LABOUR TURNOVER IN PRIVATE SECURITY FIRMS IN KENYA: A CASE STUDY OF FUTURE FORCE SECURITY FIRM

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SEPTEMBER 2007

DECLARATION

This management project is my original work and has not been presented for award of a degree in any other university

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This management project has been submitted for examination with my approval as the university supervisor

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DEDICATION

This project is dedicated to David, Tania and Salome- my family and friends.

ACKNOWLEDGEMENT.

ABSTRACT

This research project presents results of the effects of labour turnover on organizations' performance, in Kenya private security firms. It was carried out to establish the factors that influence labour turnover in the private security industry, with specific reference to security guards.

The findings of this study would be useful to the human resource planners within the private security industry. It will enable them gain a better understanding of employees leaving employment hence enabling them plan for the human resources requirement in their organizations. It would also provide management a better and in-depth understanding of why there is need to manage the human resources of the organization. The findings will also help the training managers to design effective induction courses, which will keep turnover rates low during early period of employment, as this stage usually constitutes the highest labour wastage rates. Finally, it will add knowledge to the academic community and stimulate further research in the field of labour turnover in other sectors of the economy. In the carrying out of the research, both self-administered questionnaires and interview guided questionnaires were used in collecting primary data.

The findings of the study indicated that the factors that influence labour turnover are; low pay, sickness, long working hours, misconduct, change of careers, and lack of career prospects. After undertaking the study, the following recommendations were made; that private guards be paid a salary at least within the minimum government requirement. The working conditions of the private security guards need to be improved. Thirdly, the management should be able to create job satisfaction to the employee. This can be done by doing job redesign which involves identifying the elements in a job that create satisfaction and dissatisfaction. Fourthly, since most people are opportunity seekers, employees should be aware of the opportunities that exist inside the organization. Finally the general public should be sensitized on the important role the private security guards play in our society and therefore should not be looked down upon.

TABLE OF CONTENT

CHAPTER ONE: INTRODUCTION

CHAPTER TWO: LITERATURE REVIEW

CHAPTER THREE: RESEARCH METHODOLOGY

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

TABLES AND FIGURES

APPENDICES

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The phenomenon of labour turnover is of interest to organizations and theorists because it is significant (Price, 1977) and potentially costly (Mobley, 1982). Thus no employer can ignore the issue of labour turnover within organizations since the costs of labour turnover make up the largest proportion of operation costs of businesses and organization. This makes manpower planning in an organization imperative. This is because there is great cost if highly qualified, experienced and trained employees leave. In reviewing and monitoring turnover rates and the factors influencing labour turnover, the management can be in a position to improve on these factors hence managing labour turnover.

Regardless of good planning, organizations cannot retain all their employees since in reality, staff wastage has to occur through retirement, transfers, dismissals, natural deaths and resignations (Clowe, 1972.) Every time an employee leaves his or her employer, there are either negative or positive consequences to the organization. (Mungumi 2002) in her study outline the following as the consequences of labour turnover. Hiring costs involving time and facilities for recruitment, interviewing and examining a replacement, secondly, the scrap and waste rates climb when new employees are involved, thirdly, over time pay may result from excessive number of separations, causing trouble in meeting contract delivery dates. Fourthly, training costs involving the time of supervisors, personnel department and trainee.

1

Other reasons include; higher accident rates for new employees, loss of production in the interval between separation of the old employees and replacement , lack of utilizing the production equipment during the hiring interval and the training period, administrative costs of removing from and adding to payroll, loss of highly qualified employees, decreased commitment to those employees remaining in the organization and loss of employees who have the potential for advancement deprives the organization of future opportunities for promotion from within.

The positive consequences of labour turnover are; less stress and better use of skills and renewed interest in work for those who leave, financial advantage; increased innovation, cross breeding between old and new employees, separation creates opportunities to hire from diverse background and to redistribute the cultural and gender composition of the workforce, career opportunities elsewhere for those who leave, reduced labour costs, replacement of poor performance, infusion of new knowledge by new employees, stimulates change in bad policies and increased satisfaction for those who stay.

1.1.1 Labour turnover

Labour turnover within an organization is a normal part of organizational functioning and while a certain level of turnover is to be expected and be beneficial to the organization, excessively high turnover may be dysfunctional to the organization (Armstrong, 2004). Yoder and Staudohar (1982) argued that when an employee leaves an organization, it has a variety of effects that not only impact on the organization but also the individual employee and the wider society.

2

These effects can be positive or negative (Hom and Griffeth, 1995) and a greater understanding process of labour turnover can increase the degree to which organizations and employees within organizations can influence these effects (Dalton, Krackhardt and Porter, 1981; Dalton, Todor and Krackhardt 1982).

According to Armstrong (2004) a minimum level of staff turnover is beneficial to the organization in that, it reduces the task of retrenchment, and also allows recruitment of new employees from outside thus, preventing in-breeding within the organization and introduction of new ideas and innovation from the new employee(s).The minimum rate of labour turnover is determined by the size of the labour force in the organization, the industry, working conditions and remuneration. Whereas there is no universally acceptable rate of labour turn over. 10-15% rate may be acceptable in some organizations. A minimum labour turnover is required for all healthy organizations (Pearce, 1994).

Clowe, (1972) argues that, regardless of good planning, organizations cannot retain all their employees since in reality, staff wastage occur through retirement, transfers, natural deaths and resignations. This study will mainly concentrate on the voluntary resignations of the security guards in the industry. Flippo, (1984) defines turnover as the movement into and out of an organization by the workforce. Therefore being the index of the stability of that particular workforce.

Labour turnover has also been defined as the rate at which employees leave an organization, either voluntarily or involuntarily. Voluntary turnover is when employees having an option to remain with the present employer opt to leave.

On the other hand, involuntary turnover occurs when employees are separated from their employer for reasons outside their control such as retrenchment, dismissals, sickness and death.

