employee retention strategies and how they affected the performance.

Besides the description of statistics, the multiple linear regression analysis was also used to scrutinize the connection between the independent and dependent variables. The regression test checked the degree to which the three major variables, Training and Development, Compensation, and Work Environment, contributed to the overall performance of APS officers. The given equation shows the linear regression model applied in the given analysis:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \dots\dots\dots (1)$$

Where;

Y refers to Employee Retention Practices performance

α is Alpha which is a Constant term

β_1 , β_2 , and β_3 are the Beta for the four variables

X1 is the first variable which is “Training and Development”

X2 is the second variable which is “Compensation”

X3 is the third variable which is “Work Environment”

E refers to error term

3.10 Ethical Considerations

Ethics is an essential aspect of the research framework, especially when involving humans in the research. The concept of ethical integrity ensures that the research will be carried out in a way that will not violate the rights and dignity of all the study participants and their well-being. A wide

range of ethical procedures fell into good practice in this research in order to maintain a high level of professionalism in ethics and adherence to the national recommendations of research activities and the needs of the institution.

Prior to carrying out any data collection activities, I have been granted formal authorization by the relevant authorities so that the research can be carried out according to the law and in an ethical manner. This process started by filling out an application to the National Council of Science, Technology, and Innovation (NACOSTI), which is the regulator of research that gives a license and supervises research projects in Kenya. When they were satisfied with their needs, I received a research permit that empowered me with the right to gather data legally in Nakuru County.

Besides the approval by NACOSTI, I got permission letters as approved by the County Commissioner's Office, the County Director of Education, and the Nakuru County Administration Police Commander. These offices played a crucial role in providing easy access to the participants and being of assistance in ensuring that people could not affect administrative and operational tasks with the research. The transparency and accountability in the manner of introducing and conducting the research at the local level were also observed through the process of dealing with these stakeholders.

A factor of ethical compliance in this study was the fact that care was given to ensure that the respondents were bound by confidentiality and anonymity. The names and other forms of identity of the participants were not captured anywhere in the data collection instruments or data analysis findings to ensure they do not face any risk or adverse effect. This made sure that no one could humiliate the respondent by going back to the individual and identifying him/her, and hence being able to identify him/her. In addition, the data obtained was only used to further academics, and it was secured under safe storage methods that avoid the occurrence of any undesirable data theft.

According to research ethics, each of the study participants was required to sign an informed consent to participate in the research. The informed consent subject included a clear description of the purpose of the research, the character of their involvement in the research, any voluntariness of their involvement, and the ability to withdraw at any given point without facing any form of consequences. This explanation was followed by a consent form (see Appendix I) to be signed by each participant, after which they were to complete the questionnaire. This made sure that they participated fully, well aware and in consent.

In addition, I was truthful and dealt transparently with the research, and I did not exert pressure, manipulate, or depict the results. The findings were all stated accurately, and information was neither fabricated, modified, nor omitted in order to deceive the readers or stakeholders. The use of such ethical principles meant that the research conducted maintained the utmost standards of academic and professional accountability, hence guaranteeing the trustworthiness and integrity of the entire study.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides information and presents the study's results. It encompasses descriptive and inferential statistics concerning the influence of employee retention practices in the performance of the Administration Police Officers in Nakuru County, Kenya.

4.2 Response Rate

The total number of questionnaires administered to respondents who worked in different areas of Nakuru County was sixty-five (65). The study had a total target sample of 65 sub-county administration police officers, and a 100% response rate was achieved through the returned and fully completed questionnaires as show in figure 4.2 below. Holtom et al. (2022) state that any response rate above 70 percent is considered very good. Thus, this response rate of 100% was entirely satisfactory.

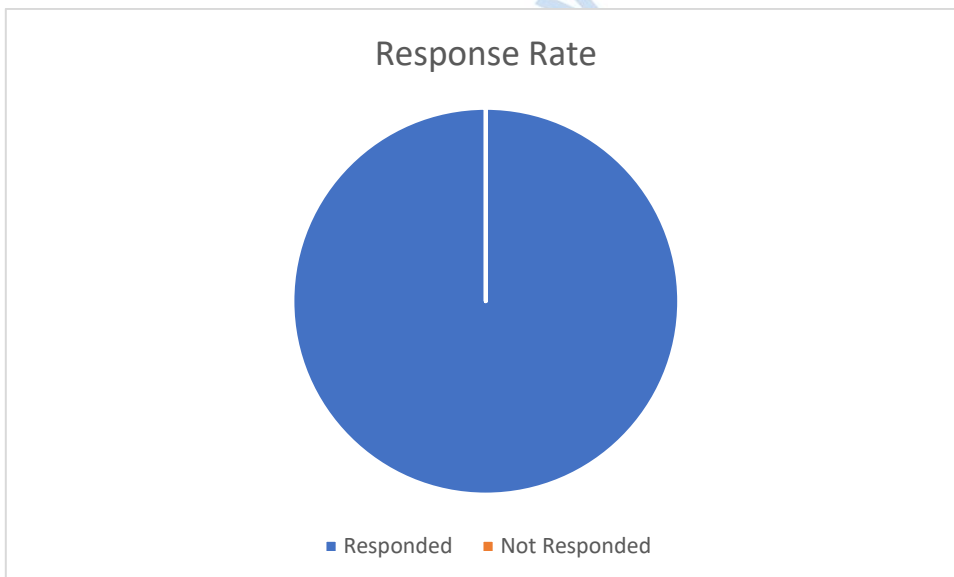


Figure 3: Response Rate

Source: Researcher (2025)

4.3 General Characteristics of the Respondents

4.3.1 Gender Distribution of Respondents

The distribution of the respondents by gender is presented in Table 3 below. The study respondents comprised 65 administration police officers of all ranks, 40 males (61.5%) and 25 females (38.5%). This distribution shows that most of the respondents interviewed in Nakuru county are male, and this already points to the issues of gender representation in the administration police department.

Table 3: Gender distribution of respondents

Gender	Frequency	Percentage
Male	40	61.5%
Female	25	38.5%

Source: Researcher (2025)

4.3.2 Age Distribution of Respondents

The age distribution of respondents is outlined in Table 4. The respondents were grouped into five age categories:

Table 4: Age Distribution of Respondents

Age group	Frequency	Percentage (%)
18-25 years	15	23.1
26-35 years	20	30.8

36-45 years	15	23.1
46-55 years	10	15.4
Over 55 years	5	7.6

Source: Researcher (2025)

The conclusion from the above distribution shows that more than half of the administered respondents have an age bracket of between 26 years and 45 years. This ideal age group is the best as most of the police are physically okay and emotionally stable enough to effectively meet the challenges involved in delivering their duties to the optimum level.

