

**INFLUENCE OF ORGANISATIONAL HUMAN RESOURCE PRACTICES ON
EMPLOYEE RETENTION IN IDEAL SECURITY SERVICES IN KENYA**

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DECLARATION AND APPROVAL

Declaration by the Candidate

This research thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

I dedicate this thesis work to my family for providing me with the necessary moral support throughout the process.



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I wish to extend my heartfelt gratitude to God for according me the energy, sound health, as well as comprehension all over my academic journey. I take great pleasure in expressing gratitude to the individuals who have contributed to the realization of this thesis. The writing of this thesis wouldn't have been achievable devoid of the invaluable input, and hold up from my supervisor, Dr. Ibrahim Nyaboga for his tireless efforts and patient guidance have been instrumental in shaping this work. I extend my heartfelt appreciation to my family for providing me with the necessary moral support, as well as to my lecturers who assisted me in obtaining research materials. Lastly, I offer my sincere regards and blessings to everyone who have supported me in any way throughout the journey of realizing this thesis is successful. Your invaluable support has played a crucial role in its successful culmination.

ABSTRACT

In today's competitive business environment, attracting and retaining a dedicated workforce is paramount for organizational success. This study investigated the key strategies influencing employee retention within Ideal Security Services Limited, encompassing both the head office and its eight zonal offices. It was guided by the following objectives: to determine the influence of recruitment and selection on employee retention at Ideal Security Services, to assess the impact of training and development on employee retention at Ideal Security Services, to evaluate the influence of performance management on employee retention at Ideal Security Services, to analyse the impact of the reward system on staff retention at Ideal Security Services. By identifying effective practices for staff retention, this research contributes to the company's competitive edge and operational excellence. Utilizing a descriptive research design, this study targeted a population of 341 employees across the organization. The head office accommodates 51 employees, while the remaining 290 are distributed among the zonal /sub county offices, each with a designated supervisor. A sample size of 181 respondents was selected using stratified random sampling, with simple random sampling employed within each stratum. The researcher administered questionnaires, and collected data was subjected to descriptive statistical analysis, including percentages, means, and standard deviations. Additionally, a multivariate regression model was used to assess the relative significance of five variables—reward system, training and development, performance management, work environment, and recruitment—in relation to staff retention. The study's findings is presented through tables and charts, revealing the substantial relationships between staff retention and its determinants. Specifically, the research explored whether the absence of performance-linked rewards significantly impacts employee retention at Ideal Security Services. It also examines the positive influence of employee involvement in setting performance targets on retention rates. The study further sought to establish the impact of recruitment and selection practices on staff retention and emphasizes the importance of effective recruitment processes in curbing high turnover rates. Furthermore, the study evaluates the role of training and development in preparing employees for greater responsibilities and enhancing communication among peers and superiors. The research aims to recommend improved training strategies that facilitate employee growth, positively affecting performance and ultimately increasing staff retention. Similarly, by investigating the implementation of robust reward systems to motivate employees, the study aims to provide insights that lead to improved performance and enhanced staff retention. This study is geared towards enhancing Ideal Security Services Limited's employee retention strategies. By comprehensively assessing the impact of various factors on staff retention, the research offers valuable recommendations for private organisations aiming to foster employee growth, motivation, and operational excellence.

TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS AND ACRONYMS	xiii
CHAPTER ONE.....	1
INTRODUCTION TO THE STUDY	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	6
1.3 Purpose of the Study.....	8
1.5 Research Questions	8
1.6 Significance of the Study.....	9
1.7 Scope of the Study	10
1.8 Limitations of the Study	12
1.9 Delimitation of the study	14
1.10 Assumptions of the study	14
1.11 Operation Definition of key terms.....	14

CHAPTER TWO.....	16
LITERATURE REVIEW	16
Introduction	16
2.2 Empirical literature	17
2.2.1 Introduction	17
2.2.2 Influence of Recruitment and Selection on Employee Retention.....	17
2.3.3 Influence of Training and Development on employee retention.....	18
2.3.4 Influence of Performance Management on employee retention.....	20
2.3.5 Influence of Reward System on employee retention.....	22
2.3.6 Influence of Working Environment on employee retention.....	24
2.3.7 Employee Retention	27
2.3 Theoretical Review/literature	29
2.3.1 Hierarchy of Needs Theory	30
2.3.2 Expectancy Theory	32
2.3.3 Equity Theory	34
2.4 Conceptual Framework	35
CHAPTER THREE	41
RESEARCH METHODOLOGY	41
3.1 Introduction	41
3.2 Research Design	42
3.3 Location of the study	42

3.4 Population Targeted.....	43
Source: (Ideal security services, Kenya, 2023)	44
3.5 Sampling Procedure and techniques.....	44
3.6 Sample size/population.....	45
3.5 Instruments for Data Collection	46
3.6. Validity of the research instrument	47
3.6.2 Reliability of the research instrument.....	48
3.7 Data Collection methods and Procedures	48
3.8 Proposed data Analysis techniques and Presentation	49
3.9 Ethical considerations.....	49
CHAPTER FOUR	51
Introduction	51
4.1.1 Response rate.....	52
4.1.2 Reliability Analysis	53
4.2 Demographic Information	54
4.3 Recruitment and Selection.....	56
4.4 Training and Development	58
4.5 Performance Management.....	62
4.6 Reward System.....	63
4.7 Working Environment	66
CHAPTER FIVE.....	71

Introduction	71
5.2 Summary of Findings	71
5.2.1 Recruitment and Selection.....	71
5.2.2 Training and Development.....	72
5.2.3 Performance Management.....	73
5.2.4 Reward System.....	74
5.2.5 Working Environment.....	75
5.3 Discussion of Findings	76
5.3.1 Recruitment and Selection.....	76
5.3.2 Training and Development.....	77
5.3.3 Performance Management.....	77
5.3.4 Reward System.....	78
5.3.5 Working Environment.....	78
5.4 Conclusions	78
5.5 Recommendations	79
5.6 Suggestions for Further Studies.....	81
REFERENCES	82
APPENDICES	84
Appendix I: Informed consent.....	84
Part I: Research Questionnaire	85
Declaration:	85

SECTION B: RECRUITMENT AND SELECTION.....	87
SECTION C: TRAINING AND DEVELOPMENT.....	88
SECTION B: PERFORMANCE MANAGEMENT.....	90
SECTION D: REWARD SYSTEM.....	90
SECTION E: WORKING ENVIRONMENT.....	92
SECTION F: TURN OVER RATE.....	93

LIST OF TABLES

Table 3.1: Target Population	32
Table 3.2 : Sampling Frame	33
Table 4.1: Reliability Analysis 1	30
Table 4.2: Period served in the current 1	31
Table 4.3: Period served in the organization 1	31

Table 4.4: Extent that recruitment and selection 1	32
Table 4.6: Extent that lack of career 1	33
Table 4.7: Extent of agreement 1	34
Table 4.8: Agreement with the various st 1	36
Table 4.9: Reward System 1	36

LIST OF FIGURES

Conceptual Framework 1.0	Error! Bookmark not defined.
Figure 4.1: Response Rate 1	29
Figure 4.2: Extent that lack of tying re 1	35

Figure 4.3: Relationship with the superv 1

38

Figure 4.4: Whether employees left the o 1

40



LIST OF ABBREVIATIONS AND ACRONYMS

SR:	Staff Retention,
RS:	Reward System,
TD:	Training and Development,
PM:	Performance Management,
WE:	Work Environment
R&S:	Recruitment and Selection
ISS	Ideal Security Services



CHAPTER ONE

INTRODUCTION TO THE STUDY

Introduction

Employee retention is critical for organizations, influencing their efficiency, productivity, and competitiveness. In Kenya's security services sector, this issue is particularly important. For Ideal Security Services, a leading company in this industry, retaining skilled employees is essential for adapting to evolving threats and maintaining service quality.

This study examines how organizational human resource practices affect employee retention at Ideal Security Services. By analyzing recruitment strategies, training programs, career development, and workplace culture, the research aims to identify effective retention strategies. These insights are vital for organizations seeking to optimize human capital management and achieve long-term success in a competitive landscape.

1.1 Background of the Study

Globally, the importance of employee retention has been recognized across industries. High employee turnover disrupted productivity, escalated recruitment and training costs, and diminished an organization's ability to provide consistent quality services and maintain customer satisfaction. Research conducted on a global scale consistently underscored the significant influence of HR practices on employee retention.

Recent research by Pfeffer (2009) conducted a comprehensive analysis of HR practices and their impact on employee retention on a global scale. Their research

reaffirmed the critical role of HR practices in enhancing employee retention, emphasizing the importance of aligning HR strategies with organizational goals and values. Expanding on this, Pfeiffer highlighted the need for organizations to adopt a holistic approach to HR management, integrating practices such as employee development, performance management, and compensation to foster a culture of engagement and loyalty among employees.

A study conducted in the United States highlighted a positive correlation between investments in HR practices, such as training, compensation, and employee engagement, and employee retention. This study's findings had far-reaching implications, resonating with organizations worldwide. It suggested that proactive measures in HR management could mitigate turnover rates and contribute to long-term organizational sustainability. Moreover, the study emphasized the role of leadership in driving employee retention efforts, emphasizing the need for leaders to prioritize employee well-being and career advancement opportunities.

Recent research by Becker and Huselid (2006) reaffirmed the link between HR practices and organizational performance, emphasizing that HR practices contributed to employee retention and, subsequently, overall organizational success. Building on this, Becker and Huselid advocated for a strategic approach to HR management, where HR initiatives were aligned with business objectives and designed to create a competitive advantage through a committed and skilled workforce.

Zooming in on a regional perspective, we found that the influence of HR practices on employee retention took on unique characteristics in different parts of the world. Within the African continent, including Kenya, this dynamic was shaped by distinct socio-economic and cultural factors. The region's history of colonialism, post-colonial

economic challenges, and diverse cultural landscapes all played a role in shaping HR practices and their impact on employee retention.

In Kenya, the security services sector experienced remarkable growth in recent years, mirroring trends across Africa. Urbanization, increasing security concerns, and rising crime rates had led to a surging demand for security services. This regional context presented both opportunities and challenges for organizations like Ideal Security Services, which found themselves at the nexus of these dynamics. The company had to navigate the complexities of talent acquisition and retention within a competitive market while adhering to regulatory requirements and maintaining high service standards.

Studies conducted within the broader East African region, including Kenya, shed light on the connection between HR practices and employee retention. Kombo (2010) explored factors influencing employee retention within Kenyan organizations, providing valuable insights applicable to the security services sector. Additionally, Owino and Ondieki (2016) delved into the impact of HR management practices on employee retention in the Kenyan public sector, offering a regional perspective on this critical issue. These studies emphasized the need for organizations to tailor their HR strategies to local contexts, considering factors such as cultural norms, legal frameworks, and industry-specific challenges.

Shifting our focus to the local perspective, Ideal Security Services, a prominent player in the Kenyan security services sector, exemplified the intricate dynamics at play within this regional and global context. Ideal Security Services operated within the unique milieu of the Kenyan security landscape, characterized by evolving security threats, regulatory intricacies (PSRA ACT NO 13 OF 2016), and the imperative of building and maintaining customer trust. In this local context, employee retention stood

as a paramount concern for Ideal Security Services. High turnover within the security services industry could have detrimental consequences, including disruptions in service delivery, increased recruitment and training costs, and diminished client satisfaction. It was within this crucible that the influence of organizational HR practices on employee retention within Ideal Security Services emerged as a compelling research inquiry.

Recent research conducted within Kenya's business environment underscored the importance of HR practices in the context of employee retention. A study by Ngure and Kimani (2019) found that organizations in Kenya that prioritized HR practices such as career development, fair compensation, and a supportive work environment tended to have lower employee turnover rates. This local research provided valuable insights into the relevance of HR practices in the Kenyan context. Additionally, the work of Mwangi and Njeru (2017) on talent management practices in Kenyan organizations offered a local perspective on HR strategies that could positively impact employee retention. Their findings emphasized the significance of effective talent management, aligning with the broader goals of Ideal Security Services in retaining and developing its workforce. While global and regional studies offered valuable insights, these local citations underscored the importance of understanding HR practices' influence on employee retention within the specific context of Ideal Security Services and the Kenyan security services sector.

In the subsequent sections, we delved into the methodology employed for data collection and analysis, drawing on surveys administered to Ideal Security Services' employees and interviews with HR professionals and managers within the organization. Through a rigorous examination of this localized data, we sought to unravel the intricate relationship between organizational HR practices and employee retention in Ideal Security Services, providing actionable recommendations tailored to the Kenyan security

services context. Collectively, understanding the influence of organizational HR practices on employee retention was not merely a global or regional concern but also a pressing issue for organizations like Ideal Security Services operating within the Kenyan security services sector. As we embarked on this research journey, we aimed to bridge the gap between global insights and local realities, offering a comprehensive understanding of HR practices' impact on employee retention within this dynamic and evolving industry.

Expanding on this, our research methodology involved a mixed-methods approach, combining quantitative surveys and qualitative interviews to capture a nuanced understanding of employee perceptions and organizational practices. The surveys were designed to assess various aspects of HR practices, including recruitment, training, compensation, and employee engagement. Meanwhile, the interviews provided deeper insights into the experiences and perspectives of employees and managers regarding HR-related issues. By triangulating data from these different sources, we aimed to enhance the validity and reliability of our findings, ensuring a comprehensive analysis of the factors influencing employee retention within Ideal Security Services.

Furthermore, our research extended beyond examining the direct impact of HR practices on employee retention to explore mediating and moderating factors that could influence this relationship. For instance, we investigated the role of organizational culture in shaping employees' attachment to the company and their willingness to stay. We also explored the effects of job satisfaction, work-life balance, and career development opportunities on employees' intentions to remain with Ideal Security Services. By considering these additional factors, we aimed to provide a more holistic understanding of the mechanisms underlying employee retention within the organization.

In addition to analyzing internal factors, our research also considered external influences on employee retention within the Kenyan security services sector. We examined market trends, competitive dynamics, and regulatory changes that could affect Ideal Security Services' ability to attract and retain talent. By staying abreast of industry developments and anticipating future challenges, we aimed to equip the organization with proactive strategies for talent management and retention.

Overall, our research sought to not only identify the key drivers of employee retention within Ideal Security Services but also to offer practical recommendations for enhancing retention efforts. We recognized that addressing employee turnover required a multifaceted approach, encompassing both structural changes to HR policies and cultural shifts within the organization. Therefore, our recommendations spanned various areas, including recruitment strategies, training and development programs, performance management systems, and employee recognition initiatives. By implementing these recommendations in a coherent and coordinated manner

1.2 Statement of the Problem

Organizations strive for a harmonious and productive workplace where employees are motivated, engaged, and inclined to stay for the long term. Employee retention in such an environment is typically high, resulting in reduced recruitment costs, consistent service delivery, and increased customer satisfaction (Pfeiffer, 2009). In the case of Ideal Security Services (ISS), a prominent player in Kenya's security services sector, the workforce that is not only highly skilled but also deeply committed to the

organization's mission of safeguarding clients' interests has been encouraged and retained.