Vandenberg and Nelson, (1999) argued that, turnover is an index of organizational effectiveness and warrants attention and understanding *per se*. Therefore management of turnover may have the greatest organizational benefit where it is targeted at encouraging the retention of valued employees, or where the opportunity for change in personnel is capitalized upon, ineffective employees can be replaced with more effective employees (Price, 1977.)

1.1.2 Future Force Security Company

Future Force Security Company was established in 1997 and registered as a private company as per the Kenya laws -Companies Act Cap 486. It is a member of the Kenya Security Industry Association. The company has its head office in Nairobi and branch offices in Nakuru and Mombasa. It offers security services including, installation of alarms, back-up services, road rescue services and guarding. The Company provides services to large organizations including media houses, foreign embassies, the national airport, institutions of learning among others.

Future Force Security Company has a total of one thousand and twenty seven employees of which two hundred and eighty are permanently employed while the rest are casual employees who are not unionized .The Company's mode of operations is different from those of the Kenya police in that, the police seek to protect the public at large, Future Force Security Company operates on a profit motive and is accountable to its clients only and not the general public.

Security guards work at least for twelve hours (12) hours per day, with no lunch breaks hence eating while on duty. As required by Employment law Cap 226 of the Kenya Law, guards are required to work for a total of fifty two hours (52) per week and any additional hours be treated as overtime. This has not been the case for the majority of the security guards since most of them are casual guards irrespective of the duration of their service to the company. As per the Employment laws of Kenya, Cap 226, it is required that, after working for three months continuously, an employee should be confirmed as a permanent employee of the company. This requirement has not been met by most of the security companies. Security guards perform duties of mainly guarding clients' property.

Most guards spend considerable time standing or patrolling their assigned areas. Other duties include driving and guarding armoured vehicles, and delivering cash and valuables to banks, automated teller machines and retail establishments. The salary and wages of the security guards are on the whole guided by the protective security wages council guidelines. These are the agreements entered into between the trade union and a majority of firms in the industry.

The Kenyan government also gives minimum wage guidelines published annually. Despite these regulations, most security companies including Future Force Security company still pay below the minimum requirement It is therefore for these reasons that the company was selected for study.

1.1.3 Security firms in Kenya

Over the past four months, the one activity that has featured prominently in hotels, corporate boardrooms, and public forums, in the streets and on the pages of local dailies is the widespread insecurity that has rocked the country. The wanton killings, robbery, muggings, car-jacking and rampant theft have defied conventional wisdom by continuing to rise against the backdrop of economic recovery (Daily Nation 9th February 2007). This has not only made security a big business in the country, but has prompted the Kenya Security Industry Association (KSIA) to warn investors against engaging the services of fake security companies rushing in to cash on the windfall.

KSIA is a federation of private companies whose core business is the supply of security products and services. The Association has drawn on the Laws of Kenya, internationally accepted technical and systems specifications, and the professional experience of all member companies, to establish a set of benchmarks.

It aims at; establishing and maintaining quality standards and good practices in the industry, providing a central forum to discuss common issues and represent the industry interests, providing a central organization for liaison with government, police, emergency services and other organizations, co-ordinating resources for commercial, professional and public education on security issues, technology and practice, and administrating the KSIA Charter as an effective "customer assurance" programme.All KSIA members (See appendix 1II) are entitled to display the SIA Quality Seal. This will enable the public to distinguish between companies which meet the standards and pledge to the Charter, and those which do not. Each seal will indicate which type or types of security product and service the member provides to KSIA standard. The seal is an authoritative endorsement that a security service company operates in accordance with high standards and strict code of practice.

1.2 Statement of the problem

Future Force Security Company a private firm charged with the responsibility of providing security services, to its clients. Matters of security being sensitive and crucial to most clients, the firm must therefore strive at all times to ensure that the right caliber of employees is recruited. The success or failure of the firm therefore depends to a large extent, on the ability of the company to attract and retain the right people for the job. However, an organization's ability to retain its employees is a function of many factors (Mungumi 2000).

Several studies have been done on labour turnover especially in the western countries such as the United Kingdom. However, there have been conflicting results as to what these factors are and how much each contributes to the turnover incident. For example, Viscussi and Khan (1979), argues in their findings that there is a significant inverse relationship between wages and turnover, wile other researchers argue otherwise.(Martin 1998). Form the previous research findings (Freeman, 1980: Datcher, 1993 and Booth et al, 1996), it was found that labour turnover is related to certain industrial, economic, and demographic factors such as age, sex, education, ethnicity, and length of service among other variables.

In the Security industry, having a high motivated workforce helps in giving an organization a competitive advantage in the dynamic business environment that organizations operate. Furthermore the security industry is labour intensive, therefore what matters most is the number of guards an organization has and their level of competence and commitment to their duties. In this industry, there have been several complaints raised by employees, for instance, poor working conditions, low salary and wages, and harassment. On 12th September 2001, the Kenya Guards and Allied Workers Union, a union representing security guards called a nationwide strike. The strike paralysed operations in the industry nationwide. (Daily Nation, 13th September 2001).

This study therefore sought to investigate the factors that influenced labour turnover in the security firm as a response to the evident conflict between the employer (the security firms) and the employees (the security guards) and the demographic characteristics of the employees likely to quit employment.

8

1.3 Objectives of the study

The objectives of this study were to;

a) Establish the factors that influenced labour turnover in the Future Force Security Company.

b) To establish the demographic characteristics of employees likely to leave employment in the company.

1.4 Significance of the study.

The findings of this study were expected to be useful to the following;

1. The human resource planners within the private security industry.

It will enable them gain a better understanding of employees leaving employment hence enabling them plan for the human resources requirement in their organizations.

2. It would provide management a better and in-depth understanding on the demographic characteristics of the employees likely to quit employment hence helping in planning for demand and supply of labour in the organization.

3. It will also add knowledge to the academic community and stimulate further research in the field of labour turnover in other sectors of the economy.