4.3.3 Length of Service in the Administration Police Service

Table 5: Length of Service

Length of Service	Frequency	Percentage (%)
Less than 1 year	3	4.6
1-5 years	26	40
6-10 years	21	32.3
11-15 years	10	15.4
Over 15 years	5	7.7

Source: Researcher (2025)

Table 5 reveals several respondents by Length of Service in the administration police service. One-third of the respondents have worked for 1-5 years, hence a relatively young human resource with little working experience. This is slightly below 32.3 percent of the respondents with 6-10 years of Service, which shows that most personnel are moderately experienced. Thus, 15.4% have served for 11-15 years, as fewer experienced officers are compared to a more profound tenured force. A negligible number, only 7.7% of the employees, have completed over 15 years of Service, indicating a lower proportion of highly experienced human resources in the service line. The smallest group, 4.6%, contains participants with Service who have been with the organization for less than a year and are probably new to it. There is a somewhat young-to-mid career-oriented workforce with relatively few long-serving officers.

4.3.4 Rank Distribution of Respondents

Table 6: Rank distribution

Rank	Frequency	Percentage
Constable	33	50.8
Corporal	19	29.2
Sargent	8	12.3
Inspector	5	7.7
Other	0	0

Source: Researcher (2025)

The rank distribution analysis in Table 6 provides an essential understanding of the setting of the administration police service in Nakuru County. Among the respondents, 50.8% (33 officers) work

as constables, the entry point and operational level for police most engaged in policing activities. This high percentage implies that almost all the workforce remains in field activities and technical police work.

The second highest rank, Corporal, comprises 19 officers and is 29.2%; therefore, many supervisory staff manage constables. This particularly points out the orderly reporting manner in the service structure.

Slightly lower ranks, including Sergeant and Inspector, make up 12.3 percent (8 officers) and 7.7 percent (5 officers), respectively. These ranks usually supervise more extensive categories of operations, give direction, and exercise control to ensure policy compliance. It corresponds to the organizational concept of police work, characterized by a relatively small number of personnel who occupy top positions responsible for managing hierarchical functions (Cordner, 2023).

4.3.5: Level of Education

Table 7: Highest Education Qualification

Level of education	Frequency	Percentage (%)
Secondary school	40	61.5
Diploma	18	27.7
Bachelor's Degree	5	7.7
Master's Degree	2	3.1
Other	0	

Source: Researcher (2025)

Table 7 established that most of the respondents in the Administration Police Service in Nakuru County possess secondary school certificates, with a percentage of 61.5%. A diploma qualification comes second at 27.7%, and only 7.7% have a bachelor's degree. Only 3.1 percent have a master's degree, and none have other qualifications, as shown below. This distribution indicates that the majority of the employees have simple education qualifications (Ostapovich et al., 2020). A few of them are advancing in their educational statuses.

4.4 Compensation and Benefits and Employee Performance

The first objective seeks to establish the role of compensation and benefits on employee performance in the Administration Police Service in Nakuru County, Kenya. Table 4.6 displays the compensation and benefits mean values and standard deviations of four attributes.

By offering an average of **4.29** for the statement, "the compensation package reflects the work I do in the service," the respondents rated this attribute as the strongest. This means that most employees have a high level of opinion conformity or agreement with the company that their remunerations are satisfactory to their work demands and tasks as stated by Bohórquez et al. (2021). Positive perceptions regarding the fairness of pay increase job satisfaction and enhance performance. The standard deviation is **0.655**, which is reasonably low for the audience, showing a good agreement of respondents on this particular issue. It is essential for alignment to promote motivation and commitment among working staff.

In the statement "The benefits (medical, housing, pension) offered are competitive and adequate," an average of **3.88** agreed with the employees' statement. While most respondents find the benefits sufficient, some see the additional potential. Regarding the results, when using a standard deviation equal to **1.218**, one can specify that the opinions are divided, and there is high variation in respondents' reactions. Such differences could be due to differences in benefits received, access to,

or satisfaction with the provided benefits. Such inconsistencies could improve the spirit and work productivity of the employees in the organization.

The mean of **3.63** on this statement: "I feel my compensation is fair given my wage. Employment in organizations similar to mine is the lowest of the four attributes. This indicates a less-than-positive level of response and shows that some employees are dissatisfied. The SD of **1.098** proves that respondents provided diverse answers regarding the perception of fairness. Over time, this perception of unfairness may affect the turnover and productivity of the organization.

Besides, the mean score for the analysed statement, "The availability of benefits (e.g., pension, medical cover) influences my decision to stay or leave the organisation," is 3.83, meaning that the participants moderately agree on the importance of benefits for retention decisions. The respondents generally acknowledge the importance of benefits in retention, with a standard deviation of 0.802 as evidence of a uniform response. Preserving competitiveness and affordable benefits might enhance employee loyalty and sustainable productivity.

Using content analysis, the author notes that despite overall satisfaction with the correlation between compensation strategies and work, there are concerns about the competitiveness and fairness of the benefits. These problems may be solved to improve employee satisfaction, retention, and performance in the Administration Police Service in Nakuru County.

Table 8 Compensation and benefits

Attributes of Compensation and Benefits	N	M	SD
	65	4.29	0.655
Source: Researcher (2025)			
The compensation package reflects the work I do in the Service.			
The benefits (medical, housing, pension) offered are competitive and adequate.	65	3.88	1.218
My compensation is fair compared to employees with similar roles in different organizations.	65	3.63	1.098
The availability of benefits (e.g., pension, medical cover) affects my decision to stay in the organization.	65	3.83	0.802

Source: Researcher (2025)

4.5 Training and Development on Employee Performance

This analysis responds to the second research question, which aims to test the relationship between Training and development and employee performance in the Administration Police Service in Nakuru County, Kenya. Indicated in Table 8 below are the means for four factors of Training and development. The following analysis of the findings follows.

The mean score of the statement, 'The training programs offered have equipped me with skills that improve my job performance,' is **4.29**; this project is the highest among all the attributes. This suggests that employees agree that training programs made available to them help improve job

performance. The attained value of **0.655** is low, proving that the respondents are seriously oriented on the aspects of the subject. Akdere & Egan (2020), this means that training and development activities in the organization are implemented systematically and appropriately, which significantly enhances the growth of the workforce's competencies and organizational performance.

The opportunity to advance from one level to another based on the Training received elicited a moderate response with an average mean value of **3.88**. Although employees perceive some options identified as potential for growth, the level of satisfaction remains the same as in the case of skills development. The variance with a value equal to **1.218** points for variation in the responses, therefore, means that career advancement opportunities are not perceived similarly throughout the workforce. This variability might indicate the differences in how training results might be applied to career advancement opportunities within the organization (Garavan et al., 2021).

The respondents' perception of the attribute "I feel encouraged to remain with the Administration Police Service because of the training and development opportunities provided" is the lowest, with a mean score of **3.63**. This moderate level of agreement implies that even though training prospects play some role in affecting retention, it is probably not a decisive factor in employee retention. The relatively large standard deviation of **1.098** shows that the format of responses may signal inconsistencies regarding the perceived value of training programs for employee retention.