In the current market trends, ISS, like many organizations, grappled with the challenges of retaining its valuable employees. The security industry in Kenya witnessed significant growth due to factors such as urbanization, heightened security concerns, and rising crime rates (Owino & Ondieki 2016). While these trends created opportunities for ISS, they also contributed to the complex landscape of employee retention. ISS faced the persistent challenge of high employee turnover, which not only disrupted its operational efficiency but also escalated recruitment and training costs, hindering its ability to provide consistent, high-quality security services and meet customer expectations (Pfeiffer, 2009).

Furthermore, ISS operated within a distinctive socio-economic and cultural context in Kenya (Kombo, 2010). Local labour market dynamics, regulatory requirements, and the unique expectations of Kenyan employees all played a role in shaping the employee retention challenge. Despite the international body of research linking HR practices to employee retention (Pfeffer, 2009), there existed a gap in the literature that addressed the specific circumstances of the Kenyan security services sector and organizations like ISS (Kombo, 2010).

Therefore, the problem at hand lay in the disparity between the ideal and actual situations in ISS regarding employee retention. ISS aspired to create an environment where HR practices fostered unwavering employee commitment and retention, but it faced the practical challenge of achieving this within the dynamic and delicate landscape of the Kenyan security services sector. Our research sought to bridge this gap by investigating the influence of organizational HR practices on employee retention within

ISS, thereby offering evidence-based recommendations to help the company align its HR strategies with its ideal vision, enhance employee retention rates, and excel in the competitive Kenyan security services industry.

1.3 Purpose of the Study

The primary aim of the study was to examine Influence of Organisational Strategies on Employee Retention in Ideal Security Services in Kenya

1.4 Objectives of the study

- i) To determine effect of recruitment and selection on employee retention at Ideal Security Services in Kenya
- ii) To assess effect of training and development on employee retention at Ideal Security Services. in Kenya
- iii) To evaluate effect of performance management on employee retention at Ideal Security Services. in Kenya
- iv) To analyse effect of the reward system on staff retention at Ideal Security Services. in Kenya
- v) To explore relationship between the working environment and staff retention in Ideal Security Services. in Kenya

1.5 Research Questions

- i) To what degree does the process of recruitment and selection effect the retention of employees at Ideal Security Services in Kenya?
- ii) To what degree does the training and development of employees effect their retention at Ideal Security Services in Kenya?

- iii) How does the performance management affect employee retention at Ideal Security Services in Kenya?
- iv) How does the reward system affect employee retention at Ideal security services?
- v) How does the working environment at Ideal Security Services affect employee retention in Kenya?

1.6 Significance of the Study

The study's findings are expected to bring significant benefits to a many stakeholders, spanning from Ideal Security Services' management to the broader private sector, privately owned agencies, and employers at large. By discerning the factors that influence staff retention, Ideal Security Services' management will undertake suitable measures and adapt policies to tackle the challenges in both attracting and retaining talented employees. This proactive approach is poised to cultivate an environment of enhanced staff morale, thereby elevating service quality and bolstering overall organizational performance.

Additionally, the study enriches the existing pool of knowledge regarding retention strategies within the private security industry. Other private security firms stand to gain valuable insights from this research, enabling them to craft effective strategies tailored to retaining their own talent. Moreover, employers spanning various sectors can get invaluable lessons from the study to refine their employee retention practices, thereby fostering better employee-employer relationships and enhancing job satisfaction.

Notably, the study's implications extend beyond the confines of Ideal Security Services, resonating with employees across diverse sectors. It offers insights into how employees can collaborate effectively with employers to meet their individual expectations, thereby fostering a harmonious work environment. Furthermore, the

study's findings are applicable on a broader scale, aiding institutions across Kenya in comprehending the factors influencing staff retention and improving their own retention practices.

Furthermore, the study holds significance for academics and researchers invested in this field, as it strives to enrich the existing body of knowledge and furnish valuable local data for further exploration. Scholars view the study as pivotal in expanding their comprehension of staff retention and its associated topics, paving the way for future research endeavors and theoretical developments.

1.7 Scope of the Study

This study focused on investigating the key factors influencing staff retention at Ideal Security Services, aiming to recommend tailored interventions to support the company in bolstering and refining its retention practices. Understanding the intricacies of employee retention within Ideal Security Services is essential for addressing any underlying issues and optimizing the company's human resource management strategies.

By delving into various aspects such as job satisfaction, compensation and benefits, career development opportunities, organizational culture, and work-life balance, this research sought to uncover the drivers of employee retention specific to Ideal Security Services. Identifying these factors provides a foundational understanding that enables the development of targeted interventions to enhance retention rates and cultivate a more engaged and committed workforce.

Through a combination of quantitative analysis and qualitative insights, this study aimed to offer evidence-based recommendations for Ideal Security Services to implement effective retention strategies. These recommendations may encompass initiatives such as

enhancing communication channels, refining performance evaluation processes, and providing additional training and development opportunities, revising compensation structures, and fostering a supportive and inclusive organizational culture.

Ultimately, the findings of this study serve as a roadmap for Ideal Security Services to proactively address retention challenges, strengthen employee engagement, and sustain a competitive advantage in the dynamic security services sector. By implementing strategic interventions informed by empirical research, Ideal Security Services can foster a workplace environment where employees feel valued, motivated, and committed to long-term success.

Geographic Scope

This study primarily concentrated on Ideal Security Services (ISS), a prominent security services provider in Kenya, recognized for its significant presence and influence within the local security industry landscape. Data collection and analysis were rigorously conducted within the geographical confines of Kenya, ensuring a focused examination of the factors influencing employee retention within this specific context. While the insights gleaned from this research may offer valuable insights applicable to similar industries or contexts beyond Kenya, the primary scope of this study remained centred on the unique dynamics and challenges prevalent within the Kenyan security services sector.

Time Scope

The study was meticulously planned with a timeline spanning one year, beginning with the development of the concept paper and culminating in proposal creation, data collection, and the presentation of findings. This structured approach ensured thorough preparation, methodical data gathering, and effective dissemination of research outcomes. The initial phase involved conceptualizing the research idea, conducting literature reviews, and defining the theoretical framework. Subsequently, the proposal was formulated, incorporating variables, hypotheses, and methodological strategies. Iterative refinement, feedback incorporation, and feasibility assessments were integral to this phase. Following proposal finalization, the focus shifted to data collection, utilizing various methods such as surveys, interviews, and experiments. Ethical considerations were paramount throughout this phase. Data analysis and interpretation followed, employing statistical analyses and qualitative coding to derive insights. Finally, findings were presented to diverse stakeholders, fostering knowledge dissemination and scholarly exchange. This comprehensive one-year timeline encapsulated the research journey, emphasizing methodological rigor, scholarly inquiry, and effective communication of findings.

1.8 Limitations of the Study

The study encountered certain limitations that need acknowledgment. One such limitation pertained to the potential for bias and prejudice among respondents, which might have impacted the findings. Additionally, time constraints posed significant challenges. Employees faced busy schedules and limited availability, complicating the researcher's efforts to secure their participation. The researcher had to carefully

coordinate and communicate with employees, insisting on the study's value and purpose to motivate their involvement. Patience and meticulous handling of the data collection process were paramount to gather adequate respondent data. Despite these limitations, the researcher diligently endeavored to mitigate them and ensure the study's validity.

To address potential bias and prejudice among respondents, the researcher implemented various strategies aimed at minimizing their influence on the findings. These strategies included ensuring anonymity and confidentiality in data collection, employing neutral language in surveys and interviews, and conducting rigorous data analysis to identify and address any potential biases.

Furthermore, flexible scheduling options were adopted to accommodate participants' busy schedules. This included offering multiple time slots for data collection activities, allowing participants to choose the most convenient option. Additionally, incentives such as gift cards or extra breaks were provided to encourage participation and offset any inconvenience caused.

In terms of communication, an open and transparent dialogue was maintained with participants throughout the study process. This involved clearly explaining the research's purpose and objectives, addressing any concerns or questions raised by participants, and providing regular updates on the study's progress.

Overall, while the study faced several limitations, including potential bias, time constraints, and participant availability, the researcher employed various strategies to mitigate these challenges and ensure the validity of the findings. By implementing measures to minimize bias, accommodate participant schedules, and maintain effective communication, a rigorous and credible study was conducted, yielding valuable insights into the research topic.

1.9 Delimitation of the study

The study was conducted among the staff of Ideal Security Services, encompassing both the headquarters situated in South B, Nairobi, and its branches. These locations served as the target populations from which the researcher sought feedback on factors influencing retention strategies within the organization or firm. This comprehensive approach ensured representation across different operational settings, allowing for a nuanced understanding of retention dynamics within the company. By including staff from both headquarters and branches, the study aimed to capture diverse perspectives and experiences, enriching the depth and breadth of the research findings..

1.10 Assumptions of the study

During the data collection process, the researcher anticipated the staff of Ideal Security Services would respond to the study questions in good faith, without any hindrance due to language barriers. It was expected that participants would provide their feedback sincerely, contributing valuable insights into the research objectives. Moreover, efforts were made to ensure clear communication and understanding among all participants, regardless of language differences. This proactive approach aimed to minimize any potential challenges and facilitate effective data collection, thereby enhancing the reliability and validity of the study findings.

1.11 Operation Definition of key terms

Employee Retention: It refers to Organization's ability to retain valuable staff members for an extended period voluntarily. It involves proactive measures taken by institutions to cultivate an environment that encourages long-term commitment from employees

Retention Cognition: refers to the thoughts and considerations that employees have regarding leaving their current employing organization

Training: The application of formal / informal processes to facilitate the transfer of knowledge and develop the essential skills required for employees to perform their jobs effectively.

Reward system: It refers to programs implemented by a company to recognize and incentivize employee performance, both at individual and group levels. These programs are designed to motivate employees and enhance their job satisfaction.

Performance management: Performance management is a process that aims to effectively manage individuals and teams in order to achieve optimal organizational performance. It involves activities such as goal setting, evaluation, feedback, coaching, and development.

Recruitment and selection: Terms that describe the process of attracting and selecting candidates for employment. In larger businesses, the personnel department typically oversees comprehensive recruitment procedures.

Work environment: refers to the specific location where a task is carried out. In the context of employment, it encompasses the physical geographic setting and immediate surroundings of the workplace, such as an office building or construction site. It also includes factors like air quality, noise levels, and additional benefits provided by the employer, such as free childcare, unlimited coffee, or adequate parking

CHAPTER TWO

LITERATURE REVIEW

Introduction

In the ever-evolving landscape of contemporary organizations, the significance of employee retention cannot be overstated. As businesses seek to thrive in competitive markets, they recognize the critical role played by their workforce in achieving sustainability and maintaining a competitive edge. Employee turnover not only exacts significant financial costs but also disrupts operational continuity, affects overall morale, and impedes the cultivation of a dedicated and skilled workforce. Consequently, it has become imperative for organizations, including those in Kenya's security services sector, to understand the intricate interplay between their human resource practices and the retention of their employees.

The literature underscores the importance of employee satisfaction in relation to job performance and organizational customer satisfaction (Denton, 2000). Satisfied employees are more likely to stay with the organization, reducing turnover rates (Mobley et al., 1979). Numerous studies have established the link between satisfaction, behavioural intentions, and retention (Anderson & Sullivan, 1993). Additionally, employee involvement is highlighted as a key factor that can enhance retention (Arthur, 1994).

In summary, the literature defines retention as an on-going relationship between employees and their organization, influenced by factors such as satisfaction, involvement, and organizational practices. Understanding these factors is crucial for developing effective retention strategies in organizations.

2.2 Empirical literature

2.2.1 Introduction

In this section, an analysis of prior research is provided to elucidate the correlation between retention and strategies outlined in the conceptual framework. The survey incorporates insights from diverse global research sources, integrating various theories, ideas, and standards pertaining to strategies that influence retention within organizations or among individual members. By drawing upon a wide range of scholarly works, this section aims to establish a comprehensive understanding of the factors shaping retention dynamics across different contexts. Ultimately, this part concludes with the conceptual framework, synthesizing the key insights gleaned from the literature review to provide a robust foundation for the subsequent empirical investigation.

2.2.2 Influence of Recruitment and Selection on Employee Retention

Recruitment, as outlined by Belcourt (2005), is the active process of locating potential applicants and encouraging them to apply for job openings. It's a critical function aimed at curbing high turnover rates, which incur various direct costs such as advertising, administrative expenses, supervision, and training. Moreover, turnover impacts morale, motivation, job satisfaction, organizational performance, and customer satisfaction, as emphasized by Mullins (2005).

Flippo (2010) further brings out recruitment as the systematic search for and attraction of prospective employees. Both internal and external sources can be tapped for filling job openings. Internal recruitment offers distinct advantages like stimulating preparation for transfers or promotions and providing insights through work history analysis. To circumvent the repercussions of inadequate recruitment and selection,

organizations should adopt a systematic approach involving job analysis, attracting suitable candidates, and implementing effective selection processes, as suggested by Flippo (2010).

Identifying potential sources of staff and utilizing appropriate recruitment methods is paramount, as highlighted by Mullins (2005). This may entail leveraging various channels such as career advisory offices, universities, private employment agencies, professional firms, personal introductions, advertising, and headhunting. Customizing the recruitment process to mitigate turnover is crucial, and according to Morgeson (2013), the employee selection process can also be structured to identify candidates less likely to leave the organization.

Morgeson (2013) proposes two methods to enhance the selection process: behavioral assessments and structured interviews. Behavioral assessments scrutinize personality traits and relevant background information to predict turnover, providing valuable insights into candidates' strengths and areas for further discussion during interviews. Structured interviews, developed either by the HR team or with the aid of assessment software, aid in evaluating candidates' alignment with job requirements and organizational culture.

By integrating these strategies into the recruitment and selection process, organizations can heighten the chances of attracting and retaining suitable candidates who resonate with their values and objectives.

2.3.3 Influence of Training and Development on employee retention

Training, a fundamental component of effective management, entails providing employees with the essential skills and knowledge necessary to fulfill their job

responsibilities proficiently. As highlighted by Dessler (2005), it holds significant importance in achieving the strategic objectives set forth by the organization. By aligning employee development initiatives with the overarching goals of the company, training plays a pivotal role in the performance management process, ensuring that the workforce is equipped to contribute effectively to organizational success. Whether it's onboarding new hires or up skilling existing staff, tailored training programs are essential to address the diverse needs and skill levels within the workforce.

Building on this notion, Villegas (2006) underscores the direct correlation between training initiatives and employee retention rates. Continuous investment in training not only enhances employees' skill sets but also communicates a sense of value and investment from the organization, fostering loyalty and commitment among the workforce. However, the effectiveness of training efforts is contingent upon the support and guidance provided by management. Without adequate support structures in place, employees may struggle to apply newly acquired skills, leading to dissatisfaction and potentially negating the benefits of training.

Moreover, Bashir et al. (2009) stress the critical role of employee retention in driving organizational success. A multitude of factors, including career advancement opportunities, workplace environment, rewards, and work-life balance, directly influence employees' decisions to stay with a company. Cultivating a positive work culture, offering avenues for career growth, and promoting a healthy work-life balance are instrumental in fostering employee satisfaction and, consequently, retention.

