

**RELATIONSHIP BETWEEN WORKING CONDITIONS AND EMPLOYEE
TURNOVER IN PRIVATE SECURITY COMPANIES, KISUMU COUNTY, KENYA**

BY

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ABSTRACT

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Employee turnover remains a global problem to organizations in their endeavors to achieve a competitive advantage. For instance, the U.S. experiences an average of 197% turnover each year; Australia faces 9% employee turnover each year; Nigeria has an average of 88% female employee turnover of civil servants each year, while in Kenya, an average turnover of 113% was experienced among private security guards between 2010 and 2014 in Kisumu County alone. Although motivation theorists attribute high employee turnover to working conditions, it has not been established whether or not private security firms have failed to provide conducive working conditions for its employees, neither has employee turnover been determined, nor the relationship between working conditions and employee turnover. The purpose of this study was to investigate the relationship between working conditions and employee turnover in private security firms in Kisumu County. Specific objectives were to establish the working conditions; establish the employee turnover and investigate the relationship between working conditions and employee turnover. The conceptual framework is based on Herzberg's two factor theory of motivation. The study adopted correlational research design. Target population was 12,079 security guards, and a sample size of 387 respondents was obtained through proportional stratified sampling. Questionnaires and interview schedules were used to collect data. Reliability was ensured through split half on randomly selected 20 guards, one from each security company, where coefficients of $\alpha=0.82$, and $\alpha=0.84$ were obtained for working conditions and employee turnover respectively. Instrument validity was ensured through the appraisal of six experts from the fields of social research, human resource management, and the private security industry. It was found that working conditions in private security firms are generally poor ($M=4.11$; $SD=0.679$), and employee turnover rate is very high ($M=2.66$; $SD=0.934$). Further, salaries and remunerations was found to correlate highly ($r=.689$, $p<.01$) with employee turnover, and the stated aspects of working conditions together explain 63% of the observed variance in employee turnover, with a significant model fitting ($F=80.462$; $P<.01$). Regression analysis revealed that salary and remuneration contributes to 0.516 of employee turnover; work life balance contributes to 0.321 of employee turnover; leadership style contributes to 0.249 of employee turnover, and employee relations contribute to 0.173 of employee turnover in private security firms. This infers that salary and remunerations contribute most to employee turnover. The researcher concluded that high rates of employee turnover in private security firms are caused by dissatisfaction with the prevailing working conditions. It is recommended that private security firms should improve on their working conditions which include paying guards as per the stipulated minimum wage requirements, including overtime, and in good time. Equally, the guards should be granted off days and annual leaves to reduce fatigue and promote a conducive work – life balance, while the management in security firms should put in place proper grievance handling procedures to enable the guards concerns at work to be channelled and addressed appropriately. This study is significant in highlighting the relationship between working conditions and employee turnover in private security firms, contributes to the existing literature in the field of Human Resource Management and it opens up new opportunities for further research on working conditions in this sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The work environment consists of the systems of work, the design of jobs, and the ways in which people are treated at work by their managers and co-workers. Well-being is achieved when account is taken in designing the work system and the jobs to suit the needs of the people concerned (Armstrong, 2009). Working conditions refer to the conditions in which an individual or staff works, including but not limited to amenities, hours of work, work schedules, stress, noise levels, relationship with the supervisors and fellow employees, wages, as well as the physical and mental demands that exist in the workplace (Brox, 2012). According to Herzberg (1959), working conditions comprise the motivators, or hygiene factors. These factors aim at achieving job satisfaction in the short term (Fisher, 2000). Conversely, Khalifa and Quang (2010) aver that hygiene factors are needed to make sure that a worker does not become dissatisfied: thus lack of them can cause dissatisfaction. Typical hygiene factors are salary, working conditions, status, company policies and administration.