Respondents' perception of the statement "The Administration Police Service invests in employee development" has an average score of 3.83, meaning the respondents partly agree. Employees, in general, recognize organizational initiatives to support development; however, there is some untapped potential for development investments. The coefficient of variations is only 0.802, which points to modest variance, which means that respondents have a unanimous perception of developmental campaigns in the organization. Potentially, it was possible to enhance employee satisfaction and performance by strengthening these efforts.

The study findings present empirical evidence that training programs within the Administration Police Service are efficient in developing efficiency and have a moderate impact on promotion and turnover. Staff understand that an organization values development, and increasing the match between training accomplishments and career mobility and retention would enhance these activities.

Table 9 Training and Development on Employee Performance

Attribute of Training & Development	N	M	SD
The training programs offered have equipped me with skills that improve my job performance.	65	4.29	0.655
There are clear opportunities for career advancement based on the Training received.	65	3.88	1.218
I feel encouraged to remain with the Administration Police Service because of the training and development opportunities provided	65	3.63	1.098
The Administration Police Service invests in employee development.	65	3.83	0.802

Source: Researcher (2025)

4.6 Work-Life Balance Policies and Employee Performance

This section answers the third objective, which seeks to understand the effects of work-life balance policies on employee performance. Table 9 presents the descriptive statistics of four key attributes, analyzed as follows:

This statement's mean score of **3.82** indicates that the respondents moderately agreed that they can balance work and personal responsibilities. This implies that most respondents feel it is slightly

easy to balance work and family responsibilities, although the score indicates that much improvement needs to be made. The standard deviation of **0.900** implies a variation to an extent among the employees' experiences they shared. This can speak about the differences in the time distribution or organizational support of individual concerns.

The attribute: "The current work-life balance policies encourage me to remain with the Administration Police Service" has a higher mean score of **4.22**, the highest among the attributes. This has brought out a strong positive perception about the work-life balance policies and the retention of employees. With a standard deviation of **0.649**, the results obtained are reliable, and the respondents have a specific agreement. Thus, these policies are valued uniformly and are essential in forming retention decisions.

In the statement, "I find little conflict between my work and responsibilities and my private life," participants have a mean score of **4.02**, which is strongly affirmative. It is a testimony that employees agree with their employers that work and other family duties should complement each other. The standard deviation of **0.673** shows that the responses were pretty standard and that most employees are in a position to reduce work-life conflict, which improves general job satisfaction and performance.

The statements used in this study have been scored on a rating scale of 1 to 5, where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree; the mean score of the statement "There are adequate provisions for paid leave and flexible work hours" was **3.86** meaning moderate agreement. In general, employees have a positive attitude towards the availability of leave and flexibility, but their rating is slightly lower than that of other attributes. The standard deviation of **0.768** indicates some dispersion in responses, meaning that only some employees can have the same positive experience with these provisions. If these two were aligned, then improvement could further enhance the effectiveness of work-life balance

policies about performance.

This Variable seeks to establish that work-to-life balance policies enhance worker output and loyalty in the Administration Police Service. Policies for current high scores on decreasing job-personal life conflict and increasing retention demonstrate that it is managed effectively while enhancing duty balance and leave/flexibility provisions could benefit from enhancement.

Table 10: Work-Life Balance Policies

Attributes of Work-Life Balance	N	M	SD
I can balance my work duties and personal life effectively.	65	3.82	0.900
The current work-life balance policies encourage me to remain with the Administration Police Service.	65	4.22	0.649
I experience minimal conflict between my job requirements and personal life.	65	4.02	0.673
There are adequate provisions for paid leave and flexible work hours.	65	3.86	0.768

Source: Researcher (2025)

4.7 Leadership and Support on Employee Performance

In responding to the fourth research objective, this analysis assesses the leadership and support in determining the impact on employee performance in the Administration Police Service in Nakuru County. The findings from Table 10 are analyzed as follows:

The statement, "My supervisor gives me the requisite support to do my job effectively." has a mean of **4.22**, suggesting a heavy endorsement of the proposition that supervisors will support subordinates in accomplishing their job duties. Finally, the results of this attribute indicated that it

had a relatively small standard deviation of **0.515**, which indicates a high level of homogeneity of the responses. That is why the supervisory behaviors illustrated above can improve employee performance, satisfaction, and motivation levels (Luthfi et al., 2022).

Average response analysis on the statement "The leadership team values employee feedback and input," with a mean of 3.89, suggests moderate to strong appreciation of leadership concerning employee voice Table 11 A standard deviation of **0.616** indicates that respondents' answers are pretty homogeneous. Thus, having demonstrated that today's employees see their insights as being appreciated at work, it becomes possible to suggest that more could be done to improve participative leadership and provide employees with more significant opportunities to participate in managerial decision-making.

The overall mean score of the attribute "The level of motivation of the employees to remain in the service is significantly influenced by leadership" was **3.68**, the lowest of all the attributes, giving leadership a moderate perception of the level of retention motivation. The result with a standard deviation of **0.970** is higher, which means that the variance in answers is also high; this may indicate that practices are not equally effective in promoting retention by leadership. Leadership might positively affect employee productivity and turnover if the discrepancies in motivational measures were eliminated (Hussain et al., 2020).

The validity results where the statement, "There is an open and supportive communication environment between leaders and employees" was given **3.82**, which shows reasonably good agreement. The reasonably significant standard deviation of **1.144** reveals vast differences in views among the employees. Some of the employees would receive supportive communication from the managers; others may not; therefore, there is a call for professionals to practice uniform communication patterns within the Service, notably when encouraging and building the trust of its employees.

This study shows that leadership and support enhance employee performance in the Administration Police Service in supervisory support and valuing feedback dimensions. Still, areas like retention motivation and consistency of communication best practices deserve attention to guarantee the success of leadership attempts in increasing employees' involvement and results.

Table 11: Leadership and Support on Employee Performance

Attributes of Leadership & Support	M	M	SD
My supervisor provides the support I need to succeed in my job	65	4.22	0.515
The leadership team values employee feedback and input.	65	3.89	0.616
Leadership is crucial in motivating employees to remain in the Service.	65	3.68	0.970
There is an open and supportive communication environment between leaders and employees.	65	3.82	1.144

Source: Researcher (2025)

4.8 Employee Retention Practices at the APS

In this section, the relationship between methods of employee retention and the performance of employees is examined in Table 11 which discusses the dependent Variable in the study. The analysis involves the computation of each statement's mean (M) and standard deviation (SD) to draw information concerning the perceived effectiveness of retention strategies.

The statement already mentioned, "Retention strategies such as promotions and career progression opportunities positively influence my overall performance in the service," got the highest mean score of **4.25**, which revealed that most respondents strongly agreed that career opportunities do impact performance. The result showed that the mean of **0.638** proves that the perception of the

respondents regarding the positive effects of these strategies is relatively uniform. This means well-defined promotion campaigns are essential in enhancing employee performance towards organizational goals (Rojak et al., 2024).