1.5 Limitations of the study

The study was constraint by the use of current employees as opposed to those who had left, as they would have given the real factors that influenced them to quit. Secondly, the researcher found that most of the respondents were not willing to volunteer information for fear of being victimized at their workplace.

However this limitation were overcame by assuring the respondents that all information will be treated as confidential.

1.6 Scope of the study

The study covered labour turnover in the private security industry with special reference to Future Force Security Firm. This research studied security guards of the Company working in three geographical locations; Nairobi, Nakuru and Mombasa. The study was carried out within a period of one month.

CHAPTER TWO.

LITERATURE REVIEW.

2.1 Introduction

In the current dynamic labour market and competitive business environment, there is need for a strategic human resource planning which enables an organization adopt various flexible patterns of employment, within the context of an organization politics in terms of recruitment, retention, motivation, and training, in order to effect an efficient movement and distribution of employees.

The concept of manpower planning has become of necessity to many organizations, given the fact that organizations are becoming larger with each day, and thus planning for their labour force has become more complicated. There is need for careful forecasting of manpower, by knowing the right number of employees that will be required in the future and the likely numbers that will leave the organization. All these are only possible if the organization carries proper manpower planning. Human resources are considered the most valuable and potentially unpredictable resources which an organization utilizes (Mungumi 2002). If an organization fails to place and direct human resources in the right areas of the business at the right time and the right cost serious inefficiencies are likely to arise creating considerable operational difficulties and likely failure. (Smith, 1971; Bramhan, 1990).

11

Freeman, (1980) argues that, there are two major reasons for analyzing labour turnover, the first being control. The organization must know current levels of turnover before it can decide whether steps need to be taken to reduce this rate. Objective measurement is essential if the cost of labour turnover is to be calculated accurately. Secondly, is the forecasting of the human resources in the organization. If future staffing and recruitment needs are to be estimated reliably. account will need to be taken of past levels of labour turnover.

2.2 Labour turnover

The aggregate data on workers turnover in the United States of America show high rates of labour turnover in the early decades of the twentieth century, substantial declines in the 1920's significant fluctuations during the economic crisis of the 1930's and the boom of the world war II years, and a return to the low rates of the 1920's in the post war era.

Contemporaries expressed concern over the high rates of labour turnover in the early part of the century and conducted numerous studies to understand its causes and consequences. Some of these studies focused on the irregularity in labour demand which resulted in seasonal and cyclical layoffs. Others interpreted the high rates of labour turnover as an indication of worker dissatisfaction and labour relations problems. Many observers began to recognize that labour turnover was costly for the firm (in terms of increased hiring and training expenditure) and for the worker (in terms of irregularity of income flows).

Although turnover rate in the US compare favourably with most other industrialized countries, they are about twice as high as those in Japan. This is because Japanese firms are very reluctant to lay off workers, and workers feel a strong sense of loyalty to their paternalistic organizations (Yoder and Staudohar, 1982).

Labour turnover in Africa has been declining over time. The possible explanation for this is that unemployment levels have been increasing. People may not have alternative employment opportunities and thus can ill afford to give up jobs (Nigam and Singer, (1974). Workers in an organization do quit their respective jobs for different reasons some of which could be personal, organizational, or social. Some of the well-documented justifications for quitting jobs by employees include; leaving for higher earnings and better career prospects, (Nigam and Singer, 1974), secondly; either the quality of top management's decisions decline or new leaders whom employees do not yet trust or feel comfortable with, take the helm, thirdly, conflict with immediate supervisor. Fourthly, one or more colleagues who an employee particularly likes and respects leave the firm thus taking away an affiliation that is very meaningful to that employee.Other reasons include; unfavorable change of responsibilities and employees may leave employment to be with their family members either spouse or children.However, most people often leave for the wrong reasons. That is, they leave without really understanding why they are unhappy or what opportunities; to improve things may exist within the company (Harvard Business School Press, 2002).

2.3 Labour turnover analysis

There are a number of ways of measuring labour turnover. The labour turnover index is also described as the 'crude wastage method'. It expresses the number of separations during a given period, as a percentage of the average number of employees during that period. When using this method, it is important to obtain information on the incidence for different categories of employees, especially those who are most difficult to attract and retain such as knowledgeable and highly skilled workers. The survival rate method analyses the proportion of employees engaged within a certain period who remain with the organization after so many months or years of service. It can be represented graphically as below.

Figure 1.1 Survival Rate

Survival Rate
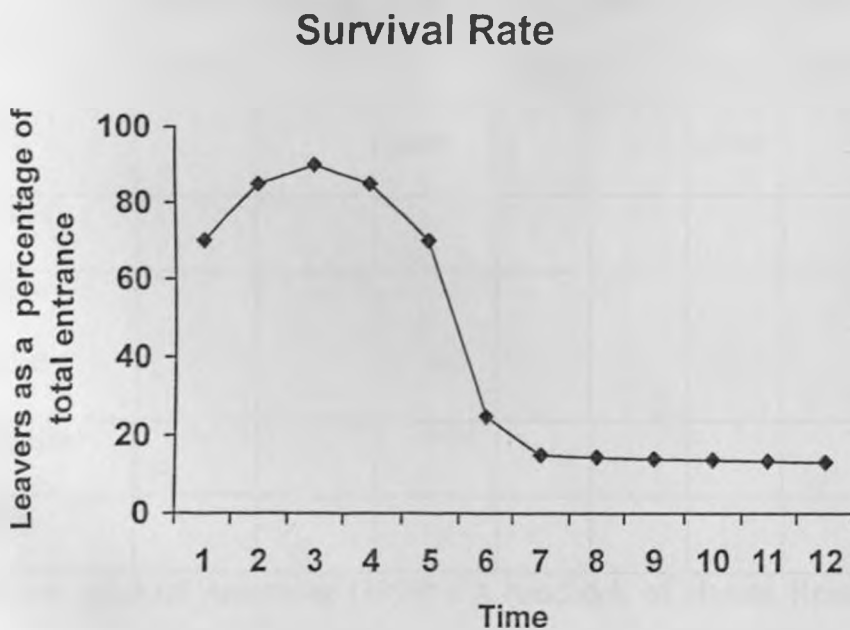
Graph 1.1*Source:* **Michael Armstrong (2004). A handbook of Human Resources Management Practice. Page 376.**

The stability index method uses the formula;

Number of employees exceeding one year's service X 100

Number of employees employed one year ago

This method is considered by many to be an improvement on the turnover index. It shows the degree to which there is continuity of employment.