Induction programs, as highlighted by Bell (2010), serve as a crucial component of employee retention efforts. These programs provide new hires with vital information about the organization, their roles, and expectations, facilitating a smooth integration into

the company culture. By instilling a sense of belonging and commitment early on, induction programs contribute to higher employee engagement and retention rates.

Furthermore, Anis et al. (2010) underscore the indispensable role of training in today's rapidly evolving technological landscape. To remain competitive, organizations must invest in ongoing training initiatives aimed at developing employees' skills and keeping pace with advancements in technology. It's imperative that training programs are tailored to address specific performance gaps within the organization, utilizing diverse methods such as on-the-job training, vocational training, and specialized workshops to enhance employee retention and professional development.

In the context of private firms, the practice of bonding officers post-training serves as an additional measure to reinforce employee retention efforts. By requiring employees to commit to a specified period of employment after training, organizations demonstrate their commitment to employee development and loyalty, further solidifying the employer-employee relationship.

In conclusion, training stands as a cornerstone of organizational success, playing a crucial role in employee retention, skill development, and overall performance. By investing in comprehensive training programs and fostering a supportive work environment, organizations can cultivate a motivated and skilled workforce, driving sustainable growth and success in the long term.

2.3.4 Influence of Performance Management on employee retention

Performance management, according to Cummings and Worley (2005), is a multifaceted process encompassing the definition, assessment, and reinforcement of employee work behaviors and outcomes. It involves various practices and methods, such as goal setting, performance appraisal, and reward systems, all aimed at influencing

individual and team performance to achieve organizational goals effectively. Wilson (2005) further elaborates on performance management, describing it as a systematic approach to enhancing performance at both individual and team levels to fulfill organizational objectives proficiently.

One integral component of performance management is performance appraisal, a feedback system involving the evaluation of individual performance by supervisors, managers, or peers. This process serves multiple purposes within organizations, including providing feedback, determining compensation, and supporting employee development and counseling. Performance appraisal acts as a vital link between goal setting, evaluation, and reward systems, ensuring alignment and coherence in the performance management process.

In the realm of performance management, managers are expected to excel in three key areas, as outlined by Cummings and Worley (2005): defining performance through goal setting, measures, and assessment; facilitating performance by identifying and mitigating obstacles to goal achievement; and encouraging performance by providing meaningful and timely rewards in an equitable manner.

While the psychological dimension of expectancy theory emphasizes factors like morale and inner satisfaction derived from work, Dee (2004) argues that the structural approach within expectancy theory offers a more effective means of addressing retention issues. According to Dee, the structural approach provides insights into organizational variables that can be modified by leaders to enhance retention rates. By scrutinizing specific organizational structures and implementing interventions accordingly, the structural approach offers practical strategies for improving staff retention within institutions. This underscores the importance of considering both psychological and structural aspects in addressing retention challenges effectively.

Expanding upon these concepts, it's crucial to recognize the dynamic nature of performance management in today's rapidly evolving organizational landscape. With technological advancements, globalization, and changing workforce demographics, performance management practices must adapt to meet the evolving needs and expectations of employees and organizations alike. This necessitates a proactive approach to performance management that incorporates flexibility, innovation, and continuous improvement.

Moreover, the role of performance management extends beyond the confines of individual employee performance to encompass broader organizational effectiveness. Effective performance management practices contribute to organizational success by aligning individual efforts with strategic objectives, fostering employee engagement and development, and facilitating a culture of accountability and continuous improvement.

In conclusion, performance management is a multifaceted process integral to organizational success. By adopting a comprehensive approach that encompasses goal setting, performance appraisal, and reward systems, organizations can effectively manage and enhance employee performance to achieve strategic objectives. Furthermore, by considering both psychological and structural aspects, organizations can address retention challenges and create a conducive environment for employee growth and success.

2.3.5 Influence of Reward System on employee retention

Retention, as highlighted by Chaminade (2007), is a deliberate and strategic effort undertaken by organizations to create and maintain an environment conducive to fostering the long-term engagement and commitment of employees. The primary objective of retention, as underscored by Samuel and Chipunza (2009), is to mitigate the loss of skilled and experienced personnel, as their departure can have detrimental effects

on organizational productivity, efficiency, and ultimately, profitability. However, in today's challenging economic landscapes, retaining employees has become an increasingly complex and demanding task for managers and HR practitioners, particularly in regions such as sub-Saharan Africa.

One of the traditional and widely employed approaches to managing employee retention and turnover is through the implementation of an effective organizational reward system. Rewards, as defined by William and Werther (2011), encompass various forms of compensation that employees receive in recognition of their contributions to the organization. These may include salary, bonuses, promotions, recognition awards, and other incentives. The management of the reward system is crucial not only for achieving organizational objectives but also for ensuring the retention of a highly skilled and motivated workforce. Insufficient or inadequate rewards can lead to employee dissatisfaction and an increased likelihood of turnover, which can pose significant challenges and costs to the organization in terms of recruitment, training, and lost productivity.

Cummings and Worley (2005) emphasize the pivotal role that organizational rewards play as potent motivators for enhancing employee and workgroup performance, while also fostering high levels of job satisfaction and engagement. Interventions related to reward systems are strategically employed to elicit and sustain desired performance levels across the organization. Rewards that are readily available, durable, timely, visible, and contingent upon performance serve to reinforce and support organizational goals, work designs, and employee involvement initiatives.

Moreover, the alignment of individual actions and objectives with the organization's overarching strategy is essential for the effectiveness of the reward system. As noted by Carell et al. (2011), compensation serves as a systematic approach to

providing monetary value to employees in exchange for their contributions to the organization. Compensation serves multiple purposes, including attracting and retaining qualified talent, maintaining morale and job satisfaction, recognizing and incentivizing high performance, ensuring salary equity and consistency, reducing turnover, fostering organizational loyalty, and influencing union practices. Despite the common goal of recruiting and retaining top talent shared by many employers, the availability and cost of qualified applicants can be influenced by market factors beyond the employer's control. Therefore, compensation directly impacts employee morale, motivation, and job satisfaction, all of which are critical factors in employee retention and organizational success.

Additionally, Carrel et al. (2011) concur that once an organization has successfully recruited new employees, it is imperative that the compensation system does not hinder efforts to retain productive and high-performing employees. Ensuring compensation equity and fairness within the organization is paramount for retaining top talent and maintaining a positive organizational culture. Perceived inequities in compensation can lead to feelings of dissatisfaction, resentment, and ultimately, disengagement, potentially resulting in reduced effort and eventual departure from the organization. Therefore, a fair, transparent, and competitive compensation system is essential for fostering employee satisfaction, engagement, and long-term retention within the organization.

2.3.6 Influence of Working Environment on employee retention

Job dissatisfaction can be a significant factor contributing to staff turnover, particularly in organizations with poor working conditions, undesirable jobs, pay disparities, and limited advancement opportunities (Nzuve, 2007). Job satisfaction, defined by Robbins and Judge (2007) as a positive evaluation of job characteristics, plays

a crucial role in an individual's feelings toward their job. Factors influencing job satisfaction can be categorized into social, cultural, organizational, and environmental factors (Mullins, 2007). Social factors include relationships with co-workers, group dynamics, opportunities for interaction, and informal organization. Cultural factors encompass underlying attitudes, beliefs, and values. Organizational factors involve aspects such as the nature and size of the organization, formal structure, HR policies and procedures, employee relations, the nature of work, technology and work organization, supervision and leadership styles, management systems, and working conditions. Environmental factors encompass economic, social, technical, and governmental influences. These factors can influence job satisfaction in specific circumstances but not necessarily in others.

Creating a work environment that fosters high motivation and makes employees feel valued is a management objective, as highlighted by Macfie (2002). Encouraging employees to take care of their health can positively impact their personal lives and overall business performance. When individuals feel better about managing their lives, they tend to be more creative and productive in their work contributions. Integrating work with other aspects of life and providing purpose to employees' lives is beneficial to management. The Hawthorne Studies emphasized the importance of physical surroundings, interpersonal relationships, and informal work groups in influencing output, communication, group norms, values, worker participation, supervision, morale, and job satisfaction.

To promote team flexibility and adaptability to changing needs, organizations should consider office designs that align with a team-oriented focus. Open office designs facilitate fluid team structures and remove physical barriers that hinder information sharing and learning (Tetenbaum and Tetenbaum, 2001). Many companies have

redesigned their buildings and workspaces to reshape employee attitudes and behaviors. Over the past decade, organizations have reduced personal office space provided to administrative employees by 25 to 50 percent. This reduction can be attributed to both economic factors and job reengineering. With redesigned jobs and a shift from traditional hierarchies to teamwork, the need for large individual offices has decreased. Instead, organizations are allocating extra space for socializing, small group meetings and collaborative problem-solving, creating public spaces where teams can work (Robbins, 2003).

Expanding on the notion of job satisfaction, it's important to recognize that creating a positive work environment involves addressing various dimensions that impact employee well-being and engagement. Beyond the factors highlighted by Robbins and Judge (2007), such as social, cultural, organizational, and environmental aspects, additional considerations may include opportunities for skill development, recognition and rewards, work-life balance initiatives, and leadership effectiveness. By addressing these multifaceted aspects comprehensively, organizations can enhance job satisfaction levels and ultimately contribute to higher employee retention and organizational success.

Moreover, Macfie (2002) underscores the significance of promoting employee well-being as a management objective. Encouraging employees to prioritize their health and wellness not only benefits their personal lives but also yields positive outcomes for overall business performance. Employees who feel supported in managing their physical and mental health are likely to exhibit higher levels of engagement, creativity, and productivity in their professional roles. Integrating wellness initiatives into the organizational culture demonstrates a commitment to employee welfare and can serve as a competitive advantage in attracting and retaining top talent.

Additionally, the Hawthorne Studies remain relevant in highlighting the importance of various environmental and interpersonal factors in shaping employee attitudes and behaviors. By fostering positive relationships among team members, providing opportunities for meaningful engagement, and creating a supportive work environment, organizations can enhance employee satisfaction and overall job performance.

In conclusion, organizations must adopt a holistic approach to promoting job satisfaction and fostering a positive work environment. By addressing the diverse factors that influence employee well-being and engagement, organizations can cultivate a culture of excellence, collaboration, and innovation. This, in turn, can lead to higher levels of employee retention, enhanced organizational performance, and sustained competitive advantage in the marketplace.

2.3.7 Employee Retention

Retention strategies within an organization are fundamental to its operational stability and long-term success, representing its capacity to sustain its workforce over a specified duration. Prioritizing the preservation of high-performing and skilled employees while effectively managing the turnover of underperforming staff is paramount (Carsen, 2005). Employee retention ensures continuity, fosters client satisfaction, drives sales, cultivates a cohesive team dynamic, facilitates succession planning, and preserves institutional knowledge, all of which are essential for organizational growth and resilience (Heathfield, 2002).

Investing in a comprehensive retention program can significantly mitigate the financial burdens associated with recruiting and training new personnel (Abbasi and Hollman, 2009). Elevated turnover rates often stem from job dissatisfaction, especially prevalent in organizations plagued by unfavorable working conditions, undesirable

positions, salary disparities, and limited avenues for career advancement. Employee retention is influenced by both engagement and coercion dynamics; engagement arises when employees establish a meaningful emotional connection with their work, while coercion may be driven by external factors that either encourage attachment or disengagement (Glen, 2007).

In today's dynamic business landscape, attracting and retaining top talent remains a perpetual challenge, particularly amid evolving legal frameworks and regulatory environments (Carrell, 2010). Employee retention is an integral facet of talent management strategies, encompassing a spectrum of activities aimed at attracting, retaining, motivating, and developing exceptional individuals who significantly contribute to organizational success (Armstrong, 2006). Effective human resource practices are pivotal in creating a supportive work culture that fosters growth, development, and innovation, ultimately translating into enhanced service quality and competitive advantages (Hales, 2008).

Acknowledging employee commitment and nurturing a workplace environment conducive to loyalty will assume even greater significance in the foreseeable future (Harris, 2000). While retaining long-serving employees is generally desirable, excessively prolonged tenures may present their own set of challenges (Phillips and Pulliam, 2002). Skillful management of employee retention necessitates a targeted approach, focusing efforts on employee groups whose departure would have the most significant impact on organizational performance. This strategic approach recognizes that losing an average performer within critical departments can potentially be more detrimental than the departure of an exceptional employee from another area (Taylor, 2002).

Moreover, understanding the intrinsic link between employee benefits and retention further underscores the importance of aligning compensation packages with retention strategies. Employees who feel valued and content with their benefits are more likely to exhibit higher levels of motivation and productivity, underscoring the pivotal role of competitive benefits packages in retaining top talent and sustaining organizational success.

2.3 Theoretical Review/literature

While the concept of staff retention has been a subject of interest for years, the depth of research in this area remains somewhat limited. Nonetheless, understanding and effectively managing staff retention are critical for organizations aiming to maintain operational efficiency and drive long-term success. Retention rates serve as crucial indicators of organizational health and effectiveness, demanding attention and comprehension from leadership and human resources professionals alike. Access to accurate and nuanced retention data is essential not only for informed resource planning but also for the proactive prediction and management of turnover trends. However, the current methodologies for measuring retention often lack sophistication, presenting challenges in effectively distinguishing between voluntary and involuntary turnover. Thus, there is a clear need for the development and adoption of more refined measurement techniques capable of discerning various categories of departing employees.

In today's dynamic workforce landscape, characterized by rapid technological advancements and shifting employee expectations, mobility has become a prevalent phenomenon. Employees now view career progression and growth opportunities as essential factors in their decision to stay with or leave an organization (Rodriguez, 2008).

The allure of better prospects elsewhere often prompts individuals to seek new opportunities, especially when they perceive stagnation in their current roles. Research has consistently shown that employees who feel they are continuously developing their skills and advancing their careers are more motivated and committed to their organization's success (Arnold, 2005; Bernsen et al., 2009; Herman, 2005, as cited in Kyndt et al., 2009).

In an ideal scenario, both employers and employees engage in a mutually beneficial cycle of knowledge acquisition, skill utilization, and personal and professional growth. Retaining skilled and experienced employees is paramount for organizations striving to maintain their competitive edge in today's knowledge-based economy. Recognizing that employee knowledge and expertise are invaluable assets, companies are increasingly investing in strategies to retain top talent (Hiltrop, 1999, as cited in Kyndt et al., 2009). To gain deeper insights into the factors influencing retention, organizations can turn to various theoretical frameworks rooted in organizational learning, knowledge management, and employee motivation. By leveraging these theories, organizations can develop tailored retention strategies that align with their unique organizational culture and objectives, ultimately fostering a more engaged and committed workforce.

2.3.1 Hierarchy of Needs Theory

Abraham Harold Maslow (1908-1970), an American psychologist, proposed the influential theory known as the "hierarchy of needs." This theory posits that human needs can be categorized into five levels, starting from basic physiological needs at the bottom and culminating in self-actualization needs at the top. According to Maslow, each lower-level need must be satisfied before the next level becomes a motivating factor.