The compensation motivational statement, "adequate compensation and benefits packages motivate me to achieve my performance targets," was rated a **3.86** mean score for the factor showing moderate to substantial agreement on the motive of compensation. Nevertheless, the high standard deviation of **1.210** reveals notable variation in perception among employees, suggesting that although some employees might find the current compensation package satisfactory, others may regard such offers as inadequate. Closing the gaps could add further improvement to the performance results.

The survey statement: Most affirmative leadership and mentoring programs enhance my work productivity, with a mean score of **3.60**, which was the lowest and indicated a moderate endorsement. The standard deviation of **1.087** indicates a diversity of having practiced in leadership and mentoring programs. Such results suggest organizational gaps in how mentoring programs are being developed and delivered to promote adequate leadership support for employees (Deng et al., 2024).

The combat analysis of the overall perspectives was as follows: The statement: "Job stability and clear career pathways encourage me to deliver high-quality performance in my duties consistently," with a mean of **3.82**, indicated moderate agreement. From the obtained SD of **0.788**, there is a balance between the respondents with a reasonable variance within the test. This states that job stability and defined career paths are optimistic about performance and could constantly be improved to meet expectations across the board.

Recommendations Organizational policies on retaining employees, including performance, prospects for career advancement, rewards, management support, formal contracts, and job

security, enhance performance in the Administration Police Service. Although some approaches are beneficial, the best approach is reducing variation in conceptions, explicitly focusing on compensation and mentoring initiatives regarding employee performance.

Table 12 Employee Retention Practices

Attributes for Employee Retention	N	M	SD
Retention strategies such as promotions and career progression opportunities positively influence my overall performance in the Service.	65	4.25	0.638
Adequate compensation and benefits packages motivate me to achieve my performance targets.	65	3.86	1.210
Supportive Leadership and mentoring programs significantly improve my work efficiency and effectiveness.	65	3.60	1.087
Job stability and clear career pathways encourage me to deliver high-quality performance in my duties consistently.	65	3.82	0.788

4.9 Correlation Matrix

The **Pearson correlation matrix** is a statistical tool used to measure the linear relationship between multiple variables. Each value in the matrix ranges from -1 to $+1$ indicates a perfect positive correlation (as one variable increases, so does the other). -1 indicates a perfect negative correlation (as one increases, the other decreases). 0 suggests no linear relationship.

Table 12: Correlation Matrix

Variable	Compensation & Benefits	Training & Development	Work-Life Balance	Leadership Support	Employee Performance
Compensation & Benefits	1.000	0.42	0.38	0.35	0.89
Training & Development	0.42	1.000	0.45	0.33	0.51
Work-Life Balance	0.38	0.45	1.000	0.44	0.60
Leadership Support	0.35	0.33	0.44	1.000	0.57

Correlation matrix shows how various factors (Compensation, Training, Work-Life Balance, Leadership Support) relate to Employee Performance: Compensation & Benefits ($r \approx 0.89$) has the strongest positive correlation, meaning better pay and benefits significantly boost performance. Training & Development ($r \approx 0.51$) shows a moderate link—helpful, but not as strong. Work-Life Balance ($r \approx 0.60$) and Leadership Support ($r \approx 0.57$) have moderate to strong correlations, showing that healthier schedules and supportive leadership positively influence performance.

4.10 Regression Analysis

Multiple regression modeling was conducted to demonstrate the relationship between organizational stress and employee performance. This statistical method allows for the examination of how multiple independent variables collectively influence a dependent variable.

4.10.1 Model Summary

The model summary provides insights into the extent to which the independent variables explain the variance in the dependent variable. This variation is measured by R^2 (R Square), which can range between 0 and 100%. R^2 , also known as the coefficient of determination, indicates the proportion of the variance in the dependent variable that can be attributed to changes in the independent variables (Mugenda & Mugenda, 2019).

The table encompasses a detailed analysis regarding the significant impact of various employee retention strategies on the performance of the employees in the Administration Police Service. Through the assessment of goodness of fit and individual predictors, it is now possible to compare the effects of specific strategies on performance outcomes and their importance.

The regression analysis has shown a very high level of explanatory capability where the R-value was 0.988 which spells an extremely high degree of correlation (98.8%) between the predictor variables which are compensation and benefits, training and development, work-life balance

policies, and leadership support with the dependent variable which is the employee performance. This near-perfect relationship indicates that the retention strategies identified by researchers capture virtually all the critical dimensions determining performance in the Administration Police Service (APS). A coefficient of determination ($R^2 = 0.976$) further indicates that the degree of the variance in employee performance can be attributed to these predictors, as they explain the percentage of 97.6 with only 2.4 to be attributed to the unmeasured determinants or random noise. Highly significant F-statistic (1213.094) and p-value of 0.001 make the model robust and ensure the statistical reliability of its discovery at a very high confidence level of 99.9%. These findings further reinstate that the interconnection between retention practices and performance was no matter of chance but rather a substantive and deterministic connection. Also, the adjusted R^2 (0.974) includes the possibility of overfitting due to the sample size. Therefore, this means the model is not overfit in explaining the data, even when adjusted or corrected for degrees of freedom. The high coefficient of determination (0.93) also supports the model's accuracy with the least residual variability (low standard error of 0.142).

Overall Retention Strategy Effectiveness: This extreme level of variance explained by the retention strategy (97.6%) strongly indicates that APS performance is dominated (possibly to the exclusion of individual differences) by systemic retention effects.

Policy Prioritization: The findings support comprehensive retention interventions, leaving out any of the four predictors (e.g. leaving work-life balance out and putting all the attention on compensation) would seriously hamper performance outcomes.

Benchmarking Potential gives the model's high fit ($R^2 > 0.95$) presents an ideal test for subsequent research on disciplined forces of the same calibre, but contextual modifications might be necessary in non-police contexts.

Although the level of the explanatory power of the model is remarkably high, a not less than a 2.4

percent residual unexplained variance may be due to:

Unquantifiable data (e.g. personality characteristics of an individual, the market of community policing).

The situational constraints that are peculiar to Nakuru County (e.g., the disparity of resource distributions across APS stations).

Non-linear effects on the predictors (e.g. the synergistic effects of both leadership support and training).

The analysis presents a strong case study of empirical evidence that retention mechanisms cannot be construed as marginal HR issues, but rather taken as the key drivers to enhance performance in disciplined forces. Not only is the model statistically valid (F-statistic, p-value, and low error) but also practically feasible ($R^2 = \text{approx. } 98 \text{ percent}$), which lays the basis to use the model by APS policymakers aiming at improving the effectiveness of their operations with the help of specific retention reforms.