Another method used is the length of service analysis. An analysis of the average length of service of people who leave is made. This method has one shortcoming in that it only deals with those who leave, leaving those employed. It is illustrated as below.

Table -1.1: length of service analysis.

Occupation	Less than 3 months	3 to 6 months	6 months to 1 year	1 to 2 years	3-5 years	More than five years	Total number leaving	Average number leaving	Index labour turnover
Skilled									
Semi-skilled									
Unskilled									
Total									

(Source: Michael Armstrong (1999) : A handbook of Human Resources Management pp803)

The half – life index method looks at the time taken for a group to reduce to half its original size through wastage process. Comparisons are then made for successive entry for different groups of employees in order to show where action may have to be taken to counter undesirable wastage trends.

2.4 Demographic Characteristics

Age, gender, level of education, experience and marital status are some of the common factors that are likely to influence employees' mobility in the organization. Voluntary labour turnover decreases with increasing age (Young, 1970; Silcok, 1954). This is because changing occupations becomes more difficult and threatening with age.

The typical worker, who is thirty five (35) years of age or above has become involved in an occupation that will engage him or her until retirement and despite occasional signs of discontent, few of such workers entertain serious thoughts of changing occupation.

All researchers agree that labour turnover is higher among females that males especially in married women. These findings can be explained by the fact that women may leave jobs due to family commitments such as resigning to take raise their young family (Freeman, 1980; Blan and Khan. 1981).

Oroni, (2005) in her study found out that the more educated employees especially degree graduates were more likely to quit their jobs than the non graduates. This is attributed to the fact that more educated persons have more job opportunities.

Most researchers (Lane, 1955; Young, 1970; Clowes, 1970; Fowler, 1996) have observed that labour turnover is highly related to the employee's length of service. This means that new employees have higher rates of labour wastage due to induction crisis, among other factors, than employees who have stayed longer with the organization. This can be associated with the fact that workers move less often as they get older and as they get used to their work and the organization and most of them have established relationship with those around them. Mungumi (2002) found out that, employees who are not married have a higher propensity to leave work that the married employees.

2.5 Employee retention strategies

Capelli (2000) suggests that organizations that want to reduce the level of employee turnover should make use of the following retention strategies; Compensation plan.

Even though compensation in not a reliable motivator, it acts as an indicator of the organization's appreciation of the employees' contribution and abilities.Secondly, job redesign which involves identifying the elements in a job that create satisfaction and dissatisfaction. Therefore, enabling the manager to split off the dissatisfying tasks entirely and giving them to another individual who will appreciate the work. Thirdly is job customization whereby the employee is viewed as the 'customer' therefore efforts are made to recognize and satisfy his \her needs. It breaks away from the traditional itemization of tasks and performance expectations, where the employee feels dictated on where, when, and how the job will be done to what, where and how of the job. Fourthly, is "tapping your internal labour market". Since most people are opportunity seekers, be sure that employees are aware of the opportunities that exist inside the organization.

17

Internal postings should be readily available and easy to access. Fifthly, is the hiring the less employment mobile people. Finally, strengthening social ties in the organization. Loyalty to companies may be disappearing but loyalty to colleagues is not'. By encouraging the development of social ties among key employees, companies can often significantly reduce turnover among workers whose skills are in high demand. Reconfiguring linear work processes into team-based processes can also create social ties. Cappeli (2000), concludes by pointing out that, it may be difficult to counter the pull of the market and therefore efforts should be made not to minimize the overall employee turnover but to influence who leaves and when.

Organizations that want to reduce labour turnover of new employees should pay attention to the areas: Recruitment and selection; most employees develop some kind of recruitment and selection process often including a selection test to determine whether applicants are suitable for the job. Where the job involves practical skills. it makes sense to test them at the time of interview (Gooch and Suff, 1999). Advertisements and details given to the local job centre or employment agency should give an accurate picture of the job, including terms and conditions of employment. Secondly, the induction process.
When new workers start, there is a good deal of information which they need quite apart form training for the specific job, before they can properly settle down and feel part of the organization. This induction training is often shared between the personnel or administration department, which covers such matters as pay and condition of employment, and the supervisor who covers the place of work, introductions to colleagues, health and safety regulations.

A good impression of the organization helps new workers settle down and learn their jobs quickly. Finally, is the training of new entrant for a job naturally varies in length and complexity according to the organization and the job itself. Training may be on or off the job and even small organizations make use of off the job facilities, especially where the job is complex or cannot be taught satisfactory on the job. A training scheme should ensure that the new starter is gradually introduced to each stage of the job and can do each task satisfactorily before moving on the next (IPD, 1996).

2.6 Summary

Labour turnover in any organization whether in the developed or developing countries is a normal and inevitable process in an organization which has both merits and demerits. It is therefore the responsibility of the human resources planner in the organization to ensure that the demands and supply needs of an organization in terms of its manpower is met at all times irrespective of the level of labour turnover prevailing in the organization. Turnover analysis helps the human resources planner determine predict the turnover patterns in the organization therefore making planning in advance possible. By using the results of the analysis of labour turnover, it is therefore possible to generate information on the demographic characteristics of employees likely to quit employment. There are strategies which can be used by an organization in managing labour turnover, these include having a good compensation plan, providing good working conditions for the employees, inducting new employees properly and management of grievances arising in the organization promptly.

CHAPTER THREE

METHODOLOGY

The chapter sets out the research methodology to be used to meet the objectives of the study. It includes the research design, the population and sample size of the study, data collection instruments and data analysis.

