DETERMINANTS OF EMPLOYEE SEPARATION IN THE PUBLIC SECTOR: CASE OF NATIONAL POLICE SERVICE, NAIROBI CITY COUNTY, KENYA.

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN MASTER OF PUBLIC POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY

MARCH, 2020
DECLARATION

Declaration by the Student

This research project is my original work and has not been presented to any other examination body to the best of my knowledge.

MAENDE COLLINS OJWANG

Sign ____________________  Date ____________________


Declaration by the Supervisor

This research project has been submitted for examination with my approval as the University supervisor.

Sign ____________________  Date ____________________

PROF. DAVID MINJA

Kenyatta University
DEDICATION

This research is dedicated to my entire family for their immense support and encouragement throughout the journey.

I love you all!!!
ACKNOWLEDGEMENT

First and foremost I would like to give all glory to the Almighty for his abundant Grace and good health throughout this study

I would also express my sincere gratitude to my supervisor Prof. David Minja for his positive criticism and unfailing support throughout my project writing. I am grateful to the Kenya University fraternity for assistance they provided while undertaking my research.

Last but not least, my friends and colleagues cannot go unmentioned since they were always there for me whenever I needed their help.
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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>APS</td>
<td>Administrative Police Service</td>
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<tr>
<td>CO</td>
<td>Commissioned Officer</td>
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<tr>
<td>CPL</td>
<td>Corporal of Police</td>
</tr>
<tr>
<td>DCI</td>
<td>Directorate of Criminal Investigations</td>
</tr>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<td>HRMS</td>
<td>Human Resource Management System</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
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<tr>
<td>IP</td>
<td>Inspector of Police</td>
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<tr>
<td>KPS</td>
<td>Kenya Police Service</td>
</tr>
<tr>
<td>NCO</td>
<td>Non Commissioned Officer</td>
</tr>
<tr>
<td>NPS</td>
<td>National Police Service</td>
</tr>
<tr>
<td>PC</td>
<td>Police Constable</td>
</tr>
<tr>
<td>SGT</td>
<td>Sergeant</td>
</tr>
<tr>
<td>SSP</td>
<td>Senior Superintendent of Police</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
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</table>
### OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Employee separation</td>
<td>This referred to the process of leaving organization either voluntarily or involuntarily. This study tackled the voluntary employee separation.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>This referred to the manner in which employees are handled in the organization, to make sure they perform well hence meets the general goal of the organization.</td>
</tr>
<tr>
<td>Job Expectations</td>
<td>This referred to the expectations that an individual possess at the start of their employment for example an individual anticipating for promotion after probation.</td>
</tr>
<tr>
<td>National police service</td>
<td>This is the body mandated by the constitution of Kenya to enforce and maintain peace in the country.</td>
</tr>
<tr>
<td>Social Life</td>
<td>In this study, social life referred to the association of an individual internally or externally with the people around or phenomena’s affecting his/her life.</td>
</tr>
<tr>
<td>Work Environment</td>
<td>Was stated as the surroundings’ of an individual at work place. This is represented by the type of leadership, communication channels and reward system.</td>
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</table>
ABSTRACT
Employees are the greatest assets in any organization, their contribution in trying to achieve the goals of an institution cannot be underestimated. Hence the pillar of any organization is the human resource department, which deals with hiring these people. They say 'hire right, get it right', hiring the competent and retaining them is the most challenging task faced by human resource personnel, since employee separation has been a major issue in most organizations over the years. When employees quit their jobs, it is an indication that something is not right. Studies have been carried out on employee separation but very few narrowed down on the public sector especially the police service. This study therefore tried to look into some of the determinants of employee separation in the public sector, using the case of National Police Service (NPS), Nairobi County. The study objectives included: to evaluate how social life determines employee separation, to examine how job expectations determine employee separation and to assess how work environment determines employee separation in the public sector. The study was guided by two theories; Theory of Met Expectations and Decision to participate Theory. The study employed descriptive survey research design, while the target population will be 1760; commissioned officers, inspectorate, non-commissioned officers and constables, where 10% of Mugenda (2003) was employed to get the required sample size of 176 respondents. Data was collected using structured questionnaires. Data was analysed using SPSS (Statistical Package for Social Sciences) and presented using graphs and tables. Qualitative data was arranged and analysed through themes. The study findings revealed that: social life, job expectation and last but not least work environment determines employee separation in the public sector. There was a statistical significance relationship between the study variables and employee separation at 0.001 confidence level. From the findings, 62% of the respondents agreed that social life determines employee separation, 76% agreed that job expectation determines employees separation and last but not least 68% conformed to the idea that work environment determines employee separation. The study recommends that government should come up with policies that creates conducive working environment for employees to operate well. The public sector management should also be trained on the best leadership styles for them to lead the employees in a proper way. The study ought to be helpful both to the government and policy makers. Policy makers ought to gain from the study since policies governing public sector HRM were addressed in this study. Other scholars and researchers would also benefit from the study, since they would come up with other longitudinal studies to improve the quality of the findings and add value to the content.
CHAPTER ONE: INTRODUCTION

1.0 Background to the Study

The dynamic nature of today’s service delivery environment, requires human resource personnel to make sure that competent people are hired, trained and highly compensated so as to retain them for so long, since the greatest asset in any organization is its employees. They are the determinants of whether an organization meets its goal or not, hence hiring the right people is first step towards success in an organization. However, all these effort will go in vain if such employees leave the organization, since the procedure of recruiting is costly to the organization. Scholars have taken keen interest in employee separation in the human resource area, so as to clearly find out reasons why employees quit their jobs. However, there is no agreed or specific reason that has been put forward as to why employees quit their jobs (Ongori, 2007).

In the global context especially the USA (United States of America), employees who are way younger quit their jobs in search of a long term jobs which are paying better (Topel and Ward, 1992). This can be termed as ‘search of greener pastures’, which doesn’t suit all situations because others even quit without knowing where to go next. As per the data from Canadian administration it can be noted that students after graduation tend to encounter economic challenges which lead some of them to start with low paying jobs, which thereafter they look for better pay by changing jobs. These results were also similar to those of Bachmann et al (2009) in Germany. As one of the measures to curb employee separation, it is very important for an organization to create an environment which ties employees for a long term commitment (Chaminade, 2007). Narrowing down to this study, employee separation can have an adverse effect both to the organization and the employee. In the national police service, police are selected through thorough checks hence trained and absorbed into the service. The reason why such right candidates decide to quit the institution even after the thorough exercise is a myth that this study wants to unfold.
In the African perspective, human resources are most challenging part to deal with. This could be triggered by phenomena’s such as: political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche, 2002). Hence without a proper functioning of human resource department, it will be very hard for the institutions especially the public sector to operate efficiently. Since most organizations operate as a system, external factors tend to affect the operations of an organization if not controlled. It is prudent for organizations to ensure that the employees are well taken care of, in order to avoid some of the good employees ‘leaving the organization. This study will reveal some of the determinants of employee separation by looking at; social life, job expectations and work environment. Social life can be affected from within or by external factors, personal stress such as family issues, distance, health problems can influence a well-paying employee to quit their jobs. Job expectations such as extreme targets, unclear tasks and poor relationship with the supervisors can cause an individual to quit jobs. On the other hand, stagnation in one level and lack of advancement in terms of salary and cadre can trigger employee to leave.