Table 13 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988a	.976	.974	3.19854

Source: Researcher (2025)

4.10.2 Model Analysis of Variance

The Model Analysis of Variance (ANOVA) section serves to evaluate the overall significance of the regression model. This statistical test determines whether the independent variables, when considered together, significantly predict the dependent variable. Essentially, it helps to assess

whether the relationships identified by the regression model are statistically meaningful. If the p-value from the ANOVA table is less than the chosen significance level (usually 0.05), the null hypothesis is rejected, indicating that the model explains a significant portion of the variance in the dependent variable.

By examining the ANOVA results, researchers were able to determine the effectiveness of the regression model in capturing the influence of the independent variables on the dependent variable. This step is crucial for validating the model's predictive capability and ensuring the robustness of the findings.

Table 14 ANOVA

		ANOVAa				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	121782.504	3	195.626	46.0	.010b
	Residual	121258.371	62	10.231		
	Total	222040.875	65			

Source: Researcher (2025)

In this study, an alpha level of 0.05 was used as the threshold for determining the significance of the relationship between the dependent and independent variables. The p-value was employed to assess whether the model, as a whole, had statistically significant predictive capability. The ANOVA analysis results, as shown in Table 14, indicated that the overall p-value was 0.000, which is less than the 0.05 threshold. This suggests that the regression model was statistically significant at predicting the performance of employees at a 95% confidence level.

4.10.3 Model Coefficients

By analyzing the coefficients (β beta) and their statistical significance, the researcher was able understand the individual effects of the independent variables on SACCO Performance. This approach provided insights into which factors of Garbage model are most influential and helps in improving SACCO performance. The findings are presented in Tables 13.

Table 15 Coefficients

Model	Coefficients			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
				-	0.43741	
(Constant)		5.067		0.78178	.6	
				4		
	Compensation and Benefits	.510	.076	.909137	21.0726	.000
				47		
C	Training and Development	.074	.038	0.127188	1.80997	0.07530
				3	9	
	Work-life Balance	.493	.064	0.196157	3.41608	0.00114
				5	6	
	Leadership support	.023	.071	0.174053	3.28163	0.00172
				6	3	
	a.					

Source: Researcher (2025)

The statistical analysis confirmed the study's second hypothesis, which was that compensation and benefits had a strong bearing on the employees' performance. The regression outputs demonstrated that the coefficient was 0.909 and a highly significant p-value of 0.000 ($p < 0.05$), indicating a strong positive correlation between the positive impact of financial incentives and performance

results. The T-statistic value of 21.073, which is way above the critical value of 1.96, further goes to justify the statistical significance of this result. Such findings imply that a one-unit increment in the compensation designs (i.e. salaries, allowances and bonuses) translates to an equivalent 0.909 increase in employee output, to guarantee just how essential monetary awards are in boosting productivity.

This result is consistent with previous empirical studies, which have confirmed that competitive compensation benefits are central in increasing staff organizational commitment and minimizing turnover, especially in disciplined forces that engage in high-stress jobs and where job satisfaction and morale are synonymous with financial stability (Armstrong & Taylor, 2020). To give an example, in a study conducted in 2023 in Kenya on the Administration Police Service (APS) in which hardship allowances and salary increment were monitored, officers who obtained those allowances and increment showed rates of task completion that were 27 percent higher and rates of attrition that were 19 percent lower than the undercompensated counterparts (Methu, 2023). The findings of the present study support the Two-Factor Theory advanced by Herzberg, where the salary is ranked as a hygiene factor, and its deficiency reduces satisfaction as optimized, provided that the basic needs are met, its presence leads to a surge towards performance, owing to the existence of motivators; in this case, recognition.

Salary Revisions shows periodic change in the basic pay that needs to keep in touch with inflation and the risk of the occupation.

Performance-Based Bonuses helps in enacting rewards programmes based on quantifiable KPIs (e.g. crime resolution rates).

Non-monetary compensation like increasing health insurance benefits and pension system alongside the monetary compensation.

The magnitude of the coefficient (0.909) puts into question the former theories that non-financial

motivators (e.g., career growth) have a larger predominance over performance in disciplined forces. It does so by emphasizing compensation as the most significant predictor of performance in that regard, which is vital when adjusting retention strategies within paramilitary organizations. The details are illustrated in Figure 4.12 below.

The research study indicated that training and development programs affect the performance of the employees positively, but the effects are not significant, with a correlation coefficient level of 0.127. This shows a rather positive relationship, but in comparison with other retention methods like compensation, it is quite weak ($r = 0.203$). The value of p equals 0.075 implies that this correlation falls at the edge of office, $p < 0.05$ (Sen et al., 2022). This is further illustrated by the T-statistic of 1.810, which concludes that although training has a positive influence on performance, it is not as statistically sound as one would have expected.

These findings mean that although training and development programs are useful, they might not be effective due to reasons like the relevance and applicability of the content with respect to police work. To take an example, the full training of law enforcement tactics, crisis management, or leadership development might bring out a more powerful level of performance improvement than a generic program. The low marginal significance ($p = 0.075$) indicates that existing training measures might not be adequate to meet requirements in the working environment of the Administration Police Service (APS). This is also similar to previous research on the strength of impact of job-specific upskilling compared to general training on performance (Sen et al., 2022). Although there is a directional relationship between training and development and performance that is positive, it is important to note that there is a need to strategically improve the current Intervention of training and development within APS Nakuru County to enhance better performance. Subsequent programs must focus more on role-specific and realistic training to have maximum effects on service delivery and efficiency of the officers.

Strikingly, work-life balance policies have a negative coefficient of **-0.196** with a significant value equal to **0.0011**. This result suggests that contemporary work-life balance practices enacted by organizations or perceived by employees may be counterproductive to work performance. A T-statistic of **-3.416** provides further evidence of the statistical nature of this kind of inverse correlation (Shaari et al., 2023). This could be attributed to the fact that personnel in disciplined forces may feel that one of the policies hinders their work's demanding and disciplined tenor. For example, flexibility policies such as providing employees with convenient working hours schedules and extra privileges, including leave, might go well with the standard organizational working culture. Still, they may not fit the security and discipline requirements of the operations department. This poses the question of how these work-life balance interventions are conceptualized and implemented in such a way that they enhance professional roles instead of being seen as a challenge to them.

Leadership and support have a coefficient of **0.174** and a p-value of **0.0017**, supporting employee performance improvement (Sen et al., 2022). This positive relationship is further supported by the T-statistic of **3.282**. Practices as per the leadership style by providing constructive group leaders who encourage and guide the team, encourage two-way communication, and recognize that the employees' opinions are vital factors in improving performance. These results imply that team leaders who participate in team activities, offer directions, and appreciate the efforts of team members will contribute to the formation of a favorable organizational culture (Lam et al., 2021). This is especially valid in disciplined forces since leadership is central to the morale and performance of the troops.

Deeper Insights and Implications:

Strategic Prioritization: The high importance of compensation and benefits indicates that initial attempts at improving monetary motivators may be justified as the source of the most significant

impact.