3.1 Research design

The research is a case study on labour turnover in Future Force Security firm. The case study will be used because case studies are more suitable when gathering and organizing information on a particular issue with a view to seeking patterns or themes in the data (Kothari, 2004).Case study design was selected because it would give an indepth account of factors that influence labour turnover in the organization.

3.3 Data collection

Primary data will be collected by the use of questionnaires. The questionnaires will both be self-administered and interview guided. It shall comprise of both open and closed ended questions. The questionnaire will be divided into three sections. Section A to capture information on respondent and their organization. Section B to seek information on work related issues and Section C on the demographic characteristics of employees likely to leave employment, which addresses objective two of the study. The use of questionnaires will be selected because of the time limit of the study since they take less time to administer and collect as opposed to other methods such as interviews.

The exit interview records (secondary data) will be used to gather information on labour turnover on the employees who have already left the organization.

3.3.1 Respondents

In selecting the sample size, the proportionate allocation method of the stratified sampling design will be used. The population will be divided into three strata representing the three geographical locations where the firm offers its services namely, Nairobi, Mombasa and Nakuru. A specified number of elements will be randomly selected from each stratum to form the overall sample of 84 employees. The sample will constitute employees at all levels to represent the population of the study. The value of n will be taken to be 30% of the total population hence 84 employees.

Table 3.1 Sample Analysis

Location	Population (N)	Sample (Ni)
Nairobi	160	48
Mombasa	72	22
Nakuru	48	14
Total	**280**	**84**

3.4 Data analysis.

The study will be modeled on a descriptive framework and frequency tables, pie charts and bar graphs will be used to present findings as per part A and B of the questionnaire. The data from part C of the questionnaire will be analyzed using accumulative frequency tables and means. The open ended questions will be analyzed using content analysis so as to establish the fundamental commonalities among the set of observed variables (Kothari, 2004).

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter gives the findings of the study findings on the specific issues that were raised earlier in the objectives of the study. The results have been presented by the use of percentages, frequency tables, pie charts and bar graphs.

4.2 Quantitative analysis

Table 4.1 Response Rate

Operation area	Expected response	Actual Response	Percentage
Nairobi	48	36	58
Mombasa	22	16	26
Nakuru	14	10	16
TOTAL	84	62	100

Out of the eighty four questionnaires expected, sixty two received. Therefore, the response rate for the questionnaires was 73.8% which showed that the results could be used to generalize. The high response rate was due to the use of interview guided questionnaires.

Figure 4.1 Gender

Percentage

26%

☐ Male
▣ Female

74%
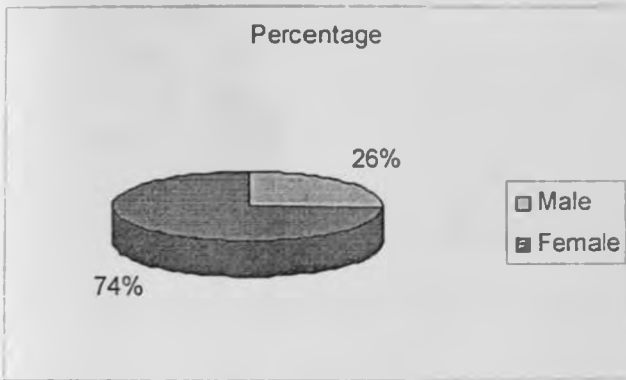
Figure 4.1 shows that 74% of the respondents were males and 26% were females. From these results from the research findings, it could be said that security firms mainly employee male employees than female employees.

Figure 4.2 Age of the respondents

percentage

50
40
30
20
10
0

21-30 31-40 41-50 Above 50

☐ percentage
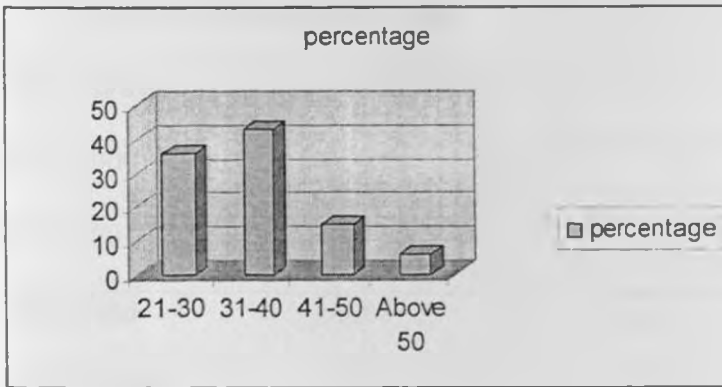
Figure 4.2 shows that most of the respondents were aged between 31-40 years old at 43%. The researcher observed that most of the workforce in the security firms was middle aged people. The number of older people in the firms was low at 6%. It can thus be said that the security industry is dominated by employees with years ranging between 31- 40 years.

Figure 4.3 Level of Education
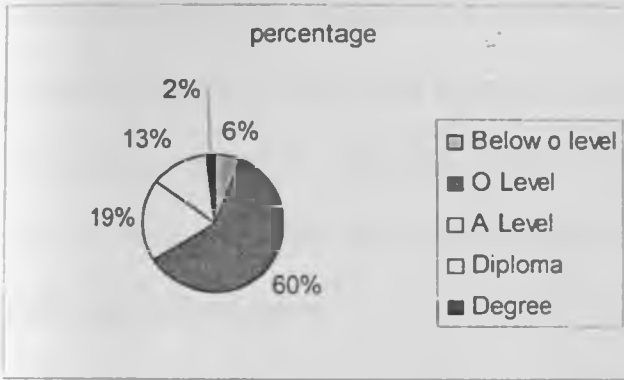
Figure 4.3 depicts that the majority of the respondent had attained O level at 60%. From these research findings, it can be said that most of the security guards had attained O-Level of education with no further training.