For instance, individuals must fulfil their biological requirements before they can address their social affiliation needs or focus on personal growth and fulfilment. Maslow's theory recognizes the innate human desire for growth and development. It suggests that motivational programs are more likely to succeed when they address and alleviate deficiencies in these fundamental needs. Maslow developed his hierarchy of needs based on extensive research into the factors that drive human motivation and behaviour, asserting that employers must address all levels of employees' needs to foster genuine commitment to organizational goals.

According to Maslow's theory, a business can address employees' basic needs by providing fair wages, meals, and rest facilities. Safety needs can be met through job security, safe working conditions, and pension schemes. Introducing teamwork and social facilities, such as clubs or sports pitches, can fulfil social needs. Self-esteem needs are related to how others perceive individuals at work and can be supported through rewards such as status symbols, like cars, offices, and new job titles. Allowing employees to acquire qualifications at work can also enhance their self-esteem. Self-actualization, the highest level of needs, involves achieving one's full potential. Businesses must ensure promotion opportunities and encourage employee initiative. Maslow argued that individuals are driven by a constant desire for more, with their wants dependent on what they already have.

To summarize the application of the five levels of needs: Physiological needs include adequate payment for basic necessities like food, shelter, and clothing. Safety needs encompass protective measures like insurance, medical coverage, pension schemes, housing, transport, and job security. Social needs involve fostering a sense of belonging, intimacy, and camaraderie, including informal communication, shared facilities and recognition of trade unions. Esteem needs are fulfilled through support for

education, delegation of responsibility, titles, status symbols, and fringe benefits like cars, bonuses, shares, office size, and equipment. Self-actualization needs involve realizing one's potential, continuous self-development, a sense of accomplishment, and the freedom to be creative. Organizations can create an environment that enables individuals to fulfil their potential through activities like writing, inventions, and occupying important positions. Failure to meet employees' needs at any level in the hierarchy can lead to a lack of fulfilment, prompting them to seek better opportunities elsewhere to satisfy their unmet needs.

2.3.2 Expectancy Theory

The Expectancy Theory of motivation, pioneered by Vroom in 1964 and further refined by Porter and Lawler in 1983, posits that motivation stems from three primary factors: Valence (V), Expectancy (E), and Instrumentality (I). Valence signifies the intensity of an individual's preference for a specific outcome or reward, reflecting their degree of desire for a particular goal. For instance, if an employee strongly yearns for a promotion, then the prospect of promotion holds a higher valence for them. Expectancy denotes the belief in the correlation between effort and performance, indicating the perceived probability that exerted effort will culminate in successful task completion. A high expectancy value of 1 indicates robust confidence in achieving desired performance, whereas a value of 0 implies a lack of faith in the relationship between effort and performance. Instrumentality represents an employee's conviction that completing a task will result in receiving a reward. It encompasses the subjective judgment that the organization values performance and will dispense rewards accordingly. If employees perceive that promotions are contingent upon performance data, instrumentality will be viewed favorably. Conversely, if the basis for such decisions remains opaque, employees

will harbor a diminished estimate of instrumentality. These three factors operate synergistically, and any deficiency in one of them will invariably undermine motivation.

Expectancy theory elucidates how employees' work behavior is influenced by their individual aspirations and expectations. For instance, consider a scenario where a female employee was promised and anticipated the availability of childcare facilities, only to find them lacking due to high demand. This incongruity between expectation and reality can evoke feelings of disappointment and prompt her to contemplate leaving the organization or, alternatively, reducing her level of effort or commitment. In this context, her focus may shift away from pursuing higher-level needs, redirecting instead towards achieving a balance between her professional pursuits and childcare responsibilities. Moreover, her perception of work may undergo transformation as her priorities and orientation evolve. Nevertheless, it is crucial to acknowledge that such circumstances are subject to change over time. As her children mature, her expectations may pivot towards seeking more intellectually stimulating work and assuming greater responsibility. Essentially, this employee's motivation is shaped by dynamic shifts in priorities, expectations, and behaviors, rather than intrinsic drives.

Expectancy theory furnishes managers with a systematic framework for analyzing the motivation process and devising a motivational climate conducive to fostering desired employee behavior. It places emphasis on cognitive variables and individual differences, thereby distinguishing itself from content theories of motivation. However, the theory has not been immune to criticism, particularly for its failure to account for the inherent variability in individuals' valence, instrumentality, and expectancy.

In summary, the Expectancy Theory of motivation offers valuable insights into the intricate interplay between individual perceptions, expectations, and organizational rewards. By understanding and addressing these factors, managers can cultivate a work environment that encourages high levels of motivation, engagement, and performance among employees.

2.3.3 Equity Theory

The Equity Theory of motivation, proposed by Adams in 1965, emphasizes the importance of perceived fairness in the workplace. According to this theory, individuals desire to be treated equitably in comparison to others and strive to avoid inequality. Employees engage in continuous comparisons of their pay, benefits, and working conditions with those of their colleagues or similar groups external to the organization. If employees perceive unfair treatment, it can have a negative impact on their motivation, effort, and overall contribution to the organization.

The 'McClelland achievement motivation theory' is another content theory that suggests achievement-motivated individuals prefer to have influence over outcomes rather than relying on chance. They are inclined to work on problem-solving activities and avoid gambling behaviors. Managers can foster an attitude towards risk by setting moderately challenging yet attainable goals. People often exhibit extreme attitudes towards risk, either embracing wild speculation or minimizing potential losses. Gamblers tend to take high risks as they perceive the outcome to be beyond their control, allowing them to rationalize any personal responsibility for losses. On the other hand, conservative individuals choose minimal risks with modest gains to avoid potential blame. Achievement-motivated individuals strike a balance by preferring a moderate level of

risk, believing that their efforts and abilities can influence the outcome. In the business realm, this combination of aggressive realism is often associated with successful entrepreneurs (Ryan, 1970).

The Equity Theory of motivation posits that individuals are motivated by a sense of fairness and equity in the workplace. When employees perceive that they are being treated unfairly compared to their colleagues, it can lead to feelings of resentment, demotivation, and disengagement. As a result, they may exert less effort, demonstrate lower job satisfaction, and even consider leaving the organization. Therefore, it is crucial for organizations to ensure that their policies, procedures, and practices are perceived as fair and equitable by all employees to maintain high levels of motivation and commitment.

On the other hand, the McClelland achievement motivation theory focuses on the psychological needs and drives that influence individuals' behavior in the workplace. According to this theory, individuals with a high need for achievement are driven by the desire to excel and accomplish challenging goals. They are willing to take calculated risks and actively seek opportunities for growth and advancement. Managers can leverage this motivation by providing employees with tasks and projects that align with their need for achievement and offering recognition and rewards for their accomplishments. By understanding and catering to employees' individual motivational needs, organizations can foster a positive work environment and enhance employee engagement and performance.

2.4 Conceptual Framework

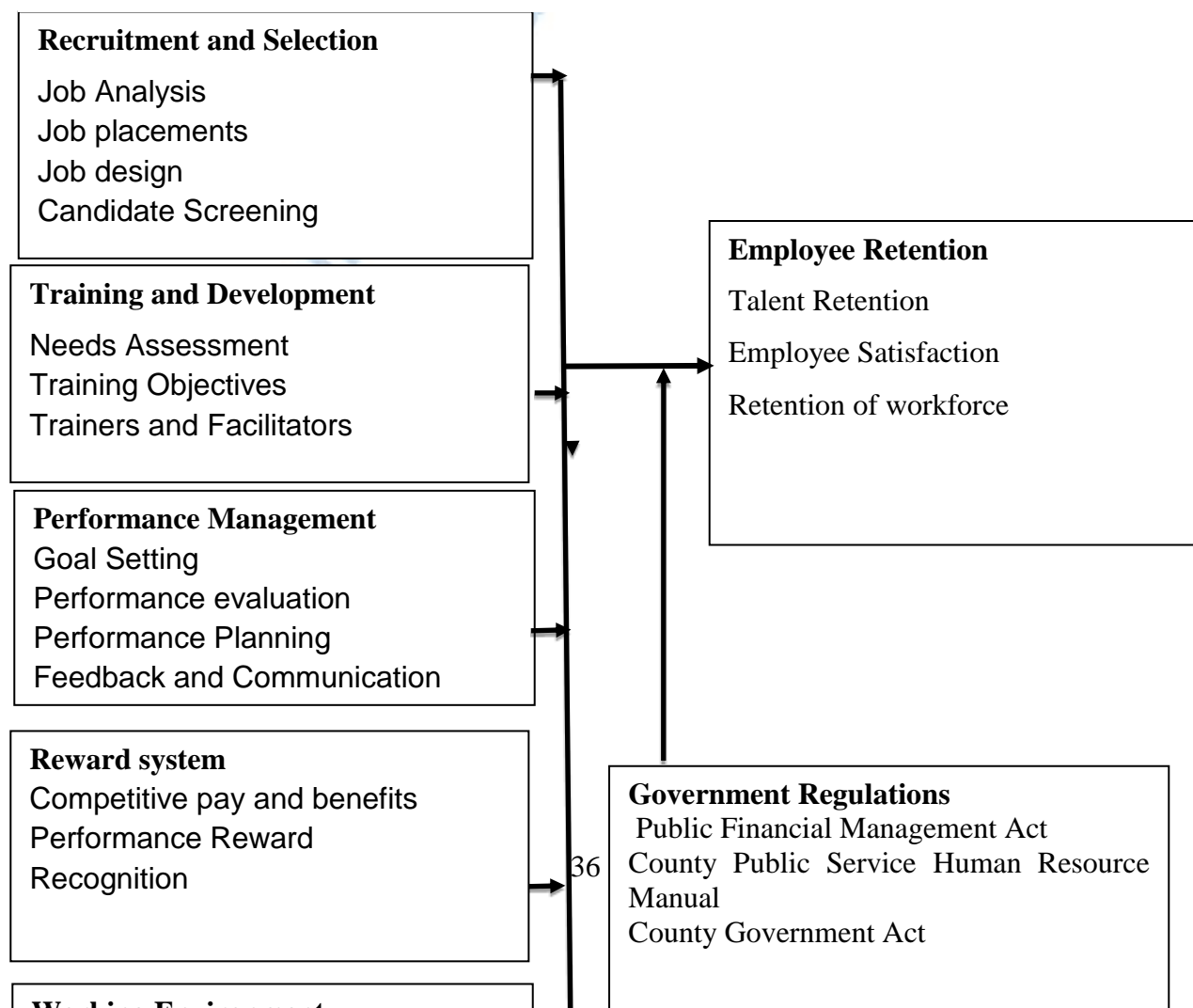
Employee retention is fundamental for the sustained growth of any institution. Retention policies must prioritize retaining high-performing employees and address

factors contributing to job dissatisfaction, such as inadequate working conditions and limited advancement opportunities. Both engagement and coercion play pivotal roles in employee retention: engagement stems from an emotional connection to the work, while coercion is influenced by external factors. In today's evolving business landscape, attracting and retaining top talent presents a formidable challenge. However, effective HR practices can establish a conducive work environment that nurtures individual growth and development. Acknowledging employee commitment and tailoring retention strategies to specific employee groups are vital considerations. Additionally, the correlation between benefits and retention holds significant weight, as satisfied employees tend to exhibit higher levels of motivation and productivity.

Independent Variables

Dependent Variables

Figure 2.0 Conceptual Framework



2.5 Research gap /recap of literature review

Employee retention is a crucial aspect of organizational success, directly influencing productivity, continuity, and overall performance (Huselid, 2000). In the context of Ideal Security Services in Kenya, where the security services industry is highly competitive and talent retention is essential, understanding the influence of organizational strategies on employee retention becomes paramount. While numerous studies have examined employee retention in various industries, limited research specifically addresses the security services sector in Kenya, leaving a significant research gap in this area (Huselid, 2000).

The current literature underscores the importance of effective employee retention strategies, identifying factors such as competitive compensation, career growth opportunities, supportive leadership, and work-life balance as critical determinants of

retention success (Huselid, 2000; O'Reilly & Chatman, 1996). However, there is a lack of research focusing on the unique challenges and opportunities faced by security services companies like Ideal Security Services.

The research proposal sought to fill this research gap by exploring the influence of organizational strategies on employee retention in Ideal Security Services in Kenya. By investigating the effectiveness of retention strategies, examining the impact of organizational culture and leadership practices, evaluating training and development programs, and exploring employee engagement and recognition initiatives, this study aims to provide valuable insights tailored to the security services industry (Huselid, 2000; Rynes, Colbert, & Brown, 2002).

In addressing the research gap, the proposal aimed to contribute to a deeper understanding of how organizational strategies can be optimized to enhance employee retention in the specific context of Ideal Security Services and similar companies in the security services sector in Kenya. The findings from this study were intended to benefit Ideal Security Services in refining their retention efforts and also serve as a valuable resource for other organizations seeking to improve employee retention in this rapidly evolving and competitive industry.

The research proposal aimed to address the research gap by examining the influence of organizational strategies on employee retention in Ideal Security Services in Kenya. Through this investigation, the study aimed to provide essential insights into developing effective retention practices and ultimately contributing to the success and sustainability of security services companies in the region (Huselid, 2000).

Employee retention is not merely about keeping employees within the organization but ensuring that they are engaged, motivated, and committed to contributing to the company's goals and objectives. In a dynamic and competitive industry like security services, where turnover can have significant repercussions on operations and client satisfaction, understanding the drivers of employee retention is imperative. By delving into the organizational strategies implemented by Ideal Security Services and their impact on employee retention, this study aims to provide actionable recommendations for enhancing retention efforts.

Furthermore, examining the role of organizational culture and leadership practices in shaping employee retention can offer valuable insights into creating a supportive and conducive work environment. Effective leadership that values and invests in employee development and well-being can foster a sense of belonging and loyalty among employees, reducing turnover rates and enhancing organizational performance. Similarly, a positive organizational culture that promotes open communication, teamwork, and recognition can contribute to higher levels of employee satisfaction and engagement.

Training and development programs also play a crucial role in employee retention by providing opportunities for skill enhancement, career advancement, and personal growth. Organizations that prioritize employee development demonstrate a commitment to their employees' long-term success and are more likely to retain top talent. Additionally, initiatives aimed at promoting employee engagement and recognition can boost morale and motivation, leading to higher levels of job satisfaction and retention.

In conclusion, the proposed research on the influence of organizational strategies on employee retention in Ideal Security Services in Kenya seeks to address a significant

research gap and provide actionable insights for improving retention efforts in the security services industry. By examining various aspects of organizational strategies, including culture, leadership, training, and engagement, the study aims to offer practical recommendations for enhancing employee retention and ultimately contributing to the success and sustainability of security services companies in the region.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section is dedicated to discussing the selected research design, the participant group under study, the framework guiding sample selection, the data collection method employed, and the approach adopted for data analysis. These elements collectively shape the methodology employed in the study, ensuring rigor and validity in the research process. The research design delineates the overall structure and approach of the study, guiding the researcher in systematically investigating the research questions or objectives. The participant group represents the individuals or entities included in the study, providing insights into the target population under scrutiny. The framework for sample selection outlines the criteria and procedures used to identify and recruit participants, ensuring representation and diversity within the sample. The data collection method delineates the techniques employed to gather information from participants, ranging from surveys and interviews to observations and archival research. Lastly, the approach to data analysis elucidates the procedures and tools utilized to interpret and make sense of the collected data, facilitating the generation of meaningful insights and conclusions. Together, these components form the methodological foundation of the study, guiding its execution and ensuring robustness in research findings.