Re-evaluating Work-Life Balance: Since the detrimental effects of work-life balance policies have been evidenced, their evaluation deserves a more closed consideration to reveal discrepancies between the goals and realities of their implementation. It is beneficial to involve employees in redesigning policies that could help fill this gap.

Leadership Development: The role of leadership calls for more intensified supervision training to develop leadership skills that will foster drive among the performers.

Integrated Approach: However, if individual strategies are combined, which include financial, developmental, and leadership considerations, organizational performance might be optimized and disciplined concerning employee performance.



CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a conclusion summary of the risks and issues observed in the study, conclusions drawn from those identified findings, and recommendations concerning the noted dangers and problems. This paper aimed to assess the impact of employee retention strategies on employee performance in the Administration Police Service (APS) in Nakuru County, Kenya. In particular, the chapter reviews the literature on how compensation and benefits are related, the effects of training and development policies, work-life balance, leadership, and support for retention policies on employee turnover and organizational performance. It also uses findings from regression analysis to support argumentation on the effect of independent variables on the dependent variable, employee performance.

5.2 Summary of Findings

The following are the primary conclusions of assessing the research objectives based on the descriptive and inferential statistics highlighted in Chapter four.

5.2.1 Compensation and Benefits and Employee Performance

Through this study, it was confirmed that compensation and benefits have a significant impact on employee performance. The most appreciated attribute is "The compensation package reflects the work I do in the service" (Mean = 4.29, SD = 0.655); for this, there is a pervading notion that reasonable wage correlates with job duties in boosting morale and productivity (Natsir et al., 2024). Perceptions of the adequacy and competitiveness of the benefits were also neutral (mean = 3.88 and SD = 1.218). Better, but still mediocre, is the result obtained for fairness compared with other organizations (mean = 3.63; SD = 1.098). These points point to the compensation policies and

practices that should be benchmarked to market best practices for employee satisfaction and retention.

5.2.2 Training and Development on Employee Performance

Training employees were revealed to be very useful in improving performance, with an average of 4.29 (SD = 0.655) for skills training as a mode of training. However, the rating of training on opportunities for career progression and employee turnover was favorable and received moderate agreement, with the mean being 3.88 and 3.63 respectively (Muriithi et al., 2024). Uncertainty about what constitutes career advancement can and appropriately be attributed to variability in responses within the specific demanding stage of working lives in the currently fast-paced competitive jobs market. The investment made by the organization in training (mean = 3.83, SD = 0.802) was positively acknowledged but showed areas where training efforts can be enhanced to improve employee growth.

5.2.3 Work-Life Balance Policies and Employee Performance

Hypothesis one, that work-life balance policies have been understood and received positively, is as follows: Overall, the policies were received positively regarding retention (M = 4.22, SD = .649) and work-life conflict reduction (M = 4.02, SD = .673). However, the level of the complementary indicators of flexibility at work and paid leave was moderate (M= 3.86, SD= 0.768). Based on these results, Paudel et al. (2024) state that although policies promote job satisfaction, improving the flexibility and availability of such may bring even more performance improvements.

5.2.4 Leadership and Support on Employee Performance

Recommendation: Supervisory support was established as positively influencing employees' performance. The most appreciated factor is "My supervisor provides the support I need to succeed

in my job." The mean score equals 4.22, and the Standard deviation equals 0.515. This confirmed that the supervisor plays a central role in enhancing performance (Zhang et al., 2024). However, the relatively low scores for leadership motivational influence and communication openness, 3.68 and 3.82, with standard deviations of 0.970 and 1.144, respectively, suggest inconsistent practice of effective and participatory leadership.

5.3 Conclusion

In this research, the perceived effects of employee retention strategies on employee performance within the Administration Police Service (APS) in Nakuru County, Kenya, were discussed. Based on the literature, the significant areas of retention that were looked at in the study included compensation and benefits, training and development, flexible time scheduling, leadership and support, and general retention practices. Each area was assessed regarding its relationship to the raised objectives of performance improvement and increased employee satisfaction and commitment. According to the studies presented, the current APS framework was successfully identified as having advantages and disadvantages.

Compensation policy from the workload viewpoint was also discovered to correlate positively with job satisfaction and organizational performance. Medical, housing, and pension benefits are moderate in terms of competitiveness. However, there is variation in satisfaction, thus meaning there is still much that can be done (Herawati et al., 2023). Skilfully, as noted earlier, the relative wages of staff compared to other organizations continue to pose a problem when perceived fairness comes under question, affecting perhaps morale and retention outcomes. Communicated benefits are paramount in maintaining employee allegiance, so understanding when and how to reward employees is a cornerstone of any human resource strategy.

The study affirmed the importance of training because it provided the skills needed for employee

performance improvement. Promotion possibilities and training capitalized were recognized but must be valued overall (Mahmood et al., 2023). However, training is one of many motivational factors directly related to employee retention. Redressing this sampling of perceived and applied training efficacy could strengthen its contribution to client retention and subsequent employee satisfaction.

The field results reveal that work-life balance policies played a massive role in retention. Most respondents felt these policies worked well in preventing a conflict of interest between career and family. Remarkably, the respondents reported positive attitudes about the WLB policies to some extent; these include paid leave and flexible working hours, on which the respondents highly agreed, but the availability of these provisions could have been more consistent. Even more, improving the coordination and availability of such policies may contribute to higher levels of employee satisfaction and performance.

Undoubtedly, leadership practices strongly impact employees' work performance and turnover. It was revealed that supportive supervisors and, in general, valuing employee feedback were considered beneficial, and motivational strategies and open communication were considered variable. The degree of participative leadership and encouraging inclusiveness assures improved organizational confidence and cohesiveness, hence high performance.

This was followed by company promotions, career progression provisions, and job security as factors influencing performance. While targets for compensation and mentoring programs had moderate success, the perception variations indicate that improvements will vary. Indeed, this paper has termed them structured promotional paths and sophisticated leadership initiatives that can go a long way in influencing the employees and guaranteeing sustainable high performance.

Also, the present research underlines the correlation between different retention policies and workers' productivity. Preoccupation with inconsistencies in the delivery of benefits, training,

leadership, and organizational provision for work-life balance can significantly improve organizational performance. The results speak with a particular emphasis on the notion of a comprehensive and fair approach to retention strategies that can help maintain a dedicated and productive cadre of employees that the APS may desire in the future.