4.3 Work related factors

Table 4.2 Basic salary range

Salary Range	Frequency	Percentage
Below 3000	0	0
3001-7000	50	81
7001-10000	8	13
10001- 17000	3	4
Above 17000	1	2
Total	62	100

From table 4.2, most of the respondents earned a monthly salary of between 3001-7000 (81%). This figure was found to be below the government minimum wage requirement. A total of 19% of the employees were paid above the minimum wage requirement with those earning above Ksh 7,001- Ksh 17,000 at 17% and those earning above Ksh 17,000 at 2%. It was also found out that those who earned above Ksh 17,000 were mainly supervisors and managers.

4.4 Findings on labour turnover

The findings presented below indicated the number of respondents who knew the workmates who had left employment in the past.

Figure 4.4 Employment History
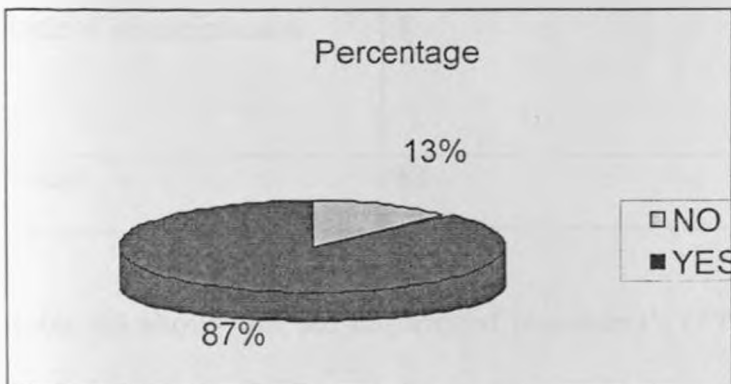
From the findings in figure 4.4, the researcher found out that most of the respondents knew of their workmates who had left employment. This can be said to be due to the high level of employee turnover in the organizations. Those who did not know of anyone who had left employment were found to be newly employed guards.

4.4.1 Factors that contributed to labour turnover

Table 4.3 Factors contributing to labour turnover

Reasons given	Frequency	Percentage
Change of career	6	9
Misconduct	4	6
Sickness	7	11
Low salaries	18	29
Long working hours	2	4
Lack of career prospects	6	9
Further studies	2	4
Family related issues	2	4
Poor working conditions	7	11
Lack of job satisfaction	8	13
Total	62	100

Table 4.3 shows that the majority of respondent's (29%) cited low remuneration as a major factor contributing to labour turnover in organizations. A comparison on the factors that lead to the respondents leaving their former employment was done, as shown in table 4.4. Job insecurity (43%) was cited as the major reason that made respondents leave their previous employer, a factor which was not cited as a reason to make the respondent leave the current employer.

Table 4.4 Reasons for leaving former employment

Reasons Given	Frequency	Percentage
Job insecurity	26	43
Low Pay	17	27
Retrenchment	6	9
Non-renewal of contracts	13	21
Total	62	100

The major reason given by respondents for leaving former employment was due to lack of job security. This is contrary to the major reasons given by respondents as to one of the factors that contribute to employee turnover which was poor remuneration packages (See table 4.4). Most of the respondents thus found their jobs as security guards to be more secure than their former jobs. Low pay was given as the second most reason. It can thus be said that, the respondents felt that they were better remunerated compared to their former salary in their last job.

4.4.2 Characteristics of employees who are likely to leave employment

The common characteristics of employees who were likely to leave employment were given based on gender, level of education, age, experience and marital status as shown in the tables below.

Figure 4.5 Gender of employees likely to leave employment
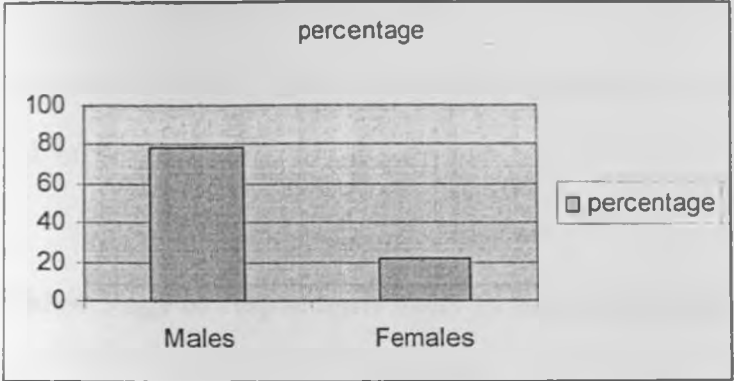
Majority of the respondents cited that male employees (78 %) were more likely to leave employment than female employees. This was mainly due to the fact that the security industry is mainly dominated by males hence their rate of turnover was higher than those of female employees. The female employees argued that they could not leave employment since it was difficult to find other formal forms of employment.

Figure 4.6 Level of education of employees likely to leave employment
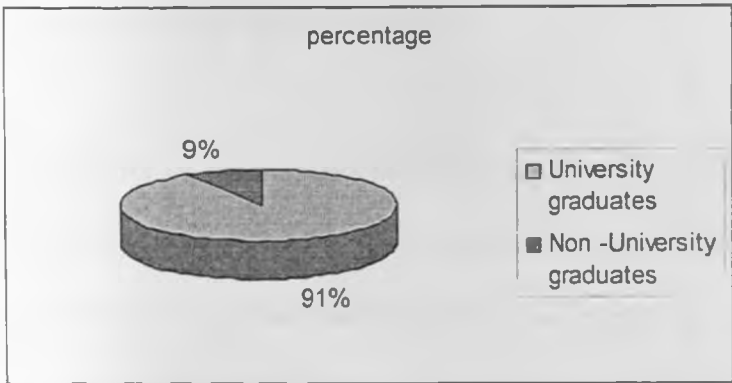
It was cited that the more educated employees (91%) were more likely to leave employment than the less educated employees.

The researcher found out that this was because; it was easier for them to find other jobs due to their training than those who were less educated. It was also found out that most of the educated security guards considered guarding as a stepping stone for them as they look for better jobs.