Police service is a representation of a public sector in Kenya. It is the mandate of any country to ensure that peace and maintenance of order prevails, which is why police sector is very crucial in ensuring that happens. In Britain, law enforcement is carried out by police officers serving in regional police forces within one of these jurisdictions (UK Home Office, 2012). While in USA, there is no national police force instead there are several law enforcement agencies at every level of the government. These agencies include; federal bureau of investigations, Sherriff, marshals and city based police departments (Reaves, 2011). The South Africa’s national police force is responsible for investigating crime and maintaining safety and security throughout the country (Muntingh and Dereymaeker, 2013). In Kenya, which is the Centre of interest in this study, police service is vital in dealing with the day to day activities of maintaining peace and order in the country.

Human resource is the sole heart of any organization; it is the department that determines the success or failure in any given organization. Human resource management (HRM) is an organization’s design of formal systems that assure the effective use of employee’s abilities, knowledge, skills and other characteristics to achieve organizational goals (Pynes, 2013).
order to effectively manage human resources, a sound Human Resource Management System (HRMS) needs to be put in place. However, in as much as these systems are put in place employees still leave the organization. Therefore it is against this background, that the researcher sought to find out why employees quit despite having a good pay and long term commitment to the organization.

1.1 National Police Service

It is the dream and desire of every country to have a well-structured police service, able to serve its people in a more systematic and professional manner, without being affected by any externalities. The formation of the National Police Service (NPS), is mandated by the Constitution of Kenya, in the National Police Service Act 2011 and the National Police Service Commission Act 2011. In line with the constitution, the NPS consists of: The Kenya Police Service (KPS), The Administrative Police Service (APS) and The Directorate Criminal Investigation (DCI). Hence the National police service is expected to maintain law and order in the country, prevention and investigation of crime, apprehending the law breakers and also carrying out regular patrols within the residential and commercial areas to curb crime (National Police Service Act, 2011).

The NPS has had its organization structure readjusted to entail the inspector general (IG), deputy inspector general, county commanders, sub county commander, station and post commanders. In the office of both deputy inspectors general there are several directors; operations, planning and administration directors. The inspector general of Police looks forward to leading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, and also hold high integrity levels, and their work is appreciated by the society at large (Ransley Report, 2009).

1.2 Statement of the Problem

Human resource department is the backbone of any given organization hence measures, strategies, systems have been put in place to ensure that the whole functioning of that department is secured so that employees are satisfied and hence retained for a longer period. Altrasit (2014) posits that employees are a strategic asset in an organization whose performance at work influences the overall performance of the organization. Wangiri (2015) in her study on factors influencing employee turnover in private tertiary colleges, used variables; staff training,
organizational change, economic factors and staff motivation. Obiero 2014, in his study on factors influencing high staff turnover in Commercial Bank of Africa used career development as one of the variable and he found out that aspects such as training highly correlated to staff turnover. Kingori (2013) investigated the factors influencing police officers’ perception of police reforms: a case of Kenya Police Service, Nairobi County. Chtalu (2014) examined the challenges affecting police reforms within Nairobi County. The study revealed that police reforms had not elicited noticeable recognition from the police officers. Mutemi (2014) examined the performance of the police reservists in Kenya. The study identified and prioritized policy gaps on the basis of their level of threat to effective reservist’s performance. However, very few studies have been carried out on the determinants of employee separation in the national police service, Nairobi County. This study therefore sought to fill the knowledge gap by carrying out a study on the same.

1.3 Objectives of the Study
Specific objectives included, to

i) Evaluate how social life determines employee separation in the public sector

ii) Examine how job expectations determine employee separation in the public sector

iii) Asses how work environment determines employee separation in the public sector

1.4 Research Questions
i) How does social life determine employee separation in the public sector?

ii) How do job expectations determine employee separation in the public sector?

iii) Does work environment determine employee separation in the public sector?

1.5 Scope and Limitations of the Study
Employee separation is one of the broad concepts in the scope of human resource. Most research has been carried out in this area, and several findings have been attached to it. However this study only concentrated on the stated variables: social life, job expectations and work environment. The researcher only concentrated on the voluntary employee separation in the public sector, in the national police service. The study was carried out within 3 months, and only 176 respondents were interviewed from NPS in Nairobi County.
The researcher foresaw the tendency of the respondents not answering all the questions as required on the questionnaire. This was because of fear of the unknown, whereby the respondents were afraid of their job security after availing the information from the national police service. The researcher countered this by ensuring confidentiality of the responds given, this was done by assuring the police officers being interviewed, and that the research was purely for academic purposes.

1.6 Justification and Significance of the Study

This study was paramount to carry out since the cost of recruiting and training employees can be so costly to the organization. Hence it was important to identify some of the determinants of employee separation, so that public and private institutions could benefit from it. This study chose national police service since security of the country has been a thorny issue.

With the rise of terrorist, the government of Kenya needs to train and develop employees in the NPS so as to device new ways of dealing with such matters. Police service is a crucial sector in our country since all eyes depend on them for maintenance of peace. Hence this study would be important since it could help to unveil those issues that cause employees to quit their jobs yet the government has used a lot of resources to recruit and train them on the same.

This study would be beneficial both to the public human resource fraternity and to the employees of the national police service. To the public human resource, which is the government, the key policy makers would be able to identify reasons as to why employee separation is rampant at the national police service. They would also be acquainted on how to deal with the arising situation hence leading to the growth and quality of service at the national police service. To other scholars and researchers, this study created knowledge gap for them to further the study. Other scholars can also use these study findings to generate their literature and compile data that would add more content to the topic of discussion.
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

INTRODUCTION

The study reviewed literature in support of employee separation in the public sector. The study reviewed literature on national police service, to determine the number of the police officers being recruited and those leaving the organization yearly. The study also reviewed two theories; Theory of Met Expectation and Decision to Participate Theory.