3.2 Research Design

The study employed a descriptive research design, leveraging questionnaires as the primary data collection instrument. Given the geographical dispersion of the study population across separate branch locations, a survey approach was deemed suitable. The overarching aim of the descriptive research design was to offer a comprehensive portrayal of the current state of affairs (Kothari, 2003). Through this design, the researcher sought to investigate the prevailing circumstances and relationships between variables outlined in the conceptual framework. This design was selected for its efficacy in gathering extensive data from study participants, facilitating a nuanced exploration of the research objectives. Descriptive research, as elucidated by Kothari (2003), entails depicting existing phenomena in their natural settings, focusing on observation and description rather than prediction and control. It provides valuable insights into the characteristics of a population or phenomenon under study, allowing researchers to gain a deeper understanding of the subject matter. By utilizing questionnaires as the primary data collection instrument, the researcher could efficiently gather data from a geographically dispersed study population. This method enabled the examination of various factors outlined in the conceptual framework, elucidating their interrelationships and implications for employee retention. Overall, the descriptive research design was instrumental in fulfilling the study's objectives, providing a comprehensive depiction of the prevailing conditions and facilitating meaningful insights into the research domain.

3.3 Location of the study

Ideal Security is a privately owned private security firm operating in the security industry. The firm has a human resource capacity of 341 employees from the head office to the sub county offices with its head office at Mukoma Road South B, Nairobi, and its eight branches countrywide, and this is where the study is majorly focused. The firm's

core decision-makers are its directors, and it is registered with the Private Security Regulatory Authority (PSRA). The PSRA was established through an act of parliament, specifically Act No. 13 of 2016, to regulate the private security industry and facilitate cooperation with national security organs.

According to the Act, private security firms have certain obligations to fulfil. These include conducting private investigation and consultancy services, providing protection and safeguarding of clients' persons or properties in various ways, offering reactive response services for individual safeguarding, performing private investigator duties, installing, servicing, or repairing security equipment, providing advice on protection or safeguarding of individuals or property, and offering any other type of security service as defined by the Security Act.

ISS also provides manned security, alarm responses, asset tracking, fire safety, and cash management services depending on the customer's agreements.

3.4 Population Targeted

Population refers to the collective group of objects or individuals of interest in a research study, encompassing all elements from which samples are selected for measurement and analysis. In this study, the target population comprised 341 management employees employed by Ideal Security Services within the Nairobi region. These individuals constituted the primary focus of the research, representing the specific group under investigation. By delineating the population, the researcher established the scope and boundaries of the study, guiding the selection of participants and the subsequent data collection and analysis processes. This definition aligns with the fundamental concept of population in research methodology, emphasizing the

importance of clearly defining the target group to ensure the study's validity and generalizability.

Table 3.1: Target Population

Levels	Population Target	Ratio
Top Management	17	5.0
Middle Management	81	23.8
Lower Management	243	71.3
Sub Total	341	100.0

Source: (Ideal security services, Kenya, 2023)

3.5 Sampling Procedure and techniques

The sampling plan provided an extensive overview of the methodology employed to select the sample for the study, encompassing various key details such as the sampling unit, sampling frame, sampling procedures, and sample size. The sampling frame, as defined by Cooper and Schindler (2003), constituted the complete list of all units within the population, serving as the basis for selecting the sample. In this specific study, the sample size of 181 was determined utilizing the formula outlined by Mugenda and Mugenda (2003). This formula factored in the target population of 341, a 95% confidence level, and a margin of error of 0.05, ensuring the robustness and reliability of the sample selection process. The comprehensive sampling plan underscored the meticulous approach taken in ensuring the representativeness and

validity of the study findings, thereby enhancing the credibility and generalizability of the research outcomes.

3.6 Sample size/population

By utilizing the Normal distribution, an estimation of the population proportion was derived.

$$n = \frac{Z^2 PQ}{\alpha^2}$$

In the given formula:

Z represents the Z-value, which in this case is 1.96.

P denotes the population proportion, which is 0.50.

Q represents 1 minus the population proportion, so $Q = 1 - P$.

α represents the significance level, which is 5%.

= 180.86

Approximately 181 people

A stratified random sampling technique was employed in this study to determine the sample size of 181 respondents from a total population of 341 management staff.

Stratified random sampling involves dividing a heterogeneous population into homogeneous subsets and then selecting individuals within each subset to ensure representativeness (Bryman & Bell, 2003). The purpose of using stratified random sampling was to ensure different population sub-groups were adequately represented.

In this study, the population was divided into distinct groups based on their

characteristics, and respondents were selected using simple random sampling within each stratum (Mugenda & Mugenda, 2003).

Table 3.2: Sampling Frame 1 1

Management Levels	Population Target	Ratio	Size of Sample
Top	17	5%	9
Middle	81	23.7%	43
Lower	243	071.3%	129
Total	341	100	181

Source: (Ideal security services ltd, Kenya, 2023)

3.5 Instruments for Data Collection

Both primary and secondary data were utilized in this study to ensure a comprehensive understanding of the research topic. Primary data collection involved administering a questionnaire containing both open-ended and closed-ended questions to gather insights directly from participants. Open-ended questions allowed respondents to freely express their thoughts without predetermined structure, fostering rich qualitative data. Conversely, closed-ended questions provided predefined response options, ensuring standardized data collection and facilitating quantitative analysis.

The closed-ended questions were meticulously designed to ensure easy comprehension, thereby promoting unbiased expression of respondents' views and attitudes. It was imperative to maintain clarity in questionnaire design to prevent confusion among participants and to capture all relevant information accurately.

Questionnaires offered numerous advantages, including the ability to gather important demographic information about the population under study and to address each research question effectively.

Furthermore, the utilization of both primary and secondary data enhanced the robustness of the study findings. Secondary data, gathered from existing sources such as academic journals, industry reports, and organizational documents, provided valuable context and insights into the research topic. By triangulating data from multiple sources, the study aimed to minimize bias and increase the validity of its conclusions.

Overall, the comprehensive approach to data collection, combining both primary and secondary sources, ensured a holistic understanding of the research topic and facilitated rigorous analysis. This meticulous methodology strengthened the credibility and reliability of the study findings, contributing to the advancement of knowledge in the field

3.6. Validity of the research instrument

As Somekh and Cathy (2005) suggested, validity pertains to the accuracy with which a test measures the specific content it is intended to assess. In this study, content validity was employed, which examined the extent to which the data collected using a specific instrument represented the particular domain or content of the concept under investigation. To ensure content validity, expert opinions were sought to evaluate the appropriateness and representativeness of the research questions, as well as to provide recommendations for enhancing the structure of the research tools. The researcher consulted experts in the field of study, particularly the lecturers in the Department of Business Administration, to establish the validity of the research instrument. Their

invaluable insights helped bolster the content validity of the collected data by incorporating necessary revisions and adjustments to the research instrument. This meticulous approach ensured that the data gathered accurately reflected the intended constructs, enhancing the credibility and reliability of the study findings. Additionally, the researcher conducted pilot testing to assess the clarity and coherence of the questionnaire, further strengthening the content validity of the research instrument. Through these rigorous validation processes, the study maintained a high level of confidence in the accuracy and relevance of the data collected, contributing to the robustness of the research outcomes.

3.6.2 Reliability of the research instrument

To ensure the dependability of the research, it was crucial to include multiple comparable items in a measure, examine a diverse sample of individuals, and employ consistent testing procedures. In this study, the researcher handpicked a pilot group consisting of 15 individuals from the target population to evaluate the reliability of the research instruments. Internal consistency techniques, specifically Cronbach's Alpha, were utilized to examine the dependability of the instruments. The alpha coefficient, which ranges from 0 to 1, indicated the level of reliability, with higher values signifying increased dependability. It was generally acknowledged that a coefficient of 0.6-0.7 demonstrated acceptable reliability, while a coefficient of 0.8 or above indicated strong reliability (Mugenda, 2008). It is important to note that the data collected from the pilot group were not incorporated into the actual study to avoid any bias or influence.

3.7 Data Collection methods and Procedures

The researcher distributed the questionnaires to the respondents and asked them to complete them. The questionnaires were delivered in person to all the participants. To ensure a high response rate, the researcher conducted follow-up activities through

personal visits and telephone calls to encourage and facilitate the completion of the questionnaires. This proactive approach aimed to minimize non-response bias and maximize the data quality by ensuring that as many participants as possible completed the questionnaires. Additionally, these follow-up activities provided an opportunity for the researcher to address any questions or concerns raised by the participants, further enhancing the validity and reliability of the collected data. Through these diligent efforts, the researcher sought to establish a strong rapport with the participants, fostering a sense of trust and cooperation that ultimately contributed to the success of the data collection process..

3.8 Proposed data Analysis techniques and Presentation

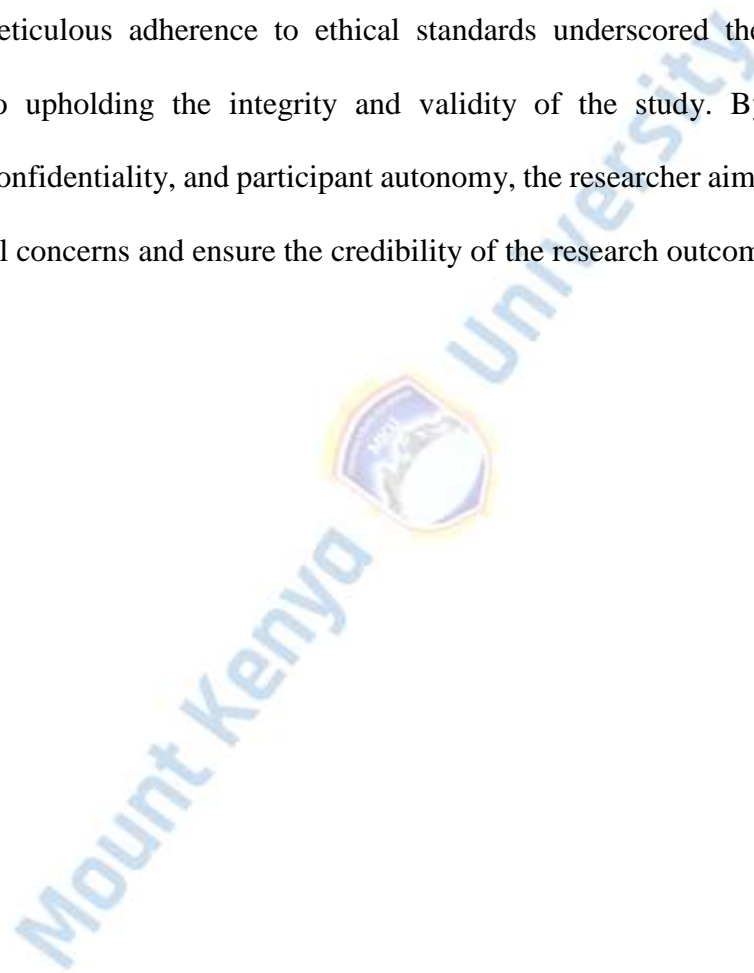
A combination of qualitative and quantitative analysis was employed in this study. The collected data underwent an editing process to ensure accuracy, completeness, and consistency. In order to perform quantitative analysis, the data was transformed into numerical codes that represented the measurements of the variables. The data analysis for this study was conducted using the statistical software SPSS (Version 21). Descriptive statistics, such as percentages, means, and standard deviations, were employed to analyse and summarize the data. The research findings were presented and summarized using tables and charts to provide a clear and concise representation. This comprehensive approach enabled the researcher to delve deep into the data, extracting valuable insights and contributing to a thorough understanding of the research outcomes.

3.9 Ethical considerations

In carrying out the study, ethical issues that could render the study invalid were eliminated. The main ethical issue that received significant attention was the researcher trying to manipulate or control the outcome of the research process to fulfil preconceived notions.

The confidentiality of the data provided by respondents was strictly maintained throughout the research process. Respondents were given the choice of either including their names or remaining anonymous when filling out the questionnaires. Prior authorization was obtained before conducting the research to ensure compliance with ethical guidelines. The principle of self-discipline was adhered to during the data collection process to prevent any form of coercion or intimidation in obtaining the data.

This meticulous adherence to ethical standards underscored the researcher's commitment to upholding the integrity and validity of the study. By prioritizing transparency, confidentiality, and participant autonomy, the researcher aimed to mitigate potential ethical concerns and ensure the credibility of the research outcomes.





CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

Introduction

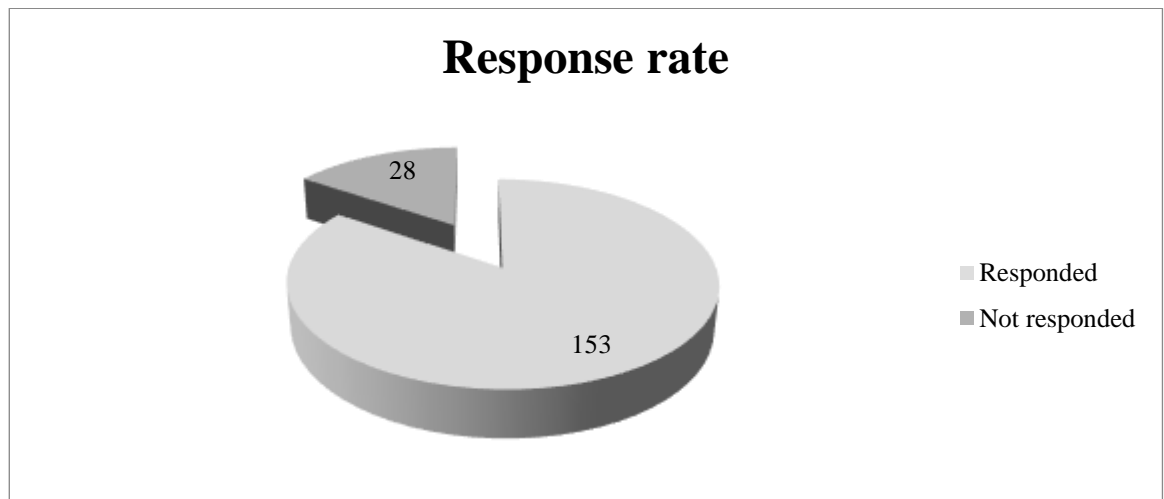
In this section, we delve into the detailed explanation and presentation of the findings. This chapter provides an in-depth examination of the data to elucidate the strategies governing staff retention at Ideal Security Services Limited. It also presents the primary discoveries and outcomes derived from the research, offering a comprehensive insight into the factors influencing employee retention within the organization. Through rigorous analysis and interpretation of the collected data, this section aims to unveil key patterns,

trends, and relationships pertinent to staff retention strategies, thereby contributing to a deeper understanding of organizational dynamics and human resource management practices within Ideal Security Services Limited. By comprehensively exploring the findings, this chapter endeavours to provide actionable insights for enhancing staff retention strategies and fostering a conducive work environment that promotes employee satisfaction and organizational success.