Table 4.5 Age of respondents likely to leave employment

Age	Frequency	Percentage
21-35 Years old	37	60
Above 35 years	25	40
Total	62	100

The results of the study revealed that the young employees (60%) were more likely to leave employment that the older employer. The researcher found this to be due to be due to the fact that younger employees felt that there were more competitive in the job market as compared to the older employees.

The majority of the respondents stated that the more work experienced employees were more likely to leave employment than the less experienced employees. This was because most of the respondents believed that most employers required experienced people in than the less experienced people who needed a lot of resources to be trained.

Table 4.6 Marital Status of employees likely to leave employment

Marital Status	Frequency	Percentage
Married	24	38
Not Married	38	62
Total	62	100

The study revealed that those employees, who were not married at 62%, were likely to quit employment than those who were married. It was argued by most respondents that married employees have dependents therefore cannot risk leaving their jobs in order for them to cater for the needs of their families.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the findings, and the conclusions in relation to the objectives of the study. It also gives the implication of the study. The recommendations and suggestion for further research is also given.

5.2 Summary of findings

As earlier reviewed in the literature review, voluntary labour turnover is in the decline in Africa due to lack of employment. However, some of the well- documented justifications for quitting jobs by employees include; leaving for higher earnings and better career prospects, (Nigam and Singer, 1974). From the study, it was found that most of the private security guards leave their employment due to low salaries, change of career, misconduct, sickness, long working hours, lack of career prospects, further studies, family related issues, poor working conditions, and lack of job satisfaction.

From the study, it was also found that most of the employees who quit their employment were young with years ranging from 31- 40 years. These findings were consistent with the findings of (Young, 1970; Silcok, 1954), who found out that voluntary labour turnover decreases with increasing age. This is because changing occupations becomes more difficult and threatening with age.

The typical worker, who is thirty five years of age or above has become involved in an occupation that will engage him or her until retirement and despite occasional signs of discontent, few of such workers entertain serious thoughts of changing occupation

Most researchers (Lane, 1955; Young, 1970; Clowes, 1970; Fowler, 1996) have observed that labour turnover is highly related to the employee's length of service. This means that new employees have higher rates of labour wastage due to induction crisis, among other factors, than employees who have stayed longer with the organization. This can be associated with the fact that workers move less often as they get older and as they get used to their work and the organization and most of them have established relationship with those around them. These findings are in agreement with what was found out in this study, that employees who had more employment experience were less likely to leave employment as compared to those who had little experience.

The education level of the respondents was found to be O-level with few employees having attained a university degree. It was found that the university graduates worked as security guards due to lack of employment. Oroni, (2005) in her study found out that the more educated employees especially degree graduates were more likely to quit their jobs than the non graduates. This is attributed to the fact that more educated persons have more job opportunities. In this study, it was found that the employees who had university degrees were more likely to leave employment at 91%.

It was found out that private security firms recruit more male employees that women. This was due to the nature of the job performed by the security guards. The demographic characteristics of the private security guards who were likely to leave employment were found to be those who were not married, those who were between 31- 40 years old.

All researchers agree that labour turnover is higher among females than males especially in married women. These findings can be explained by the fact that women may leave jobs due to family commitments such as resigning to take raise their young family (Freeman, 1980; Blan and Khan, 1981). However, in this study, it was found that male employees were more likely to leave employment than their female counterparts at 78% and 22% respectively, contrary to the findings of most researchers.

5.3 Conclusion

In conclusion, it can be said that labour turnover in the security industry is influenced by the following factors; Low payment was cited by most respondents as a major factor that contributed to increased labour turnover in the industry. The fact that most firms pay employees below the minimum wage as per the government requirements is a fact known by most employees and therefore they work with the knowledge that they are underpaid hence are demotivated.

Poor working condition was also a factor which was cited as the reason for labour turnover in the security industry. The respondents stated that the health and safety of the majority of the private security guards had not been looked into and as a result the working environment in most cases was not safe and free of health hazards.

Secondly, most of the guards lacked the required working tools and protective clothing. The respondents cited the lack of job satisfaction as also a factor which contributed to labour turnover. It was revealed that the nature of the duties being performed by the guards was routine and therefore not satisfying. The respondents also stated that the work of private security guarding was looked down upon in the society as a inferior form of employment hence made most of the security guards hate their jobs.

5.4 Recommendations

After the study of the findings, the following were recommended in the management of labour turnover in the security industry; that private guards be paid a salary at least within the minimum government requirement. The government should put stringent measures in place to ensure that employers adhere to government requirement.

On the other hand, the security guards should be sensitized on the government required minimum wage so as to complain to the relevant authorities whenever they are paid below the required amount. Even though compensation in not a reliable motivator, it acts as an indicator of the organization's appreciation of the employees' contribution and abilities.

Secondly, the working conditions of the private security guards need to be improved. This can be done by being issued with protective clothing and other tools needed as per the nature of their job. The management should ensure that the areas where the security guards are posted to adhere to the government health and safety requirements.

Thirdly, the management should be able to create job satisfaction to the employee. This can be done by doing job redesign which involves identifying the elements in a job that create satisfaction and dissatisfaction. Therefore, enabling the manager to split off the dissatisfying tasks entirely and giving them to another individual who will appreciate the work.

Fourthly, it is the responsibility of the management to create new opportunities for its employees. Since most people are opportunity seekers, employees should be aware of the opportunities that exist inside the organization. Internal postings should be readily available and easy to access.

Another recommendation is manpower planning. Manpower planning has become of necessity to many organizations, given the fact that organizations are becoming larger with each day, and thus planning for their labour force has become more complicated. There is need for careful forecasting of manpower, by knowing the right number of employees that will be required in the future and the likely numbers that will leave the organization. All these are only possible if the organization carries proper manpower planning.

The human resources manager should always strive to hire the less mobile employees. From the study, it was found out those employees who had thirty five years and above were less likely to quit employment. The management should therefore recruit more of these employees. Finally, the general public be sensitized on the important role the private security guards play in our society and therefore should not be looked down upon. This way, the guards will feel appreciated and motivated to even perform their duties more diligently.