2.1 EMPIRICAL REVIEW

2.1.1 Social Life and Employee Separation

The nature of social enterprises and their socially desirable goals create an expectation that the employees work for the cause rather than for the pay check (Bhati & Manimala, 2011). To some extent personal stress is universal and cannot be eliminated completely (Ortega et al., 2007). It is therefore prudent to note that employees’ social life affects their stay in the organization.

Employee perceptions regarding the family supportiveness of their organization also become reasons to leave the organization (Allen, 2001; Anderson et al., 2002; Thompson et al., 1999). Jordan (2012) suggests that most of the theoretical literature contends that before individuals leave an organization, they progress through a series of stages of psychological and behavioural withdrawal. (Scott, 2007), asserted that absence is a miniature form of turnover. Hence it is important to note that there are early signs of employee turnover apart from the physical exit from the organization.

Hawthorne Studies, carried out by Elton Mayo revealed that employees are not only monetary motivated but also linked to behaviour and attitudes (Cinar and Karcioğlu, 2012). It is evident at times that well paid employees also tend to leave the organization. At times it can be contributed by factors such as family issues, health issues or even job related stress where an employee feels overworked. There are signs of stress which can be depicted from an employee; attitude and how an employee reacts to issues can determine how stressed that employee can be.

Casper and Buffardi (2004) stated that the availability of organizational work–life benefits, supportive supervisor and a favourable organizational climate play a pivotal role in attracting and retaining human resources. Therefore for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures.
(Davar 2006). This study tried to unveil how work life balance of an employee affects his or her stay in the organization.

### 2.1.2 Job Expectations and Employee Separation

In today’s competitive world, high-performing employees are looking for more than compensation packages and benefits. More specifically, what the employees nowadays are looking for is interesting work, employer flexibility, feeling value and having training and advancement opportunities, which finally become the major factors influencing their decision to change jobs (Cunningham, 2002). When employees join the organization, they expect that after probation their salaries are increased. When this is not met, they make a decision of leaving for better jobs.

Ahuja et al. (2001), express that if employee does not feel satisfied with the job, he or she will blame the organization and thus possess a lower commitment to the job and is therefore, likely to leave sooner or later. Commitment from employees is a key pillar towards goal attainment. Lack of motivation therefore means they have lost interest hence high chances of them quitting their jobs. Abdul Rahman et al. (2008) reported that availability of alternative job opportunities had significant positive impact on turnover intentions.

Short term performance can be achieved through increased workload but this has an effect on increasing long term costs and stress among workers and illnesses which may lead to poor judgment and low performance (Griffin, 2007). Hence increased work load causes fatigue which results to stress among employees, and in the long run it causes them to quit their jobs.

In the study of welfare organizations, it has been observed in a study by Howe and McDonald (2001) that increased accountability requirement becomes a source of stress and job dissatisfaction among employees, thereby resulting in possible employee turnover. Paré and Tremblay (2000) opine that employees are willing to remain in an organization where work is stimulating and challenging, chances for advancement are high and feel reasonably well paid. In this study, stress can be attributed to by untimely achievable targets by employees.

According to Loquercio (2006), it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability.
According to Beck 1999, in his research, he found out that whilst police officers are generally satisfied with their work tasks and colleagues they are not committed or satisfied with the organizational goals. This has greatly contributed towards employee separation in the organizations.

2.1.3 Work Environment and Employee Separation
Accordingly, it seems that the higher the compensation, the greater the losses employees would feel if they leave the organization (Holtom & O’Neill. 2004). Most researchers have argued that competitive compensation by companies to its employees leads to commitment by employees towards their employers.

This commitment tends to encourage them to stay longer in the organizations. Competitive packages encourage employees to stay longer since they benefit out of it. This creates conducive environment for them to work since the organizations cares about their well-being. Human resource personnel conducts appraisal on employees so as to enhance fairness in terms of operations. Nurse (2003) asserts that: “If employees know that assessment is valid, they will trust leaders and accept it hence successful appraisal. Hence management should incorporate some leadership styles that will make employees stay longer in the organization.

The police service according to Mutua (2016), is governed by a chain of command where instructions and most communications are downward. The juniors or lower ranks police officers do not have a say rather than adhere to the laid down commands and procedures. In any organization, there has to be a good work relation between an employee and their supervisors or managers. The employees have tendency to change their job when they have poor supervision (Keashly & Jagatic, 2000). Good relationships tend to create ties which last forever hence employees feel comfortable working in such an environment.

Ongori and Agolla (2009), contend that lack of personal growth in organizations results in career plateau which in turn leads to increased employee intention to quit. According to Lee (2003), plateau employees are likely to have higher labour turnover because they want to advance their careers elsewhere in the environment. Notably, people tend to move to ‘greener pastures’ this is where employees seek for better jobs.
According to (Stephens, 2010), employees perform well in an organization, and this depends on the guidance and mentorship offered to them by the managers that controls them. Hence leadership in an organization contributes towards employees satisfactions hence longer stay in the organization. Leaders should train the employees in the right way so as to enhance positive growth in an organization. Organizations that systematically train and develop their staff are seen to enjoy the rewards of a productive workforce (Secord, 2003).

Organizations that do not provide career development through trainings, probability of employees leaving for better jobs and pay is higher. Studies have shown that employees who have attained plateau have a high degree of intention to quit due to reduced opportunity in the present organization (Yamamoto, 2006). A working environment that does not encourage employees to grow is an influence towards employee separation. By letting employees know that a variety of career paths are available to them, state government agencies can reduce feelings of neglect that often lead to increased turnover (Kim, 2012).

Hence human resource department should devise policies that are fair and transparent in order for everyone to feel included; be it the female workers or the disadvantaged group. Muhammad et al (2011), in their study found out that the reasons that make employee wants to stay in leather industry were good career prospects, good attitude of employer, or a supervisor or a manager, good working conditions, benefits and fair pay, fair recruitment, work and family life balance and job security.

The key to preventing employee turnover is to have a positive work environment where employees are recognized and rewarded for good performance, where there is good communication, and where everyone shares in the excitement of being part of a successful organization (Cunningham, 2002). Organizations that allow greater internal opportunities for advancement are more successful at retaining employees (Nel, et al., 2011).