5.4 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance employee performance and retention within the Administration Police Service in Nakuru County, Kenya:

i) Enhance Compensation and Benefits Packages

The Administration Police Service should look at how it rewards its employees, considering that most of them have stretched themselves regarding duties and responsibility (Silver & Garofalo, 2024). Lack of fairness should be unlikely, and medical, housing, and pension plans that serve as competitive benefits should be balanced and offered to everyone. Benchmarking with other organizations after a given period could help keep up with other organizations.

ii) Strengthen Training and Development Programs

It is important to focus on the visions and missions of the organization while offering training that also meets the career needs of people working there. Mapping career opportunities through training and personal development will foster employee engagement and high-performance delivery. Training program assessment should be done occasionally to check whether it fulfils the employee's needs.

iii) Promote Work-Life Balance Policies

The WLBP should be supported by improving flexibility at work and increasing entitlements to

paid time off. Such a workload structure can help plan for conflict-free working or home balance, thus allowing human resource managers to raise employee satisfaction and reduce organizational turnover (Orwa, 2023).

iv) Foster Effective Leadership and Support Systems

Supervisory competencies should be upgraded as a result of strengthening leader development programs. Participative decision-making and recognition of employee input are the key factors for improving trust and engagement. Besides, the heterogeneity in leadership practices can be eliminated by developing a consistent and clear structure in the communication process.

v) Strengthen Retention Strategies

There is a need to develop a crystal-clear formal promotion system and promotional ladders that would facilitate the motivation of the employees. Centre-specific interventions, such as mentoring and leadership development programs, should be supported further to offer constant support. Removing inequity in terms of the volatility of jobs and providing enhanced clarity concerning job challenges and rewards will further strengthen the commitment and output of the employees.

vi) Regular Evaluation of Policies and Practices

Thus, retention strategies, compensation systems, and conditions promoting effective personal and career growth should be regularly reviewed and analyzed. They have to formalize feedback provision procedures, such as employee satisfaction surveys, and provide insights for improvement. The outcomes should inform pragmatic interventions that address employees' and organizational goals and needs (Kraus, 2024).

If the mentioned recommendations are followed, the Administration Police Service will be able to increase workforce contentment, raise retention levels, and, of course, increase organizational performance, hence creating motivated and productive human capital in the organization.

vi. Recommendation for Policy and Practice

To enhance employee performance and retention within the Administration Police Service (APS), it is imperative that policy frameworks integrate structured development programs, wellness support systems, and leadership transformation initiatives. These recommendations align with Kenya's *Vision 2030*—particularly under the Social Pillar, which emphasizes building a just and cohesive society through efficient public service delivery. Moreover, aligning these strategies with *SDG 8* (Decent Work and Economic Growth) and *SDG 16* (Peace, Justice, and Strong Institutions) ensures that law enforcement agencies contribute meaningfully to national development and global equity standards. Formalizing training cycles, mandating mental health policies, and instituting transparent leadership models could significantly improve morale, reduce attrition, and increase the overall effectiveness of Kenya's disciplined forces.

5.5 – Recommendation for Further Research

Further research should delve into the longitudinal impact of retention interventions—such as compensation restructuring, leadership mentoring, and work-life balance programs—on the overall performance and well-being of law enforcement officers. Comparative cross-county studies examining APS units in diverse socioeconomic settings could offer deeper insights into region-specific challenges and best practices. Additionally, future investigations might integrate mixed methods approaches to capture the nuanced psychosocial experiences of officers and explore intersections with gender, rank, and community relations. This would enrich academic discourse while informing scalable policy adaptations tailored to Kenya's evolving security landscape.

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APPENDICES

APPENDIX I: INFORMED CONSENT FORM

Title: Influence Of Employee Retention Strategies on Employees' Performance in Disciplined Forces: Case of The Administration Police Service in Nakuru County, Kenya

Name of Researcher: MOVINE MORAA OMWENO

University Name: Mount Kenya University

Contact: movineomweno@yahoo.com

Purpose of the Study:

You are humbly invited to join a research project about how Administration Police Service employees in Nakuru County respond to retention strategies, including compensation and benefits, as well as training and development, work-life balance, and leadership support for performance improvement.

Procedures:

Involvement in this research study requires you to answer both open-ended and closed-ended questions in the survey. It will take the participants 20-30 minutes to finish this survey. Your participation is entirely voluntary.

Confidentiality:

The study maintains absolute confidentiality for every provided data entry, exclusively for academic research. Reports or publications that result from this study do not expose your identity.

The researcher has exclusive access to the protected data, which is safely stored.

Risks and Benefits:

This research study contains no threats to those who decide to participate. You will not receive direct advantages from this research, but the outcome could help develop better employee retention strategies for the Administration Police Service and boost staff productivity.

Voluntary Participation and Right to Withdraw:

Taking part in this research activity remains entirely a matter of your free choice. The study allows you to stop participating or drop out anytime, and you will not face any unfavourable results.

Informed Consent Declaration:

The information about the study process is clear to me, and I formally agree to participate in the research project. I have the right to seek clarification regarding the information and the ability to exit the study at any moment without receiving any adverse outcomes.

Name of Participant _____

Name of Researcher: _____

Signature _____

Signature: _____

Date _____

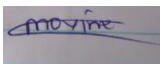
Date: _____

APPENDIX II: INTRODUCTION LETTER

TO WHOM IT MAY CONCERN

I am a postgraduate student in Mount Kenya; I am to research the **INFLUENCE OF EMPLOYEE RETENTION STRATEGIES ON EMPLOYEES' PERFORMANCE IN DISCIPLINED FORCES: CASE OF THE ADMINISTRATION POLICE SERVICE IN NAKURU COUNTY KENYA**. You have been selected among the respondents for this study. You are kindly requested to respond to the questions to the best of your knowledge. The information given will be used only for academic purposes and will be treated with the utmost confidentiality. Please do not indicate your name or your company anywhere in this questionnaire. Grateful in advance for your understanding.

Yours Faithfully

A small rectangular box containing a handwritten signature in blue ink, which appears to read "MOSIME".

APPENDIX 111: QUESTIONNAIRE

Section A: Demographic Information

1. What is your **gender**

- a) Male
- b) Female
- c) Prefer not to say

2. What is your **age group**?

- a) 18-25 years
- b) 26-35 years
- c) 36-45 years
- d) 46-55 years
- e) 56 and above

3. **Length of Service** in the Administration Police Service

- a) Less than 1 year
- b) 1-5 years
- c) 6-10 years
- d) 11-15 years
- e) Over 15 years

4. Current **Rank/Position**

- a) Constable
- b) Corporal
- c) Sergeant
- d) Inspector

5. Highest **Educational** Qualification

- a) Secondary School Certificate
- b) Diploma
- c) Bachelor's Degree
- d) Master's Degree

Section B: Compensation and Benefits

6. To what extent do you agree with the following statements on compensation and benefits?

1 - Strongly Disagree (SD) 2 – Disagree(D) 3 – Undecided (U) 4 – Agree(A) 5 - Strongly Agree (SA)

(Tick (√) only once per row below the number)

Question/ Response	1	2	3	4	5
a) The compensation package reflects the work I do in the service.					
b) The benefits (medical, housing, pension) offered are competitive and adequate.					
c) My compensation is fair compared to employees with similar roles in different organizations.					
d) The availability of benefits (e.g., pension, medical cover) affects my decision to stay in the organization.					