4.1.1 Response rate

The research investigation incorporated a sample group consisting of 181 participants, which included management personnel employed at Ideal Security Services Limited and staff from all eight Sub county offices across the nation. Within this sample, 153 surveys were successfully completed and returned to the investigator, reflecting a response rate of 84.5%, as illustrated in Figure 4.1 below. This response rate is considered satisfactory for the current analysis and aligns with the guideline outlined by Babbie (2002), which asserts that any response rate surpassing 50% is deemed suitable for comprehensive analysis. This robust response rate indicates a high level of engagement from the participants, enhancing the reliability and validity of the study findings. The significant number of completed surveys underscores the thoroughness of the data collection process and ensures a rich dataset for the subsequent analysis.

Fig 4.1: Analysis reliability



Source: Survey Data, 2023

4.1.2 Reliability Analysis

A preliminary assessment was undertaken to gauge the reliability of the questionnaires, involving management of employees from both Ideal Security Service's Nairobi offices and all eight regional/sub county offices in a pilot study. Subsequently, reliability analysis using Cronbach's Alpha—a measure of internal consistency—was employed to evaluate if various items within a scale measure the same construct.

In accordance with Klein's (1999) guideline, an accepted alpha value of 0.7 served as the study's benchmark. Cronbach Alpha was calculated for each objective, forming a scale. The results revealed that the reward system demonstrated the highest reliability ($\alpha=0.827$), followed by training and development ($\alpha=0.803$), working conditions ($\alpha=0.744$), performance management ($\alpha=0.742$), and recruitment and selection

($\alpha=0.701$). This signifies that all the variables were reliable, surpassing the recommended threshold of 0.7.

Table 4.1: Reliability Analysis 1

	The Cronbach's Alpha	No. of Items
Reward system	0. 827	9
Training and development	0. 803	10
The working environment	0.744	10
Performance management	0.742	10
Recruitment and Selection	0.701	17

Source: Survey Data, 2023

All constructs demonstrate acceptable to high reliability, with Cronbach's Alpha values ranging from 0.701 to 0.827.

Constructs such as the reward system and training and development show particularly high reliability.

Constructs with values above 0.7 indicate that the items within each construct are consistent in their measurement, providing confidence in the reliability of the survey instruments used in this study.

4.2 Demographic Information

From the results, it is evident that a significant portion of the participants, specifically 34.6%, reported having held their present role for a duration of four years. Additionally, 26.8% of the respondents indicated that they had been in their current position for one

year, while 22.9% mentioned a tenure of two years in their present roles. Furthermore, 15.7% of the participants reported having occupied their current positions for three years.

Table 4.2: Period served in the current position

	Frequency	%
One year	41	26.8
Two years	35	22.9
Three years	24	15.7
Four years	53	34.6
Total	153	100.0

Based on the results, it is evident that a notable portion of the respondents, specifically 40.5%, reported a tenure of four years with the organization. Furthermore, 20.9% of the participants mentioned they had been with the organization for one year, while 19.6% indicated a duration of two years. Additionally, 19.0% of the respondents reported a tenure of three years with the organization.

Table 4.3: Period served in the organization

	Frequency	%
One year	32	20.9
Two years	30	19.6
Three years	29	19.0
Four years	62	40.5
Total	153	100.0

4.3 Recruitment and Selection

The results highlight that a substantial majority of the respondents, specifically 79.7%, acknowledged the significant impact of recruitment and selection on turnover. Furthermore, 9.2% of the participants stated that it has a very substantial impact, while 7.8% mentioned that it occasionally affects turnover and sometimes it does not. Additionally, 3.3% of the respondents indicated that it has a limited impact on turnover.

Table 4.4: Extent that recruitment and selection affects staff turnover

	Frequency	%
Very great extent	14	9.2
Great extent	122	79.7
Sometimes affect sometimes it does not	12	7.8
To a low extent	5	3.3
To a very low extent	0	0.0
Total	153	100.0

In terms of the impact of employee recruitment strategies on staff turnover at ISS, respondents indicated that several approaches have a relatively minor effect. The mean scores assigned to various strategies reflect this perception:

Searching in databases: 2.310

Executive search/head hunting: 2.280

Professional networks: 2.280

Approaching training institutes or universities for new graduates: 2.162

Posting job advertisements in newspapers or magazines: 2.153

Utilizing job search websites: 2.143

Commissioning procurement agencies: 1.934

Seeking advice from advisory offices: 1.610

These mean scores suggest that these strategies were perceived as having a limited impact on staff turnover based on respondents' evaluations.

Table 4.5: Extent that various employee recruitment practices affects staff turnover at ISS.

	Mean	Standard Deviation
Searching in databases	2.310	1.0260
Executive search/head hunting	2.280	1.1723
Professional networks	2.280	1.0029
Approach training institutes or university to get new graduates	2.162	1.2630
Posting a job advertisement in a newspaper or magazine	2.153	0.9871
Websites that contain information for people seeking jobs	2.143	1.3344
Commissioning procurement agencies	1.934	1.3701
Advisory offices	1.610	0.7134

4.4 Training and Development

The findings reveal that a significant proportion of respondents, specifically 77.7%, believe that career opportunities contribute to staff turnover to a great extent. Furthermore, 10.8% expressed that it has a very great extent of contribution, while 6.1% mentioned a moderate extent, and 5.4% indicated a low extent of impact on staff turnover.

Table 4.6: Extent that lack of career opportunities contribute to staff turnover

	Frequency	%
Very great extent	16	10.8
Great extent	115	77.7
Moderate extent	9	6.1
To a low extent	8	5.4
To a very low extent	0	0.0
Total	148	100.0

The respondents' perspectives on training and development, as factors influencing employee motivation and intent to remain at ISS, are reflected in the following statements:

1. Training effectively prepares employees for assuming additional responsibilities within the organization, as indicated by a mean score of 4.241.
2. In-house training and development contribute to enhanced communication among peers and with superiors, with a mean score of 4.009.
3. Training and development initiatives have the potential to increase staff engagement within the organization, as evidenced by a mean score of 3.783.
4. Post-training, respondents reported an ability to undertake more challenging tasks, with a mean score of 3.756.
5. Opportunities for career growth after training are perceived positively, with a mean score of 3.715.
6. Training has facilitated learning and adaptation to changes within the organization, reflected in a mean score of 3.677.

7. Ongoing training programs to equip employees with skills and knowledge in areas of need are acknowledged, with a mean score of 3.647.

8. Respondents express a proactive approach to learning beyond current responsibilities for personal development, as indicated by a mean score of 3.629.

9. Both on-the-job and formal training opportunities have been received by employees, with a mean score of 3.610.

10. The existence of an induction program for new employees at ISS is recognized, with a mean score of 3.578.

11. Training has positively impacted respondents' perspectives on work and responsibilities, fostering increased confidence, as reflected in a mean score of 3.552.

However, the respondents maintained a neutral stance regarding whether employees are handling job assignments they have been adequately trained for or qualified, resulting in a mean score of 3.425.

Table 4.7: Extent of agreement with various statements about training and development

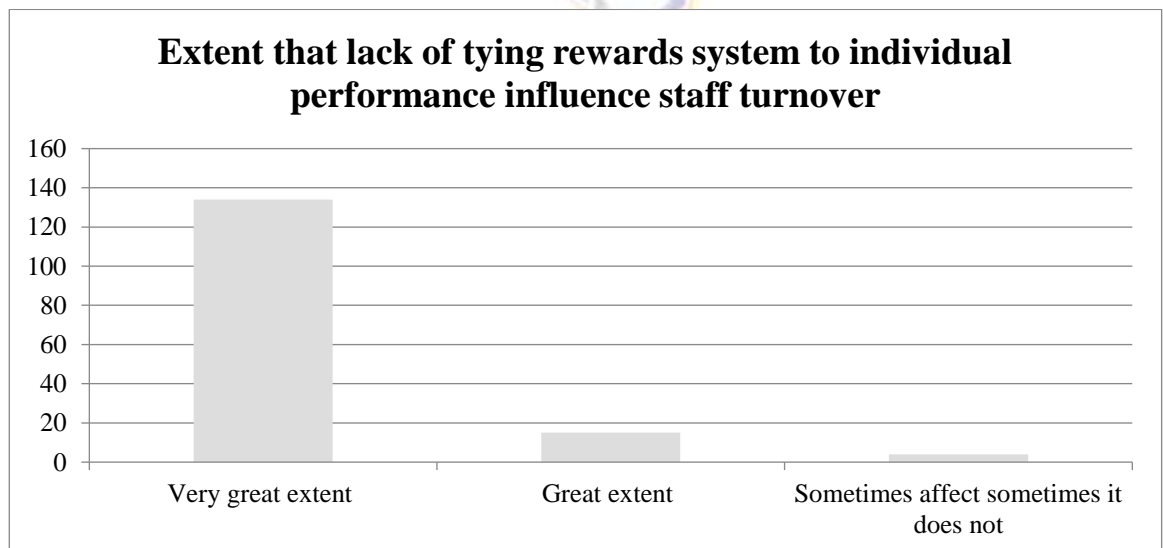
	Mean	Standard Deviation
Training readies employees to assume increased responsibilities within the organization.	4.241	1.3283
In-house training and development enhance communication with both peers and superiors.	4.009	1.3044
Training and development can elevate staff engagement within the organization.	3.783	1.1732
I have the capacity to undertake more demanding tasks after training.	3.756	1.0554
Opportunities for career progression are available after training.	3.715	1.0298
Training has enriched my knowledge and facilitated my adaptation to organizational changes.	3.677	1.2296
Ongoing training programs equip employees with the skills and knowledge needed in relevant areas.	3.647	1.1734
I proactively seize opportunities for learning, extending beyond my current responsibilities for personal development.	3.629	1.3451
I have experienced on-the-job training as well as formal training within the workplace.	3.610	1.0260
ISS implements an induction program for new employees.	3.578	1.0401
Training has positively influenced my perspective on work and responsibilities, boosting my confidence.	3.552	1.4417

The extent to which staff are handling job assignments for which they have been adequately trained or qualified.	3.425	1.2287
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4.5 Performance Management

Based on the findings, it is apparent that performance management is conducted semi-annually at ISS. Moreover, a considerable majority of the respondents, specifically 87.6%, conveyed that the absence of linking rewards to individual performance has a very substantial impact on staff turnover at ISS. Additionally, 9.8% of the participants indicated that it has a substantial impact, and 2.6% noted a moderate impact on staff turnover.

Figure 4.2: Extent that lack of tying rewards systems to individual performance influences staff turnover



Regarding the extent of agreement with various statements about performance management as a factor affecting employee motivation and their intention to stay at ISS, the respondents expressed agreement that employees are involved in setting performance targets, with a mean score of 3.524. However, there was a slight disagreement on the

statements that rewards are tied to individual performance (mean score: 2.324) and that performance reviews are carried out fairly (mean score: 3.209).

Table 4.8: Agreement with the various statements about performance management as a factor that affects motivation of employees and their intention to stay at ISS

	Mean	Standard Deviation
Employees are involved in the setting of targets of performance	3.209	0.9751
Rewards are tied to individual performance	2.324	0.8742
Performance reviews are carried out fairly	3.524	1.0054

4.6 Reward System

Based on the findings, ISS's policy on reward concerning the market was perceived as low. In terms of the extent to which the existing reward system contributed to staff turnover at ISS, a significant majority of the respondents, specifically 84.3%, indicated that the existing reward system contributed to staff turnover to a great extent. Additionally, 9.8% expressed that it contributed to a very great extent, 3.9% to a moderate extent, and 2.0% to a low extent.

Table 4.9: Extent that the existing reward system contributed to staff turnover in ISS

	Frequency	%
To a very great extent	15	9.8
To a great extent	129	84.3
To a moderate extent	6	3.9

To a low extent	3	2.0
To a very low extent	0	0.0
Total	153	100.0

In their evaluation of various statements regarding the reward system and its impact on employee motivation and retention at ISS, the respondents conveyed diverse sentiments. They exhibited a strong preference for receiving overtime pay in cash rather than being granted Time-Off, with a mean score of 3.912. Additionally, they regarded personal recognition from their managers as a potent motivator, reflected in a mean score of 3.867, and commonly reported heightened motivation towards the end of the month compared to other times, with a mean score of 3.862. An annual bonus salary was identified as a significant motivator for diligent work, garnering a mean score of 3.731, and respondents generally believed that employees at ISS were adequately compensated for their efforts, with a mean score of 3.726.

Moreover, there was a consistent willingness among respondents to work extra hours to earn overtime, reflected in a mean score of 3.627. They considered monetary incentives as the most effective approach to achieving the organization's goal of enhancing employee engagement, with a mean score of 3.607, and perceived the reward system at ISS as competitive in the market, garnering a mean score of 3.578. Additionally, they believed that an increase in their pay would lead to improved performance and greater motivation, with a mean score of 3.563, and expressed a preference for receiving meal subsidies as cash instead of using the canteen's services, with a mean score of 3.561.

On the other hand, a neutral stance was adopted regarding the primary motivation for seeking job promotions, with earning a higher pay being just one aspect, as indicated by a mean score of 3.400. Similarly, a neutral perspective was observed regarding the idea of distributing bonus salary awards equally among all employees, irrespective of their performance, with a mean score of 3.372. Some respondents leaned toward preferring Time-Off work over receiving overtime pay, with a mean score of 3.250.

These findings collectively provide nuanced insights into the intricate dynamics of the ISS reward system and its impact on employee motivation and intentions to remain with the organization, with mean scores indicating the level of agreement.