Milne (2007), in a study on the use of rewards and recognition programmes in knowledge aware organizations, found out that reward and recognition programmes can positively affect motivation, performance and interest within an organization. Therefore organizations should establish working conditions that do not affect the work force negatively by providing among other things noise free environments, adequate lighting systems, and adequate temperatures (Hogber, 2005).
2.2 Summary of Literature and Research Gaps

From the above empirical review, it is evident that a lot of literature has been documented on employee separation. However very few used the variables that were used in this study: social life, job expectations and work environment in the national police service. When employees leave the organization; it means other employees have to be recruited. Hence if there is a frequent and mass exit of employee, additional cost of recruiting and training will be burdened to the organization. Hay Group (2004), in their study found out that employees’ turnover could cost companies up to 40% of their annual profits, and most of the organizations fail to recognize the cost of losing employees, particularly indirect costs. This cost is calculated conservatively at 30% of an employee’s annual salary and for those employees whose skills are in high demand; the cost can rise to two-thirds of their annual salary (Netswera, 2005). Hence in order to fill the knowledge gap, the researcher carried out this study.

2.3 THEORETICAL FRAMEWORK

2.3.1 Theory of Met Expectations

The theory of met expectations was proposed by Porter and Steers (1973). This theory addresses the issue of expectations, whereby if employees expectations are not met during the course of employment period they tend to leave the organization. At the time of joining the organization employees always expect certain things to happen. This theory categorizes four levels of meeting the employees expectations, which includes: organizational level; this is where salaries, compensation, promotions are determined, group level; this is where relationship with supervisors is managed and also employees targets are created, nature of job level; this is characterized by work related pressure, leave days and job description; personal level; this is where family issues arise, age of the employees and also gender components. Hence if employee’s expectations are not met from the above discussed levels, they tend to leave the organization. For example if salaries are not increased as promised before, if relationship with their seniors is not good, if the pressure from the job is too much and also if there is no time with the family members. Therefore this theory was paramount in this study, since it helped to explain some of the reasons why employees quit their jobs.
2.3.2 Decision to Participate Theory

The proponents of this theory March and Simon (1958), argued that the decision to participate depends on what employee is gaining from the organization. Participation therefore continues as long as the utility from contribution is higher than that from inducement.

Employees tend to be motivated to work more when they are earning good salary or when the work roles are favorable to them. As long as they are comfortable with the work environment and especially when they are in good relationship with their managers, then they will continue to work. The vice versa happens when the employees are not satisfied in terms of salaries and also from the work environment; on that point they tend to leave the organization. In a nutshell, employees easily leave the organization when they already know that they can get a better job out there due to their marketability. Hence the thought of deciding to leave and the ease of movement arising from the greener pastures wrap the whole of this theory. Hence in this study, this theory was important in explaining why employees easily leave the organization.

2.4 CONCEPTUAL FRAMEWORK

Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields enquiring how to structure a subsequent presentation (Reichel & Ramey, 2007). Independent variable included: social life, job expectations and work environment. Dependent variable was measured in terms of; employee dissatisfaction, lack of organizational commitment and poor work environment.
Independent Variable

- Social Life
  - personal issues
  - gender
  - work family conflict

- Job Expectations
  - Irregular work hours
  - Role conflicts
  - Work load

- Work environment
  - Leadership styles
  - transparency
  - work relationship

Dependent Variable

- Employee Separation in Public Sector
  - Employee dissatisfaction
  - Lack of Organizational commitment
  - Poor work environment

Figure 2.1: Conceptual Framework

Source: Researcher (2020)
CHAPTER THREE: RESEARCH METHODOLOGY

INTRODUCTION
This chapter outlined the research methodology that was used throughout the study. This included: research design, data collection procedure, data collection method, target population, sample size and sampling design, data sources and collection instruments, validity and reliability of research instruments, data analysis and presentation and last but not least ethical considerations.

3.1 Research Design
The study adopted a descriptive survey research design. Descriptive research design brings out features of a group of people or individuals, and also gives report on the way things are (Kothari, 2009). The survey research design was selected for its ability to collect varied responses from the respondents with an aim of properly understanding the issues under study. This implied that through the survey, the researcher was be able to examine in detail the factors influencing employee separation in the public sector, case of national police service, Nairobi County. Cooper and Schindler (2006) define a survey as an instrument process used to collect information during a highly structured interview through use of structured questionnaires. The design enabled the study of a large population using data from a sample without manipulation of variables in order to answer research questions concerning the current status of the subject under study.

3.2 Target Population
Target population refers to the total number of subjects or the total environment of interests to the researcher (Larry, 2013). The study population comprised of superintendents and above rank (commissioned officers) 74, inspector and above (members of inspectorates) 106, corporal to senior sergeants (non-commissioned officers) 340, and constables 1240 at Nairobi County. The total targeted population was the 1760 officers across all ranks, regardless of age and gender.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Commissioned Officers</td>
<td>74</td>
<td>4</td>
</tr>
<tr>
<td>Inspectorate</td>
<td>106</td>
<td>6</td>
</tr>
<tr>
<td>Non-Commissioned Officers</td>
<td>340</td>
<td>19</td>
</tr>
<tr>
<td>Constables</td>
<td>1240</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1760</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: NPS (GOK) 2019

3.2.1 Sample Size and Sampling Design

Kothari (2009), define a sample as part of the target population that has been procedurally selected to represent it. Sampling is the process of systematically selecting representative elements of a population. The study applied the Mugenda and Mugenda (2003) formula, which refers to a good sample size as one that is between (10-30)% of the total target population. This study therefore used the 10% on the total population of NPS in Nairobi County. The sample size was represented by the 176 respondents selected below.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Method</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioned Officers</td>
<td>74</td>
<td>10%</td>
<td>7</td>
</tr>
<tr>
<td>Inspectorate</td>
<td>106</td>
<td>10%</td>
<td>11</td>
</tr>
<tr>
<td>Non-commissioned Officers</td>
<td>340</td>
<td>10%</td>
<td>34</td>
</tr>
<tr>
<td>Constables</td>
<td>1240</td>
<td>10%</td>
<td>124</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1760</strong></td>
<td></td>
<td><strong>176</strong></td>
</tr>
</tbody>
</table>

Source: NPS (GOK) 2019
3.3 Data Sources and Collection Instruments
The study used primary data to gather information and collect data as per the objectives of the study. This study used structured questionnaires, where respondents were given to fill. According to Mugenda and Mugenda (1999), a questionnaire gathers information for purpose of analysis. The questionnaire was categorized into two sections; section A which comprised of demographic information which asked about the age, gender, educational background and the length of service in the NPS. Section B comprised of questions specifically related to the objectives of the study; social life and employee separation, job expectations and employee separation and work environment and employee separation.

3.4 Data Collection Procedure
Data was collected through a drop and pick method, where the researcher dropped the questionnaires to the stated respondents; Commissioned Officers, inspectorate, NCO’s and constables. After the questionnaires were fully filled, the researcher went collecting them. The researcher was given authorization letter from Kenyatta University in order to obtain a permit from National Commission of Science, Technology and Innovation (NACOSTI). After the permit was approved, the researcher sought permission from NPS coordinator, before distributing the questionnaires to the respective officers.