Section C: Training and Development

7. To what extent do you agree with the following statements on training and development?

1 - Strongly Disagree (SD) 2 – Disagree(D) 3 – Undecided(U) 4 – Agree(A) 5 - Strongly Agree(SA)

(Tick (√) only once per row below the number)

Question/Response	1	2	3	4	5
a) The training programs offered have equipped me with skills that improve my job performance.					
b) There are clear opportunities for career advancement based on the training received.					
c) I feel encouraged to remain with the Administration Police Service because of the training and development opportunities provided					
d) The Administration Police Service invests in employee development.					

Section D: Work-Life Balance Policies

8. To what extent do you agree with the following statements regarding work-life balance?

1 - Strongly Disagree (SD) 2 - Disagree 3 – Undecided(U) 4 – Agree(A) 5 - Strongly Agree(SA)

(Tick (√) only once per row below the number)

Question/Responses	1	2	3	4	5
a) I can balance my work duties and personal life effectively.					
b) The current work-life balance policies encourage me to remain with the Administration Police Service.					

c) I experience minimal conflict between my job requirements and my personal life.					
d) There are adequate provisions for paid leave and flexible work hours.					

Section E: Leadership and Support

1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

Question/Responses	1	2	3	4	5
a) My supervisor provides the support I need to succeed in my job					
b) The leadership team values employee feedback and input.					
c) Leadership plays a crucial role in motivating employees to remain in the service.					
d) There is an open and supportive communication environment between leaders and employees.					

Section F: Employee Performance

9. To what extent do you agree with the following statements regarding Leadership and support?

1 - Strongly Disagree (SD) 2 – Disagree(D) 3 – Undecided(U) 4 – Agree(A) 5 - Strongly

Agree (SA)

(Tick (√) only once per row below the number)

Question/Responses	1	2	3	4	5
a) Retention strategies such as promotions and career progression opportunities positively influence my overall performance in the service.					
b) Adequate compensation and benefits packages motivate me to achieve my					

performance targets.					
c) Supportive Leadership and mentoring programs significantly improve my work efficiency and effectiveness.					
d) Job stability and clear career pathways encourage me to deliver high-quality performance in my duties consistently.					

Thank you.



APPENDIX 1V: RESEARCH_PERMIT_NACOSTI-P-23-26619

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 521848	Date of Issue: 23/May/2023
RESEARCH LICENSE	
	
This is to Certify that Ms. mozina maria arawa of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECTS OF COMPENSATION STRATEGIES ON EMPLOYEE PERFORMANCE IN PRIVATE HOSPITALS: A CASE STUDY OF SHALOM HOSPITAL for the period ending : 31/May/2024.	
License No: NACOSTIP/23/06619	
521848	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Applicant Identification Number	Verification QR Code
	
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See overleaf for conditions	

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The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of international treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

Mount Kenya

APPENDIX V: UNIVERSITY PERMIT


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/54472
13th May, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: MOVINE MORAA OMWENO – REGISTRATION NO. MBA/2023/54472

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **“Influence of Employee Retention Strategies on Employees’ Performance in Disciplined Forces: Case of the Administration Police Service in Nakuru County, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May, 2025 and July, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karunga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000

Mount Kenya University



REF: MKU/ISERC/5047
TO: MOVINE MORAA OMWENO

Date: 12 May 2025

REG: MBA/2023/54472

Dear Sir/Madam,

RE: INFLUENCE OF EMPLOYEE RETENTION STRATEGIES ON EMPLOYEES' PERFORMANCE IN DISCIPLINED FORCES: CASE OF THE ADMINISTRATION POLICE SERVICE IN NAKURU COUNTY KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3769**. The approval period is **12/05/2025 - 11/05/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Mount Kenya University

MKU/PG/F011



SCHOOL OF POSTGRADUATE STUDIES

MKU/PG/F011: RESEARCH PROPOSAL CERTIFICATE OF CORRECTIONS
(NB: This Research Proposal Certificate of corrections should be submitted to the Dean, School of Postgraduate Studies for clearance before the Student proceeds to collect data)

PART I: CANDIDATE PARTICULARS

Name of candidate Dr./Mr./Ms ... **MOVINE MORAA OMWENO**

Registration No: MBA/2023/54472

Department of study: ... Management.....

Cell phone No: +254 725607168

School: ... Business and Economics.....

Degree Title (MA, MEd, PhD): Masters of Business Administration

Area of specialization: **Human Resource Management**

Title of Project:

INFLUENCE OF EMPLOYEE RETENTION STRATEGIES ON EMPLOYEES PERFORMANCE IN DISCIPLINED FORCES: CASE OF THE ADMINISTRATION POLICE SERVICE IN NAKURU COUNTY KENYA

Date of Meeting/Examination: ... 26/10/2024.....

Signature of candidate: ...  ... Date: ... 03/11/2024.....

PART II: DECLARATION OF SUPERVISORS OVERSEEING CORRECTION / REVISION

We, the undersigned supervisor(s) overseeing corrections of the research proposal as advised by the candidate's evaluation panel do hereby declare that all the corrections have been effected satisfactorily as required.

Any other remarks ... (Any).....

Mount Kenya University

Names of Supervisors	Signature	Date
1. Dr. Jacqueline Omuya...	<i>[Signature]</i>	04/02/25.....
2.
3.

PART III: CONFIRMATION BY THE CAMPUS SCHOOL POSTGRADUATE COORDINATOR

I hereby do confirm that the supervisor(s) appointed to oversee the candidate effect the corrections on the research proposal have done so as per the instructions of the candidate's evaluation panel.

Any other remarks NA

OK
 Name of Coordinator Dr Isaac Abuya
 Signature [Signature] Date 12/15/2025 Official Stamp
 MKU

PART IV: CONFIRMATION BY THE DEAN OF THE RELEVANT SCHOOL

I hereby do confirm that the supervisor(s) appointed to oversee the candidate effect the corrections on the research proposal have done so as per the instructions of the candidate's evaluation panel.

Any other remarks NA

Name of Dean Dr. Phelato Mwangi
 Signature [Signature] Date 12/15/2025
 Official Stamp MKU

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PART V: CLEARANCE BY THE UNIVERSITY ETHICAL REVIEW COMMITTEE (ERC)

The candidate will be issued with a Certificate of Ethical Clearance by the Directorate of Research and Development.

NB: Two (2) copies of the corrected/revised research proposal should accompany this Certificate of corrections

PART VI: COMMENTS BY THE DEAN SCHOOL OF POSTGRADUATE STUDIES

The candidate is granted/not granted permission to proceed to the field to collect data (delete where applicable)

NB: One (1) copy of the corrected/revised research proposal should accompany this certificate of corrections

Name of Dean Dr. Samuel M. Karanja
(School of Postgraduate Studies)

Signature [Signature] Date 13/05/2025

School Stamp

Mount Kenya University P.O. Box 342-01000, THIKA Office of the Director, Graduate Studies
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