Table 4.10: Extent of agreement with the various statements about the reward system

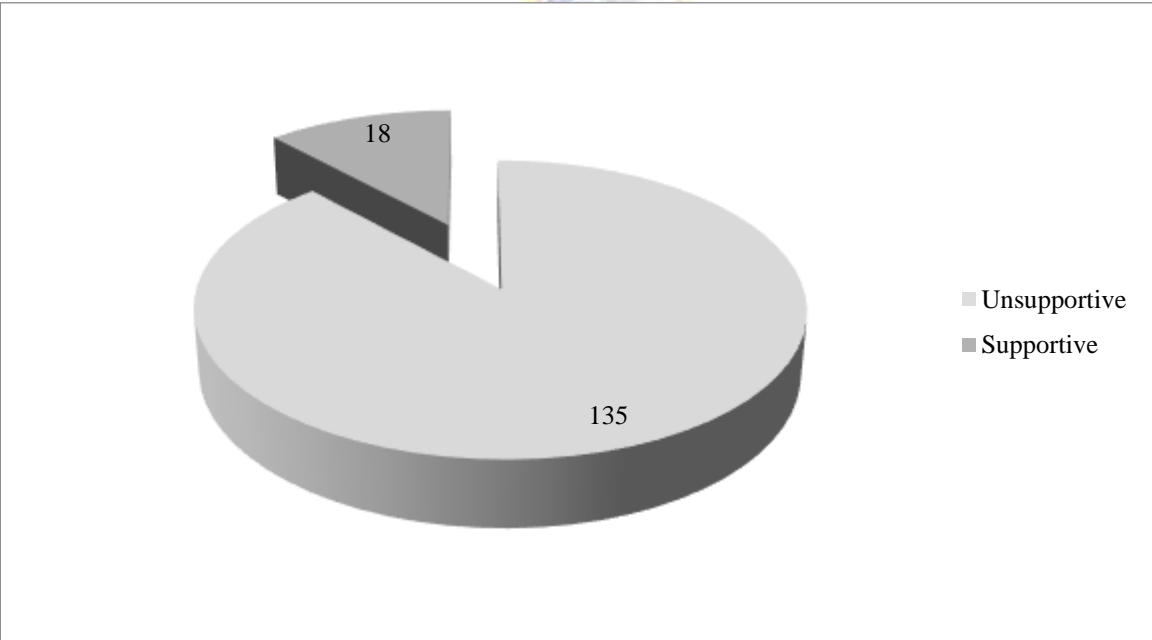
	Mean	Standard Deviation
Prefer Overtime pay in cash over Time-Off.	3.912	1.2200
Manager's personal recognition strongly motivates me.	3.867	0.5681
Typically more motivated at month-end than mid-month.	3.862	1.0585
Annual bonus salary award is a significant motivator for hard work.	3.731	1.4147
Believe ISS employees are fairly compensated for their work.	3.726	1.0734
Always ready to work extra hours for Overtime pay.	3.627	1.0697
Consider monetary incentives the most effective for enhancing employee engagement.	3.607	0.7232
View ISS's reward system as competitive in the market.	3.578	1.0421
An increase in pay would enhance performance and motivation.	3.563	1.0642

Prefer cash meal subsidy over canteen food.	3.561	0.6713
Primary motivation for work promotion is higher pay.	3.400	0.7574
Believe bonus salary awards should be equally distributed among all employees.	3.372	1.1141
Prefer Time-Off work over paid Overtime.	3.250	0.8315

4.7 Working Environment

Based on the results, a significant majority of respondents, specifically 88.2%, reported having an unsupportive relationship with their supervisor. Conversely, 11.8% of the respondents indicated that their relationship with their supervisor was supportive.

Figure 4.3: Relationship with the supervisor 1



Regarding the extent to which the relationship with their supervisor influences their decision to leave their job, the findings suggest that a significant majority of the respondents, specifically 84.3%, felt that their relationship with the supervisor had a great

influence on their decision to leave their job. Furthermore, 10.5% noted a very significant impact, while 5.2% indicated a moderate level of influence.

Table 4.11: Extent that the relationship with the supervisor influences the respondents to leave their job

	Frequency	%
Very great extent	16	10.5
Great extent	129	84.3
Moderate extent	8	5.2
To a low extent	0	0.0
To a very low extent	0	0.0
Total	153	100.0

According to the findings, the respondents agreed as depicted on the table below:

Table 4.12: Extent of agreement with the various statements about working conditions as a factor that affects motivation of employees and their intention to stay at ISS

	Mean	Standard Deviation
I'm able to provide a healthy balance between my work and social life	3.743	1.1283
Am happy with grievances handled in ISS	3.714	0.9871

Am comfortable at my work place	3.654	0.5670
I clearly understand my role as an individual in the department and how my contribution affects the department's performance	3.538	1.1282
Employees suggestions are taken into consideration by management	3.513	1.4363
I feel motivated to work in the present working conditions	2.946	1.1755
Am happy working in the department am in	2.782	1.2431
Am happy with the working relationship with my peers, supervisors and managers	2.752	0.5776
Employees are free to air their views openly concerning their work	2.695	1.2348
Am happy with the safety precautions protecting every worker at the organization	2.459	1.1418
Am happy with the tools provided for my use at work	2.154	0.5134
Am happy with the working hours at the organization	2.091	1.2417

Based on the results, it was reported that 92.8% of the respondents mentioned that employees departed from the organization in the previous year, while 7.2% stated that employees did not leave the organization during the same period.

Figure 4.4: Whether employees left the last one year

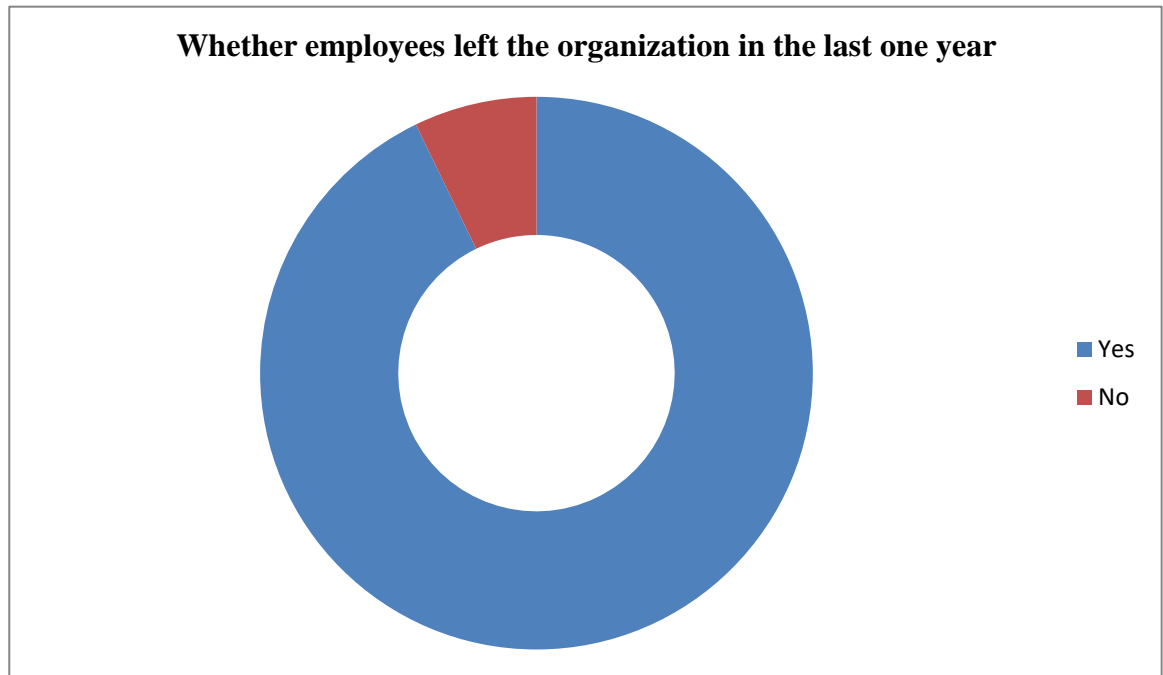


Figure 4.4: Whether employees left the organization in the last one year

It was observed that turnover rates varied across different management levels in the industry during various years. In 2020, the top management experienced the highest turnover, while middle management faced the highest turnover in 2019. Conversely, both 2015 and 2016 saw the highest turnover rates in lower management roles. Throughout the five-year period, top management consistently demonstrated the highest turnover rate. Particularly noteworthy were the years 2009 and 2012, which recorded the highest turnover rates during this examined period. These findings have been visually represented in Table 4.16.

Regarding suggestions to mitigate staff turnover at ISS, respondents proposed several recommendations. These include establishing a well-defined career progression plan, ensuring adequate training and development opportunities, enhancing working

conditions, improving terms of service, recognizing and rewarding high-performing employees, promoting internal talent, refining HR policies, creating a more favourable work environment, strengthening recruitment efforts, setting clear goals and rewarding achievements, organizing retreats to stimulate new ideas and enhance commitment, and addressing employee welfare concerns, including considerations for salary increments.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In this section, I present a thorough recapitulation of essential data discoveries, analyses of these findings, inferences drawn from the study's revelations, and the corresponding suggestions. The emphasis of the recommendations and conclusions revolves around tackling the core objective of this investigation, which aimed to identify the human resources practices impacting employee retention at Ideal Security Services Limited.

5.2 Summary of Findings

In this section, an exhaustive overview is presented, encapsulating crucial data findings pertaining to employee retention practices at Ideal Security Services Limited. The research has pinpointed numerous pivotal factors that wield influence over employee retention within the organization.

5.2.1 Recruitment and Selection

The impact of recruitment and selection processes on employee retention is a critical aspect that warrants attention. Research findings underscore the varying degrees to which different recruitment methods, such as database searches, executive search/headhunting, professional networks, and other approaches, contribute to staff turnover. Recognizing effective recruitment as a pivotal strategy, the study highlights its significance in mitigating high turnover rates within organizations.

The study reveals that a substantial 79.7% of respondents acknowledge the significant influence of recruitment and selection on employee retention. Through an exploration of

diverse recruitment methods, including database searches, executive search/headhunting, and professional networks, the study sheds light on their roles as factors affecting staff turnover. These findings underscore the pivotal role of implementing effective recruitment strategies in addressing and reducing high turnover rates within the organization.

Effective recruitment practices not only attract qualified candidates but also contribute to fostering a positive organizational culture and employee engagement. By aligning recruitment efforts with organizational goals and values, companies can enhance their ability to attract and retain top talent. Furthermore, investing in comprehensive selection processes that assess both technical skills and cultural fit can significantly impact long-term employee retention. By prioritizing retention-focused recruitment and selection strategies, organizations can build a resilient workforce and mitigate the costly effects of turnover.

5.2.2 Training and Development

The study underscores the profound significance of career opportunities as a substantial contributor to staff retention. It illuminates a consensus among employees regarding the positive effects of training and development on their capacity to manage heightened responsibilities, enhance communication skills, and improve overall performance. Continuous training programs, whether on-the-job or formal, were identified as pivotal elements in this context.

A noteworthy 77.7% of respondents in the study firmly believe that career opportunities wield a significant influence on turnover rates. The findings highlight the indispensable role played by ongoing training initiatives, both on-the-job and formal, in shaping and

bolstering career opportunities. Consequently, these initiatives contribute significantly to staff retention within the organization.

Investing in employees' professional growth and development not only enhances their skills and competencies but also fosters a sense of loyalty and commitment to the organization. By providing avenues for advancement and continuous learning, companies can empower their workforce to thrive and succeed in their respective roles. Moreover, offering clear pathways for career progression can instill a sense of purpose and fulfillment among employees, reducing the likelihood of turnover. Therefore, prioritizing career opportunities and investing in comprehensive training and development programs are essential strategies for enhancing staff retention and sustaining organizational success.

5.2.3 Performance Management

The study brought to light that at ISS, performance management processes occur semi-annually. It was underscored that the absence of linking rewards to individual performance had a notable impact on staff turnover. Additionally, the active involvement of employees in setting performance targets emerged as a noteworthy aspect.

The findings indicate that the semi-annual performance management processes at ISS play a substantial role in staff turnover, with a significant 87.6% of respondents confirming this impact. The study emphasizes the substantial effect of not tying rewards to individual performance and acknowledges the importance of employees' direct engagement in the formulation of performance targets.

The study's revelations shed light on the critical role of performance management practices in influencing employee retention. The semi-annual nature of performance

evaluations at ISS not only provides regular feedback but also serves as a platform for setting expectations and goals. However, the absence of a direct link between performance and rewards can undermine employees' motivation and sense of fairness, leading to increased turnover.

Furthermore, the active involvement of employees in the performance management process is crucial for fostering ownership and accountability. When employees participate in setting their performance targets, they are more likely to feel a sense of ownership over their work and strive to meet or exceed expectations. This participatory approach also facilitates communication and alignment between employees and management, fostering a culture of transparency and trust.

In conclusion, the study highlights the need for organizations like ISS to reevaluate their performance management practices to better align with employee retention goals. By ensuring that rewards are tied to individual performance and involving employees in setting performance targets, organizations can create a more conducive environment for employee engagement, motivation, and retention.

5.2.4 Reward System

The study revealed that the current reward system has a substantial impact on staff turnover, acknowledged by 84.3% of respondents. Employees expressed a preference for receiving overtime payments in cash, placing value on personal recognition from their managers, and indicating higher motivation levels towards the end of the month. Key motivators also included annual bonus salary awards, fair compensation, and opportunities for additional earnings through overtime. The study highlighted that monetary incentives are effective in enhancing employee engagement. The competitive

nature of the reward system and the possibility of pay increases were additional factors noted. Notably, employees showed a preference for cash meal subsidies over canteen food.

5.2.5 Working Environment

The study highlighted a prevalent perception among many employees of an unsupportive relationship with their supervisors. Despite this, employees reported satisfaction with their ability to maintain a healthy work-life balance, contentment with grievance handling procedures, comfort in their workplace, and a clear understanding of their roles within their respective departments. Another positive aspect identified in the working environment was the consideration of employee suggestions by management.

The findings underscore the significance of the employee-supervisor relationship, as it is evident that an unsupportive relationship with one's supervisor significantly contributed to employee turnover, with a notable 88.2% of respondents affirming this impact.

The study's revelations shed light on the critical role of the supervisor-employee relationship in shaping employee retention and overall job satisfaction. While employees may experience challenges in their relationship with their supervisors, they still find fulfillment in other aspects of their work environment. This suggests that while the supervisor-employee relationship is crucial, it is not the sole determinant of employee satisfaction and retention.

However, the high percentage of respondents attributing turnover to an unsupportive relationship with their supervisors underscores the need for organizations to prioritize efforts to improve communication, support, and trust between supervisors and their team members. Building strong, positive relationships between supervisors and employees can enhance morale, productivity, and ultimately reduce turnover rates.

Furthermore, the study's findings highlight the importance of management's responsiveness to employee feedback and suggestions. By actively considering and implementing employee suggestions, management demonstrates a commitment to employee engagement and empowerment, which can positively impact job satisfaction and retention.

In conclusion, while employees may face challenges in their relationship with their supervisors, other positive aspects of the work environment contribute to overall satisfaction. Nevertheless, addressing issues related to the supervisor-employee relationship is crucial for reducing turnover and fostering a supportive and productive workplace culture.

5.3 Discussion of Findings

5.3.1 Recruitment and Selection

The research outcomes concerning recruitment and selection highlight the pivotal role these procedures hold in diminishing employee turnover. Transparent and efficient recruitment practices emerged as crucial in aligning employee expectations and elevating overall performance. These findings resonate with the perspective presented by Becourt (2005), emphasizing the pivotal nature of effective recruitment in decreasing the probability of heightened turnover. Embracing and applying superior recruitment methodologies can substantially enhance employee contentment and bolster retention within the organizational framework.

Furthermore, the study underscores the importance of aligning recruitment and selection processes with organizational goals and values. By ensuring that recruitment practices are transparent and align with the company's culture and objectives, organizations can

attract candidates who are not only qualified for the job but also fit well within the organization's culture. This alignment contributes to greater employee satisfaction, as employees feel a sense of belonging and alignment with the organization's mission and values.

Moreover, the study highlights the need for continuous improvement in recruitment and selection processes. As the business landscape evolves and organizational needs change, it is essential for companies to adapt their recruitment strategies accordingly. This may involve incorporating new technologies, refining assessment methods, or revisiting job descriptions to ensure they accurately reflect current requirements.