3.5 Validity and Reliability of Research Instruments
3.5.1 Validity
Internal validity refers to the analysis of the accuracy of the results obtained. External validity refers to the analysis of the findings with regards to whether they can be generalized (Ghauri & Grönhaug, 2005). According to Kothari (2008) validity is a degree by which the sample of test items represents the specific concept that the researcher is trying to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument to represent a specific domain or content of a particular concept. Content validity coefficient index of 0.7 was used to test the validity of the questionnaire (Orodho, 2009). To demonstrate the validity of the research instruments the researcher sought opinions of experts in the field of study. Dunn (2008) asserts that the usual procedure in measuring the content validity of a measure is to use a professional in a particular field.
3.5.2 Reliability

Reliability refers to the stability of the measure used to study the relationships between variables (Ghauri & Grönhaug, 2005). John and Johnson (2012) explain that reliability can be seen from two sides: reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). The most common reliability coefficient is the Cronbach’s alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test - internal coherence of data. The reliability is expressed as a coefficient between 0 and 1. The higher the coefficient, the more reliable is the test.

In this study, reliability was done using the consistency within the organization to compare test items that measure the same construct. This was achieved by having a question that seems similar to another test question in order to gauge reliability.

An alpha coefficient of 0.7 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population.

3.6 Data Analysis and Presentation

After collecting the data, the researcher coded and classified the information, in order to check for consistency. The study used both qualitative and quantitative methods to analyse data, in order to gain in-depth knowledge of the relationship between variables. Chi square test of Association was conducted in order to determine relationship between variables. Hence the quantitative data was analysed using simple descriptive statistics including frequency tables. Qualitative data was organized and analysed through themes. On the other hand, quantitative data was coded, examined, categorised, tabulated and interpreted. Data was also analysed using descriptive statistics and relationships between independent and dependent variable, was represented using multi-regression equation as demonstrated below.

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \]

Where:

\( Y = \) Employee Separation in public sector

\( X_1 = \) Social Life
X2= Job Expectations
X3= Work Environment

ε= Is the error in the observed value for the case
β0= The constant in the equation
β= is the Coefficient of X

While β1, β2, and β3 were the coefficients of determination and ε was the random error term.

3.7 Ethical Considerations
Research is always carried out with an aim to provide solution to the existing problems in the society. It is therefore the mandate of every researcher to ensure that the intentions from the research study conforms to the stated objectives. The researcher therefore ensured that the ethics of research was followed by ensuring confidentiality of the respondents and also assuring them that the research was purely for academic purposes and not researcher’s personal interest.
CHAPTER FOUR: RESEARCH FINDINGS, AND DISCUSSIONS

INTRODUCTION

This chapter outlined the results of the field data gathered, aimed to achieve the objectives of the study ‘determinants of employee separation in the public sector, case of National Police Service Nairobi County’. The chapter first outlines the Demographic data of the respondents, then the in-depth analysis of the participant’s response as per the study objectives using the descriptive and inferential statistics.

4.1 Response Rate

Demographic Data

The results showed that more males (63.1%) participated in the survey as compared to 36.9% of the females. Similarly, respondents with secondary education level scored high with 56.8% followed by those within the university level with 22.7%. In terms of age majority of those interviewed were in the age bracket 26-35 scoring a 69.3%. The rest of the information is as shown in the table 4.1.

Table 4.1 Demographic Data

<table>
<thead>
<tr>
<th>Parameter</th>
<th>General Respondents</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>111</td>
<td>63.1</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>65</td>
<td>36.9</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>176</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Level of education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td>40</td>
<td>22.7</td>
<td></td>
</tr>
<tr>
<td>Tertiary</td>
<td>32</td>
<td>18.2</td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>100</td>
<td>56.8</td>
<td></td>
</tr>
<tr>
<td>Primary</td>
<td>4</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>176</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Age (years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>14</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>26-35</td>
<td>122</td>
<td>69.3</td>
<td></td>
</tr>
<tr>
<td>36-45</td>
<td>32</td>
<td>18.2</td>
<td></td>
</tr>
<tr>
<td>46-55</td>
<td>8</td>
<td>4.5</td>
<td></td>
</tr>
</tbody>
</table>
4.1.1 Ranks and Number of years in service
From the field findings we had majority in those interviewed at sergeant level with a score of 34.7% followed closely by constables with 30.7% and tailed with Superintendent 11.9%. Similarly, we had majority of the respondents (67.3%) having above 10 years of experience and those below 2 years’ experience stood at 4%. The rest is as depicted in table 4.2.

Table 4.2 Rank and Number of years in Services

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superintendent</td>
<td>21</td>
<td>11.9</td>
</tr>
<tr>
<td>Inspector</td>
<td>40</td>
<td>22.7</td>
</tr>
<tr>
<td>Sergeant</td>
<td>61</td>
<td>34.7</td>
</tr>
<tr>
<td>Constable</td>
<td>54</td>
<td>30.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>176</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of years in service</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>2-5</td>
<td>18</td>
<td>10.2</td>
</tr>
<tr>
<td>5-10</td>
<td>32</td>
<td>18.4</td>
</tr>
<tr>
<td>Above 10</td>
<td>119</td>
<td>67.3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>176</td>
<td>100</td>
</tr>
</tbody>
</table>
2. Social Life an Employee Separation

The results depicted that majority of the respondents 62.0% agreed that social life determine employee separation while those who similarly disagreed on the same scored 9%. Those who strongly disagreed were 2% while the rest is as shown in Figure 4.1.

![Social Life](image)

**Figure 4.1 Results showing social life and employee separation**

4.2.1 Family Pressure and Employee Separation

Forty point nine percent (67%) agreed that family pressure causes an employee to quit his/her job and 24% were undecided on the issue of family pressures. It was also found out that no one recorded a strong disagreement on the issue of family pressure and quitting one’s job. The rest is as shown in figure 4.2.

**Commented [m1]:** Your findings are very good. One major gap is that you have not supported your finding with empirical literature drawn from chapter 2. Interpret your findings by arguing what each finding means/implies and then cite literature.
4.2.2 Lack of Time with Family and Employee Separation

It was seen that 29% of the respondents agreed that lack of time with family members can influence employee separation. A majority of the respondents 52% also had nothing to share on the issue of lack of time with family and employee separation while the rest of the information is as depicted in Figure 4.3.