5.5 Areas for further research

This study only targeted permanently employed private security guards. To provide a better understanding of labour turnover within the security industry, it is recommended that all employees whether on contract, casual or permanent basis be studied.

Secondly, it is also recommended that employees who already left their employment be studied since they would be objective in giving information without fear of being victimized by the employer.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

RE: <u>A SURVEY OF THE EXTENT TO WHICH FIRMS LISTED IN THE NAIROBI STOCK EXCHANGE LINK REWARD TO PERFORMANCE</u>

I am a student at the University of Nairobi pursuing a Masters of Business Administration (MBA) degree. This study is being carried out for a management project paper as a requirement in partial fulfillment of the degree. Kindly spare some time to fill the attached questionnaire as accurately as possible.

Your responses will be treated strictly confidential and in no instance will your name be mentioned in this report. In case of any inquiries please contact me through 0720981212.

Thank you in advance.

Yours faithfully,

Damaris Kimosop   Mr Duncan Ochoro

<u>MBA Student</u>   **<u>Supervisor</u>**

APPENDIX II: QUESTIONNAIRE

SECTION 1: (GENERAL INFORMATION).

Fill in the blanks provided by a means of a cross (X) by indicating your correct choice.

1. Gender   M { }   F { }

2. Age (Years)

    i.   21–30

    ii.   31- 40

    iii. 41- 50

    iv.   51- Above

3. Please indicate your level of education

    i.   "O" Level   {   }

    ii.   "A" Level   {   }

    iii. Diploma   {   }

    iv.   Degree   {   }

4. How long have you worked for Future Force Security
    Company?.............................

SECTION II: (WORK RELATED FACTORS).

5. What is your basic salary range?

       i.   3000   { }

      ii.   3001- 7000   { }

     iii.   7001- 10000   { }

     iv.   10001-13000   { }

      v.   13001-17000   { }

     vi.   17001 and above { }

6. Did any of your workmates leave employment in the last few years?

    YES { }   NO { }

7. If your answer is **"YES"** in question 6 above, give at least three reasons known to you why they left and the approximate number of those who left.

(a)--

(b)--

(c)--

Number----------------------------------

8. Before joining this organization, did you use to work in another security organization?   YES { }   NO { }

9. If your answer to question 8 above is **"YES"**, state at least three reasons that made you leave.

(a)--

(b)--

(c)--

10. If your answer is "YES" to question 8, for how long did you work ....

11. State at least five factors that can make you quit your current job.

(a)---

(b)---

(c) ---

(d)---

(e)---

12. State at least five reasons that can make you stay in this organization?

   a) ....

   b) ....

   c) ....

   d)...

   e)...

13. For statement a- h, tick once in the box marked { } to indicate your level of agreement or disagreement with each statement.

5. Strongly disagree 4. Disagree 3. Neither agree nor disagree 2. Agree
1. Strongly agree

	5	4	3	2	1
a) The work I do is satisfying	{ }	{ }	{ }	{ }	{ }
b) I am happy with the organization's working conditions.	{ }	{ }	{ }	{ }	{ }
c) Workers undergo training and retraining in the organization	{ }	{ }	{ }	{ }	{ }
d) The salary I get is commensurate with the work I do	{ }	{ }	{ }	{ }	{ }
e) There is good relationship between workers and management	{ }	{ }	{ }	{ }	{ }
f) New employees are usually well received and orientated	{ }	{ }	{ }	{ }	{ }
g) I have career prospects in this organization	{ }	{ }	{ }	{ }	{ }
h) I am happy with the organization's policies	{ }	{ }	{ }	{ }	{ }

SECTION III: (DEMOGRAPHIC CHARACTERISTICS).

13. For statements a-f, tick once to indicate your level of agreement or disagreement with the statement.

5. Strongly disagree 4. Disagree 3. Neither agree nor disagree 2. Agree

1. Strongly agree

5 4 3 2 1

a) Young employees aged between (20-35) years in this organization are more likely to leave employment than old employees aged between

(35 and above).   { } { } { } { } { }

b) The longer serving employees who have worked

for 5 years and above are less likely to leave.   { } { } { } { } { }

c) Male workers in this organization are likely to leave than female.   { } { } { } { } { }

d) The more an employee is skilled the more likely

he/she will not leave employment.   { } { } { } { } { }

e) The more educated an employee is, the more likely he will leave.   { } { } { } { } { }

f) Married employees are likely to leave employment than

unmarried employees.   { } { } { } { } { }

44

14. In your opinion and based in the past experience in this organization what type of employees based on gender, age, education, experience and marital status are likely to leave? Please tick where applicable.

a) Gender :   Male   { }   Female   { }

b) Age :   Young (20-35 years)   { }   old(over 35 years) { }

c) Education: Degree graduates   { }   Non-degree graduates { }

d) Experience: Less than 5 years   { }   Over 5 years   { }

e) Marital Status Married   { }   Not married   { }

THANK YOU.

APPENDIX III

MEMBERS OF KENYA SECURITY INDUSTRY ASSOCIATION.

1. Wells Fargo Limted
2. Tanar Technical Consultants Limited
3. Bob Morgan Systems Limited
4. Collindale Security
5. Bob Morgan Services Limited
6. Kenya Secularms Ltd
7. Ultimate Security Ltd
8. Security Guards Services Ltd
9. Ultimate Management Ltd
10. G4S Security Services Kenya Limited
11. EARS Group
12. Falcon Security
13. Fidelity Security Services
14. Instarect
15. KK Security
16. Magnum Allied Systems Ltd
17. Pinkerton's
18. Riley Services Limited
19. Securex Agencies Kenya Ltd
20. Security Group Of Companies Ltd
21. Knight Support
22. Radar
23. Tracker Group
24. Glen Edmunds performance Driving School
25. Satellite Tracking (K) Ltd
26. Satellite Tracking (K) Ltd
27. Delight Security Services Ltd