By investing in superior recruitment and selection practices, organizations can proactively address turnover challenges and cultivate a workforce that is engaged, motivated, and committed to achieving organizational success.

5.3.2 Training and Development

The research underscored the crucial importance of training and development in bolstering employee retention. It highlighted the pivotal role played by continuous training programs and emphasized the positive outcomes of empowering employees to assume additional responsibilities.

5.3.3 Performance Management

The study recognized performance management processes as integral to staff retention. It underscored the necessity of linking rewards to individual performance as a strategic approach to diminish employee turnover.

5.3.4 Reward System

The results emphasized the importance of a well-structured reward system in retaining employees. It underscored the preference for cash-based overtime pay, personal recognition, and other motivators as key strategies for employee retention.

5.3.5 Working Environment

The study acknowledged various aspects of the working environment, encompassing both positive and negative facets. Although relationships with supervisors were perceived as unsupportive, employees expressed satisfaction with their ability to balance work and social life, contentment with grievance handling procedures, and clarity regarding their roles within the organization.

5.4 Conclusions

The study's findings lead to several significant conclusions. Recruitment and selection processes play a pivotal role in staff retention, as affirmed by nearly 80% of respondents. It is imperative for employers to refine their recruitment methods to positively impact turnover rates and help employees meet performance expectations.

Career development stands out as a vital contributor to staff retention, acknowledged by almost 78% of respondents. Employers should invest in continuous training programs to enhance employee skills and satisfaction, ultimately reducing turnover.

Performance management processes emerge as a major factor in staff turnover, recognized by an overwhelming 88% of respondents. Strategies such as aligning rewards with individual performance and involving employees in target setting can effectively mitigate turnover.

Recognizing the impact of an efficient reward system, with 84% acknowledging its significance, employers should consider implementing monetary incentives and recognition strategies to enhance employee engagement and reduce turnover.

Supervisor support proves critical in influencing turnover, with 88% recognizing its impact. Employers should prioritize improving supervisor-employee relationships to mitigate turnover rates. Addressing these key areas can significantly contribute to employee satisfaction and retention within the organization.

5.5 Recommendations

To effectively address the findings and conclusions of this study, several recommendations need to be adhered to:

1. Enhance Transparency in Recruitment Processes

Private corporations and firms are advised to prioritize transparency in their recruitment processes. Ensuring clear communication about organizational expectations and career growth opportunities can significantly reduce turnover rates. Periodic reviews and optimizations of recruitment practices should be conducted to align them with evolving organizational needs.

2. Invest in Comprehensive Training Programs

Organizations should allocate resources to develop and implement continuous training programs. These initiatives are crucial for enhancing employees' skills, fostering career

growth, and ultimately improving overall performance. Regular assessments and updates to training content will ensure relevance and effectiveness.

3. Revise and Optimize Reward Systems

A critical aspect of reducing turnover involves evaluating and revising existing reward systems. Elements such as cash-based overtime pay, personalized recognition, and other motivational factors should be integrated. This adjustment can serve as a powerful incentive, boosting employee engagement and contributing to decreased turnover rates.

4. Promote Positive Supervisor-Employee Relationships

Organizations should actively encourage the development of positive relationships between supervisors and employees. Providing training programs for supervisors on effective leadership and communication will contribute to a supportive working environment. Addressing the issue of unsupportive relationships specifically can lead to improved overall workplace culture.

5. Establish Regular Employee Feedback Mechanisms

Introducing regular feedback mechanisms is essential for understanding employee concerns and suggestions. This practice facilitates timely issue resolution and allows for continuous improvements in the work environment. A culture of openness to feedback should be cultivated.

6. Consider Flexible Work Arrangements

Recognizing the importance of a healthy work-life balance, organizations may explore the implementation of flexible work arrangements or policies. Such initiatives can enhance employee satisfaction and well-being, contributing to reduced turnover.

5.6 Suggestions for Further Studies

This study underscores the necessity for further research focusing on sector-specific employee retention strategies within the private security industry in Kenya. A more in-depth exploration of the challenges faced in retaining employees would significantly contribute to a comprehensive understanding of the factors influencing staff turnover in this context. Future research endeavours should aim to unveil tailored and effective retention strategies that align with the unique dynamics and demands of the private security sector in Kenya. This would not only enhance the academic understanding of the field but also provide practical insights for organizations to implement targeted measures addressing employee turnover challenges.

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APPENDICES

Appendix I: Informed consent

Ref: Informed Consent for Research Participation.

The purpose of seeking your consent is to kindly request your assistance in filling out the questionnaire for my academic research. The project is titled:

INFLUENCE OF ORGANISATION HR PRACTICES ON EMPLOYEE
RETENTION IN IDEAL SECURITY SERVICES IN KENYA

Let me assure you as a respondent that the information given regarding this questionnaire will be kept as a top secret and no risk either to your job or as an individual neither as an organisation. Kindly note that you will be expected to be engaged in answering the questionnaire and prior to answering it your level of confidentiality regarding the same will be highly encouraged and appreciated. Please note that this is a voluntary exercise and thus am kindly requesting you to volunteer your time and information.

The feedback regarding this exercise will be a top secret and will not be divulged to any media but will be solely used for purposes of this academic research project. All data finding regarding this exercise will be destroyed when findings are finally published.

IT IS COMPLETELY A VOLUNTEER EXERCISE AND YOU ARE FREE TO
CHOSE WHETHER TO ENGAGE IN THE STUDY OR NOT TO AT ANY GIVEN
TIME.

Therefore if you are for the activity please sign below.

Respondents signature..... Date

In case of any queries, you can contact me as per the listed contacts:

Mobile phone 0721725186 or by mail:mmborio@yahoo.com.

Yours sincerely,

Domiciano Marimba,

Aimbal

Researcher.

Appendix II: Questionnaire for members of Ideal security services

I am Domiciano Marimba, a student at Mount Kenya University, currently enrolled in the Master of Business Administration program with a specialization in Human Resources Management. I kindly request your assistance in completing the questionnaire to help me achieve my academic objectives. Rest assured that the information shared will be treated with utmost confidentiality, and the process will uphold the highest levels of integrity.

Part I: Research Questionnaire

Declaration:

The main aim of this research is to investigate the factors influencing employee attrition within ISS. It is essential to recognize that there are no absolute right or wrong answers to the questionnaire. Your responses will be handled with the highest level of confidentiality and will be used solely for academic purposes. Your sincere participation in this survey is greatly valued and genuinely appreciated.

SECTION A:

1. What is your current role or job title in your organization?

2. How Many years have you been to the current position in your organization?

- One year
- Two years
- Three years
- Four years
- Others specify

3. How many years have you been employed at this organization?

- One year
- Two years
- Three years
- Four years
- Others specify

SECTION B: RECRUITMENT AND SELECTION

1) To what extent do you believe that selection and recruitment practices impacts employee turnover?

- a) Very great extent (5)
- b) Great extent (4)
- c) Sometimes affect sometimes it does not. (3)
- d) To a low extent (2)
- e) To a very low extent (1)

2) To what degree do you believe these employee recruitment strategies affect staff turnover in Ideal Security Services Limited?

Strategy	Not at all	Little extent	Moderate extent	Great extent	Very great extent
Advisory offices					
Executive search/head hunting					
Professional networks					
Engaging procurement agencies for commissioning					
Conducting database searches for potential candidates					

Exploring job-seeking websites for relevant information					
Contacting training to institutes or universities to connect with recent					
Graduates Placing job Advertisements in newspapers or magazines					

SECTION C: TRAINING AND DEVELOPMENT

3) How significantly do you think the absence of career opportunities contributes to the turnover of employees?

- a) Very great extent ()
- b) Great extent ()
- c) Moderate extent ()
- d) Low extent ()
- e) Very low extent ()

4) To what extent do you agree with the following statements regarding the impact of training and development on employee motivation and retention at ISS? Use a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree

	1	2	3	4	5
ISS have an induction programme for new employees					
There are ongoing training programs in place at ISS to enhance employees' skills and knowledge in relevant areas					

There are opportunities for growth after training (to follows career paths)					
Staff at ISS are adequately trained or qualified to handle their job assignments					
I have been provided with opportunities for both on-the-job and formal training at my workplace.					
I actively utilize the opportunity to acquire new knowledge and skills at work, surpassing my current responsibilities in order to foster my personal growth.					
After undergoing training, I have successfully taken on more demanding tasks and assignments.					
Participating in training programs has not only enhanced my knowledge but also facilitated my acceptance of organizational changes.					
Training has provided me with a fresh perspective on my work and responsibilities, leading to increased confidence in my abilities.					
Training and development contribute to increased staff engagement within the organization.					
In-company training, and development improve communication among colleagues and with supervisors.					
Training prepares workers towards taking on more responsibilities in the organization					

SECTION B: PERFORMANCE MANAGEMENT

How is performance management carried out in ISS?

- a) Continuous basis (b) Quarterly basis (c) Semi-annually basis (d) Annually basis
- e) Other specify

To what extent would the lack of tying rewards to individual performance influence staff turnover in ISS?

- a) Very great extent ()
- b) Great extent ()
- c) Moderate extent ()
- d) Low extent ()
- e) Very low extent ()

5) To what degree do you concur with the following statements regarding performance management as a factor impacting employee motivation and their intention to remain at ISS? Use a scale of 1 to 5 where 1 is *strongly disagree* and 5 is *strongly agree*

	1	2	3	4	5
Employees are involved in the setting of targets of performance					
Performance reviews are carried out fairly					
Rewards are tied to individual performance					

SECTION D: REWARD SYSTEM

6) What is ISS’s policy on reward in relation to the market?

- a) Premium b) Medium c) Low

To what extent does the existing reward system contributed to staff turnover in ISS?

- a) Very great extent ()
- b) Great extent ()
- c) Moderate extent ()
- d) Low extent ()
- e) Very Low extent ()

To what degree do you concur with the following statements concerning the effects of the incentive system on employee motivation and retention at ISS? Use a scale of **1 to 5** where **1** is **strongly disagree** and **5** is **strongly agree**

	1	2	3	4	5
The reward system at ISS is competitive in the market					
Employees at ISS are adequately compensated for the work they do					
I would be more motivated and perform better if my pay were increased.					
I would rather receive cash payment for overtime work than be taking Time-Off.					
I would prefer to receive the meal subsidy as cash instead of consuming food at the canteen.					
I am always prepared and willing to work additional hours in order to earn overtime.					
I typically experience higher motivation towards the end of the month compared to any other period of the month.					
The primary motivation for seeking promotion at work is to attain a higher salary.					
Annual bonus salary award motivates me to work harder.					

Equal bonus awards for all employees, regardless of performance.					
Monetary incentives improve employee engagement effectively.					
I prefer Time-Off over Overtime pay.					
Personal recognition from my manager motivates me greatly.					

SECTION E: WORKING ENVIRONMENT

How would you describe your relationship with your supervisor? (Tick the variables that describe the relationship)

- i) Supportive () ii) Unsupportive ()

To what extent would your relationship influence your decision to leave ISS?

- a) Very great extent () b) Great extent ()
 c) Moderate extent () d) Low extent () e) Very Low extent ()

7) To what degree do you concur with the statements regarding the impact of working conditions on employee motivation and their intention to remain at ISS? Use a scale of **1 to 5** where **1** is **strongly agree** and **5** is **strongly disagree**

	1	2	3	4	5
Employees suggestions are taken into consideration by management					
I feel at ease in my workplace.					
I find motivation in the current working conditions.					
Employees have the freedom to express their views openly regarding their work.					
I am satisfied with my department.					

I have a clear understanding of my role in the department and how my contributions impact its performance.					
I am content with the safety measures implemented to protect workers.					
I am satisfied with the working hours at the organization.					
I am able to achieve a healthy work-life balance.					
I have a positive working relationship with my peers, supervisors, and managers.					
I am content with the tools provided for my work.					
I am pleased with the way grievances are addressed in ISS					

SECTION F: TURN OVER RATE

8) Did any of the employees leave the organization in the last one year?

- a) Yes b) No

9) What was the turnover rate in the industry over the years?

	2009	2010	2011	2012	2013
Top Management					
Middle management					
Lower management					

10) What recommendations would you suggest that can reduce staff turnover in ISS?

THANK YOU FOR YOUR RESPONSE



Appendix I I I. Authorization documents





REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No 99889

Date of Issue 11 November 2020

RESEARCH LICENSE



This is to Certify that Mr.. DOMICIANO MBORIO MARIMBA of Mount Kenva University, has been granted research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION IN IDEAL SITES IN KENYA for the period ending :

License No NACOSTI/P/23/3130

99889

Applicant Identification

Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification OR



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See overleaf for

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev.
2014)**

Legal Notice No. 108: The Science, Technology and Innovation (Research
Licensing) Regulations, 2014

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.
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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.

National Commission for Science, Technology and
Innovation(NACOSTI),

Off Waiyaki Way, Upper Kabete,

P. O. Box 30623 - 00100 Nairobi, KENYA

Telephone: 020 4007000, 0713788787, 0735404245

E-mail: dg@nacosti.go.ke

Website: www.nacosti.go.ke





IDEAL SECURITY SERVICES LTD
SOUTH GATE CENTRE, MUKOMA RD. SOUTH B
P.O. BOX 6539-0020,
NAIROBI.

30th NOVEMBER, 2023.

REF: DOMICIANO MBORIO MARIMBA – MBA/2020/67664

DATA COLLECTION PERMISSION TO THE ORGANISATION

The purpose of this letter is to allow the above named student who is pursuing Master of Business administration in the department of accounts and finance in school of business at **Mount Kenya University** to undertake data collection at Ideal Security services ltd.

This activity will take place at Ideal security services ltd head office and her branches.

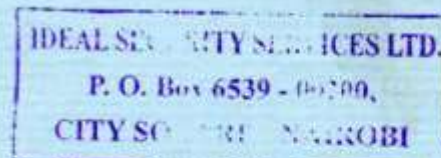
During this period the student is expected to carry the activities without causing any disruption to the organization daily activities and should observe high degree of confidentiality, integrity and honesty.

Kindly accord the student the necessary support.

Thank you.

Muthinja GN,

Regional Manager/Administrator



Our Contacts

DIRECTORATE OF GRADUATE STUDIES

MBA/2020/67664

30th October, 2023

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

Dear Sir/Madam,


RE: DOMICIANO MBORIO MARIMBA - REGISTRATION NO. MBA/2020/67664

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 Human Resource Practices on Employee Retention in Ideal Security Services in 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 **November, 2023 and January, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

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

Mount Kenya University



REF: MKU/ISERC/3256

Date: 13 October 2023

TO: DOMICIANO MBORIO MARIMBA

REG: MBA/2020/67664

Dear Sir/Madam,

RE: INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION IN IDEAL SECURITY SERVICES IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2300**. The approval period is **13/10/2023 - 12/10/2024**.

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,

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

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

INFLUENCE OF ORGANISATIONAL HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION IN IDEAL SECURITY SERVICES IN KENYA

by Domiciano Marimba

Submission date: 11-Sep-2023 08:12AM (UTC+0300)

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