Figure 4.2 Results on family pressure
Figure 4.3 Results on lack of time with family

4.2.3 Pressure from Work and Employee Separation

From the above chart, 61% had nothing to share on the issue that too much pressure from work can trigger employee to quit their job but we also had 37% of the respondents agreeing that too much pressure from work triggers employees to quit. The rest is as shown in figure 4.4.
Figure 4.4 Results showing pressure from work

4.2.4 Gender on Employee Separation
A minority of the respondents (11%) agreed that gender determine the level of employee separation followed by those disagreeing at 36% and generally those neither agreed nor disagreed at 53% as shown in Figure 4.5.
4.2.5 Opening up on Stress Issues

With a huge margin of 69% compared to the rest, a majority of the respondents strongly agreeing that those employees who do not open up on their stress issues tend to quit as a last resort while the findings revealed that those who strongly disagreed tied at 2% on the same matter. The figure 4.6 summarizes the rest of the information.
Figure 4.6 Results on opening up on stress issues

4.3 Job Expectation and Employee Separation
The study missed out on those who we supposedly thought will strongly disagree that job expectations determines employee’s separation from job. Nevertheless, a majority of those who provided their response (76%) agreed that job expectations determine employee separation. The rest of the data was analyzed and presented as shown in figure 4.7.
4.3.1 Unclear Job Description

The study found out that 25% neither agreed nor disagreed that unclear job descriptions tend to confuse employees hence causing them to quit while a majority of the respondents (63%) agreed that unclear job description really causes employees to quit. The figure 4.8 shows the rest of the information.
4.3.2 Role Conflicts and Employee Separation

Majority of the respondents (61%), of those in the study disagreed that role conflicts tend to demotivate employees to an extent of them quitting which was followed by a 22% who neither supported not disagreed on the matter and those agreeing were 17%. The figure 4.9 shows the rest of the information.
4.3.3 Extreme Working Hours and Employee Separation

The study revealed that 50% of the respondents disagreed that extreme working hours discourages employees while those who strongly disagreed scored 10%. Those who neither agreed nor disagreed was 25% and the rest is as shown in the figure 4.10.
4.3.4 Too Much Work and Employee separation

Too much work that causes employees to think of moving to other jobs scored 26% of those who agreed, with those without say in the matter gaining popularity with a score of 56% and tailed with those who strongly disagreed at a score of 18%. The rest is as shown in figure 4.11.

Figure 4.10 Results on extreme working hours
4.11 Results on too much work and employee separation

4.3.5 High Targets from Organization and Employee Separation

From the study findings 26% of the respondents agreed that high targets from the organizations tend to cause employees to quit when they do not meet those targets consecutively. Those who disagreed were 18% while we have the rest of the information in the figure 4.12.
4.4 Work Environment and Employee Separation
This section sought to find out whether work environment determines employee separation. The findings were as shown below.

4.4.1 Career Development and Employee Separation
A majority of the respondents (68%) agreed that career development determine employee separation in public sector. The study had those who strongly disagreed missing while those who disagreed stood at 10%. The rest of the information is as shown in figure 4.13.

![Career Development on Separation](image)

Figure 4.13 Results on career development and employee separation

4.4.2 Poor Work Relationships and Employee Separation
A minority of the respondents (5%) strongly disagreed that poor work relationship makes employees to quit their jobs while the majority (58%) agreed that poor work relationship makes
employees to quit their jobs. Other than those who agreed, the rest of the indicators seemed to score low. The other details are shown in the figure 4.14

![Poor Work Relationships](image)

**Figure 4.14 Results on poor working relationships**

**4.4.3 Lack of Transparency and Employee Separation**

A minority of the respondents (2%) didn’t have an idea on lack of transparency in the way things are done causes employees to quit while the majority (50%) agreed that indeed lack of transparency in the way things are done causes employees to quit. The rest of the results is as depicted in figure 4.15.
4.4.4 Lack of Employee Involvement and Employee Separation

From the results, majority of the respondents 56% had nothing to say on the issues, while 18% agreed on the case that, lack of employee involvement causes them to feel out of space hence causes them to quit. The other details are presented in figure 4.16.
4.4.5 Poor Leadership Styles and Employee Separation

A majority of the respondents (54%) agreed that poor leadership styles contribute towards employee separation which was closely backed up with those who didn’t have a say 28% on the issue. The other information is shown in figure 4.17.

Figure 4.16 Results on lack of employee involvement
4.4.6 Discrimination in Promotions and Employee Separation

A majority of the respondents (65%) strongly agreed that discrimination in terms of promotions makes employees to leave in the public sector while those who disagreed were 25%. The other details are presented in figure 4.18.
4.5 Measures of Employee Separation in the Public Sector

This section sought to find out the measures of employee separation in the public sector. These were measured in terms of employee dissatisfaction, lack of organizational commitment and last but not least poor work environment. These were discussed below.

### 4.5.1 Employees Dissatisfaction and Employee Separation

The findings from figure 4.19 showed that employee’s dissatisfactions scored highly with those agreeing at 76%, while those disagreeing at 2%. The rest is as depicted in the table below.
4.5.2 Lack of Organization Commitment and Employee Separation

A minority of the respondents (6%) disagreed that lack of organizational commitment measures employee separation in the public sector. There was also a majority of the respondents (68%) agreeing on the same case. The rest is as depicted in figure 4.20.
A majority of the respondents (62%) agreed that poor working environment measures employees’ separation in the public sectors while 9% of the respondents disagreed that poor work environment really causes employees separation in the public sector. The figure 4.21 summarizes the rest of the information.
4.6 Overall Performance

From this study all the indicators involved in the separation of employees were compared in the public sector, relatively found others to be of significance in determination of employee separation in the public sector as presented in Figure 4.22.
Figure 4.22 Results on overall performance

4.7 Chi Square Test of Association

A chi square test was run at 0.05 level of significance on the data, and the following are covariates (factors) that were significantly associated with employee separation in the public sector.
Table 4.3 Table showing Chi Square Test of Association

<table>
<thead>
<tr>
<th>Covariate</th>
<th>df</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too much work</td>
<td>16</td>
<td>0.001</td>
</tr>
<tr>
<td>Discrimination in promotion</td>
<td>16</td>
<td>0.037</td>
</tr>
<tr>
<td>Poor work relationship</td>
<td>16</td>
<td>0.000</td>
</tr>
<tr>
<td>Lack of transparency</td>
<td>16</td>
<td>0.007</td>
</tr>
<tr>
<td>Lack of employee involvement</td>
<td>16</td>
<td>0.035</td>
</tr>
<tr>
<td>Poor leadership</td>
<td>16</td>
<td>0.021</td>
</tr>
<tr>
<td>Organization high targets</td>
<td>16</td>
<td>0.001</td>
</tr>
<tr>
<td>Career development</td>
<td>16</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Looking at the covariates, for instance the probability value for too much work with chi square test for independence is 0.001 which is less than the standard value 0.05 therefore the relationship between employee separation in the public sector and too much work is statistically significant. In other words, too much work has direct effect on the rate of employee separation in the public sector.

- The probability values of all the other covariates are less than 0.05 therefore they have an impact on the rate of employee separation in the public sector.
Table 4.4 Multi Regression Analysis

Coefficients*

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th></th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.610</td>
<td>.789</td>
<td>.773</td>
<td>.462</td>
</tr>
<tr>
<td></td>
<td>Job_MchWrk</td>
<td>.397</td>
<td>.350</td>
<td>.866</td>
<td>1.135</td>
</tr>
<tr>
<td></td>
<td>Env_Dscrmnt</td>
<td>.084</td>
<td>.151</td>
<td>.183</td>
<td>.555</td>
</tr>
<tr>
<td></td>
<td>Env_PrWkRs p</td>
<td>.134</td>
<td>.137</td>
<td>.271</td>
<td>.977</td>
</tr>
<tr>
<td></td>
<td>Env_Trnspcy</td>
<td>.042</td>
<td>.145</td>
<td>.102</td>
<td>.288</td>
</tr>
<tr>
<td></td>
<td>Env_Invlmnt</td>
<td>-.278</td>
<td>.125</td>
<td>-.783</td>
<td>-2.220</td>
</tr>
<tr>
<td></td>
<td>Env_Lrdsp</td>
<td>-.043</td>
<td>.170</td>
<td>-.085</td>
<td>-.255</td>
</tr>
<tr>
<td></td>
<td>Job_HgTrgt</td>
<td>-.162</td>
<td>.189</td>
<td>-.407</td>
<td>-.857</td>
</tr>
<tr>
<td></td>
<td>Env_CrDvlp</td>
<td>.140</td>
<td>.321</td>
<td>.235</td>
<td>.436</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Emp_separation

The regression line is:

Public Participation = 0.610 + 0.397*too much work + 0.084*discrimination in promotion - 0.162*organization high target +...+0.140*career development

- Analysis show that when all the other predictors are held constant, the employee separation level will be at 0.610 units.
- A unit increase in too much work will increase the employee separation by 0.397 units holding all the other predictors constant.
- Similarly, the contrary is true.
• Looking at organization high targets, for any unit increase then the employee separation will decrease by 0.162 units while a unit decrease will see employee separation in public sector increase by 0.162 units.
• This is translated to all the other predictors as shown in the Table 4.4 above.

4.8 Chapter Summary

From the above research findings, it can be noted that: social life, job expectation and last but not least work environment determines employee separation in public sector. Chi square test was conducted and the level of independence was 0.001 which was lower than the standard value 0.05, hence indicating that there was a positive significant relationship between the study variables and employee separation.

The first objective was to find out whether social life determines employee separation in the public sector. The respondents were asked questions regarding: personal issues, gender and work family conflicts on whether it affected how employees operate in an organization. This was majorly agreed by 62% of the respondents. These results concurs with that of (Ortega et al 2007), who stated that personal stress cannot be overruled, since it contributes towards employee short term stay in the organization. Along with that, (Allen 2001, Anderson et al 2002) asserted that family supportiveness towards organization that an individual works determines how long an employee will stay in that organization. Hence it is depicted that employee social life greatly contributes towards his/her stay. Some organizations have greatly invested towards employee welfare since it is part of the reason that determines whether an employee quits or stays in an organization. To support these findings, Cinar & Karcioğlu 2012 in their study noted that behavior and attitude of an employee surpasses the monetary motivation in them.

The second objective was to find out whether job expectations determine employee separation in the public sector. Similarly the respondents were asked questions on whether irregular work hours, role conflicts and work load determines employee separation in an organization. Majority of the respondents 76% agreed on the issue. These results concurs with that of (Beck, 1999) who in his study found out while police were satisfied with their work and colleagues, they were not committed to the organizational goals hence causing them to quit. This is seconded by Griffin 2007 who found out that increased work load results to stress and illness among employees.
hence lowers performance which as a result causes them to quit. This is also supported by the study of Howe & McDonald 2001 who asserted that increased accountability on employees causes stress and dissatisfaction hence resulting to them quitting their jobs.

Last but not least, the study objective was to find out whether work environment determines employee separation in public sector. This was operationalized using: leadership styles, transparency and work relationships. Majority of the respondents 68% agreed on the subject matter. This research finding concurs with that of Keashly & Jagatic 2000 who found out that employees leave the organization due to poor supervision. Also, Ongori & Agolla (2009) asserts that lack of personal growth in an organization leads to career plateau which in the long run causes an employee to quit. Another result of Stephen 2010, posits that employees tend to perform well when offered guidance and mentorship by the management, and vice versa is true.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

This chapter presents the summary and discussion of the findings, conclusions and last but not least policy recommendations and recommendation for further research. The study sought to find out the determinants of employee separation in the public sector, case of National Police Service in Nairobi County.

5.1 Summary of the Findings

From the study findings, it was noted that more males (63.1%) than females (36.9%) participated in the study. Most of the respondents had secondary education level (56.8%) while 4% were at primary level. The majority were between the age brackets of 26-35 years, it was also noted that there was no respondent above 56 years. On the ranks, the majority were sergeants (34.7%) while the minority of the respondents were superintendent (11.9%). On the experience level, majority had 10 years and above while minority were below 2 years. From the findings it was noted that: social life, job expectation and work environment determines employee separation in the public sector.

5.2 Discussion of the findings

5.2.1 Social Life and Employee Separation

From the study findings, it was found out that social life determines employee separation in the public sector. This was operationalized using: personal issues gender and last but not least work family conflicts. There was a statistical significance relationship between social life and employee separation. This concurs with (Ortega et al., 2007) studies who noted that, to some extent personal stress is universal and cannot be eliminated completely. From the study findings, most respondents neither agreed nor disagreed on the issues: lack of time with family, pressure from work and also gender as the causes of employee separation, although this was followed closely by those who agreed. However majority of the respondents conforms to the idea that those employees who do not open up on their issues tend to quit the most.

5.2.2 Job Expectation and Employee Separation

There was a statistical significant relationship between job expectation and employee separation. This was at 0.001 confidence level which was less than the standard value 0.05. Job expectation was operationalized using: irregular working hours role conflicts and last but not least work load.
The study established that unclear job descriptions really cause employees to quit their jobs. This conforms with the study of Ahuja et al. (2001), who expressed that if employee does not feel satisfied with the job, he or she will blame the organization and thus possess a lower commitment to the job and is therefore, likely to leave sooner or later.

5.2.3 Work Environment and Employee Separation
The study findings established that work environment determines employee separation in the public sector. This was operationalized using: leadership, transparency and last but not least work relationship. There was a statistical significance relationship between work environment and employee separation. This was at 0.001 confidence level which was less than the standard value of 0.05. This study finding concurs with that of Ongori and Agolla (2009), who contended that lack of personal growth in organizations results in career plateau which in turn leads to increased employee intention to quit. The study findings revealed that the respondents strongly agreed on the issue that discrimination in promotions causes employees to quit their jobs. This is seconded by Milne (2007), who in his study pointed out the use of rewards and recognition programmes in knowledge aware organizations, found out that reward and recognition programmes can positively affect motivation, performance and interest within an organization.

5.3 Conclusion
From the study findings it can be concluded that social life, job expectation and last but not least work environment determines employee separation in the public sector. From the study it can also be concluded that some of the respondents were afraid to express their views on certain areas for example on the job expectation, respondents neither agreed nor disagreed on irregular working hours and work load as causes of employee separation. However, the researcher tried to minimize such fear by assuring them that the study was purely for academic purpose. The study also concludes that employee separation in the public sector especially the police service is still high.

5.4 Recommendations
From the study findings it can be recommended that policies need to be put in place so as to minimize employee separation since it is costly to the government.
From the first objective on social life and employee separation, it is recommended that welfare of the employees should really be taken care of since it is what contributes to their exit from the organization. The government should also device ways of reconnecting the employees with their loved ones so as to promote sense of belonging. Last but not least, policies that favour women should be put in place so as to encourage them to work comfortably hence staying long in the organization, since from the study it was found out that more males than females participated.

On the second objective of job expectation and employee separation, it is recommended that employee’s expectations in terms of work load, working hours and job descriptions should be met in order to enhance good working relationship. In case employees work extra hours, they should be compensated in order for them to be motivated hence stay longer in the organization. The public sector human resource, should fairly distribute work related duties in order to encourage employees to work harder hence stay longer bearing in mind that their efforts are being recognized.

Last but not least, work environment is vital in since it determines the employee stay in the organization. The government should come up with policies that enhance conducive working environment among the employees especially the public sector. The management should be trained on good leadership styles in order to equip them on the best management practices so as to lead the employees well. Employees should also be given opportunity for growth in the organization, this should be done fairly and equally across all ranks.

**5.4.1 Recommendations for Further Studies**

This study recommends that the same study should be carried out among the National Police Service in different counties. The researcher also recommends that other studies should use different variables that were not used in their study, for example training and motivation. Last but not least the researcher recommends that another study on the private sector should be carried out in order to compare the results.
REFERENCES


Chtalu, K.A. (2014). *The challenges that were affecting implementation of reforms within Nairobi County*. Unpublished MBA Project, School of Business, University of Nairobi.


Larry, H. (2013). Advanced Statistics in Research: Reading, Understanding, and Writing Up Data Analysis Results. Publisher: Shadow Finch Media LLC.


The National Police Service Act (No 11A of 2011 Article 84)


APPENDICES

APPENDIX I: Letter of Introduction

I am a student at Kenyatta University pursuing a Degree in Master of Business (Human resource). I am currently conducting a study on “Determinants of employee separation in public sector, case of National Police Service, Nairobi County”. Kindly respond to the stated questions with utmost sincerity. All the answers given will be used for academic purposes only; hence confidentiality of information is assured. Please respond to all questions as honest as possible.

Thank you.

Thank you in advance,

Yours faithfully,

Collins Ojwang Maende
APPENDIX II: QUESTIONNAIRE
KENYATTA UNIVERSITY

QUESTIONNAIRE FOR NATIONAL POLICE SERVICE

TOPIC: Determinants of Employee Separation in Public Sector

I am kindly requesting you to fill all the information required for the completion of this study. Your contribution towards this research is highly valued and that all the information provided is strictly for academic purposes. Thank you.

GENERAL INFORMATION

Instructions: please provide appropriate answer(s) by ticking where necessary

1. Gender?
   Male    Female

2. What is your age bracket?
   18-25  26-35  36-45  46-55  56 and above

3. What is your highest level of education?
   Primary level  secondary level
   Tertiary level  University level

Any other please specify........................................................................................................

4. Please indicate your rank
   Superintendent  Inspector  Sergeant  Constable

5. How long have worked?
   Below 2 years  2-5 years  5-10 years  Above 10 years
SECTION B: SPECIFIC INFORMATION

Q1. Social life and employee separation in public sector
Key: SD=strongly disagree D=disagree N=neutral A= agree SA= strongly agree

<table>
<thead>
<tr>
<th>Does social life determine employee separation?</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family pressure can cause an employee to quit his/her job</td>
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<tr>
<td>Lack of time with family members can influence employee separation</td>
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<tr>
<td>Too much pressure from the work can trigger employee to quit the job</td>
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<tr>
<td>Gender determines the level of employee separation</td>
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<tr>
<td>Employees who do not open up on their stress issues tend to quit as a last resort</td>
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</tbody>
</table>

Q2. Job expectations and employee separation in public sector
Key: SD=strongly disagree D=disagree N=neutral A= agree SA= strongly agree

<table>
<thead>
<tr>
<th>Do job expectations determine employee separation?</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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<th>SA</th>
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<tbody>
<tr>
<td>Unclear job descriptions tend to confuse employees hence causes them to quit</td>
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<td>Role conflicts tend to demotivate employees to an extend of them quitting</td>
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<td>Extreme working hours discourages employees</td>
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<tr>
<td>Too much work causes employee to think of moving to other jobs</td>
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<tr>
<td>high targets from the organizations tend to causes employees to quit when they do not meet those targets consecutively</td>
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</table>
Q3. Work environment and employee separation in public sector

Key: SD=strongly disagree D=disagree N=neutral A= agree SA= strongly agree

<table>
<thead>
<tr>
<th>Does career development determine employee separation?</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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</thead>
<tbody>
<tr>
<td>Poor work relationship makes employees to quit their jobs</td>
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<td>Lack of transparency in the ways things are done causes employees to quit</td>
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<td>Lack of employee involvement causes them to feel out of place hence causing them to quit</td>
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<td>Poor leadership styles contributes towards employee separation</td>
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<td>Discrimination in terms of promotions makes employees to leave</td>
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</table>

Q4. In your own opinion do you agree to the following statements on indicators of employee separation in public sector? Please tick

<table>
<thead>
<tr>
<th>Employees dissatisfaction</th>
<th>SD</th>
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<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of organizational commitment</td>
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<tr>
<td>Poor work environment</td>
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</table>

Other specify

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THANK YOU FOR YOUR TIME
APPENDIX III: MAP