According to Grobler, Warnich, Carrell, Elbert and Hatfield (2006), employee turnover refers to employees who have left, are leaving and will leave an institution for various reasons. A similar definition is provided by Morrell, Loan-Clarke, & Wilkinson (2001), who stated that turnover means voluntary cessation of membership of an organization by an employee of that organization. Employee turnover is described by Armstrong (2009), as the rate at which people leave an organization. High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one (Price, 1989, cited in Ongori, 2007). High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one (Price, 1989, cited in Ongori, 2007). Turnover rate is high in industries where there is ease of entry and exit into or from new employment. Employee turnover can be costly to an organization in terms of many variables. Typical turnover costs include exit costs like administrative time and pay for leave not taken, temporary replacement costs like agency fees and training, recruitment and selection costs like advertising costs, agency fees, lost time, decreased morale and productivity among retained workers, and loss of future key talent (that is., intellectual capital including knowledge, skills, and experience (Berry and Morris, 2008). Since, the long-term retention of

a highly productive workforce is coveted, and the goal of human resources is to attract and maintain highly productive employees, it is imperative for human resources to better understand how to maximize the retention of productive employees by minimizing turnover.

Turnover is a sign of unsatisfactory elements in the engagement relationship between an employee and the work environment. It can indicate unsafe working conditions, or that few employees give satisfactory performance (due to unrealistic expectations, inappropriate processes or tools, or poor candidate screening). Lack of career development opportunities and challenges, dissatisfaction with the job-scope, and conflict with the management are also predictors of high turnover. However, according to Swailes and Al Fahdi (2010), each company has its own unique turnover drivers and they (companies) must continually strive to identify the issues that cause turnover in their company; all these are referred to as working conditions, according to Armstrong (2009). Further, the causes of attrition vary within a company such that causes for turnover in one department might be very different from the causes of turnover in another department. Either extrinsic and intrinsic satisfaction or dissatisfaction has been established to contribute to low or high level of employee turnover (Arokiasamy, 2013). Companies can use exit interviews to find out why employees are leaving and the problems they encounter in the workplace. However, few studies have been conducted (using exit interviews) to highlight why people exit their employment in the private security industry in Kenya. Moreover, information on reasons for employee turnover among private security guards in Kisumu County is lacking.

Arokiasamy (2013) suggests that there tends to be a higher level of stress with people who work with or interact with a narcissist supervisor, which in turn increases absenteeism and employee turnover. Low absenteeism is associated with high job satisfaction while high turnover and absenteeism are said to be related to job dissatisfaction (Saifuddin, Hongkraclent and Sermril, 2008). The Mobley model (Lee, 1988, as cited by Foong-Ming, 2008) was a landmark conceptual piece that persuasively explained the process of how job dissatisfaction can lead to employee turnover. The model (Foong-Ming, 2008) suggests that an employee normally experiences seven sequential and intermediate stages between job dissatisfaction and eventual turnover. Mobley (1988) theorized that job dissatisfaction leads an employee to think about quitting, which may lead the employee; to evaluate the expected usefulness of searching for another job and the costs associated with quitting the current job; from the evaluation point, an intention to search for alternative jobs may occur, which in turn

likely leads the employee to start searching for alternative jobs and to the evaluation of the acceptability of any specific alternatives. From that second evaluation, the employee would likely compare the new alternatives to the current job which in turn can lead to an intention to quit, and eventual employee turnover. The experience of job related stress (job stress), the range of factors that lead to job related stress (stressors), lack of commitment in the organization and job dissatisfaction make employees to quit (Firth, David, Millor, Moore and Claude, 2004). However, there seem to be no empirical study on employee turnover that has evaluated these steps as a precursor to quitting.

Globally, employee turnover has been experienced to a great extent. The hospitality industry in the USA is an enormous, fast growing global industry (Vasquez (2014), yet the employee turnover rate in the industry is as high as 70% to 80%. Similarly, Hutchings, De Cieri, and Shea, (2009) used individual specific working conditions data from Finland and analyzed quitting intentions and actual separations and provided novel findings concerning interplay between adverse workplace conditions, job satisfaction, and employees' intentions to quit and actual separations.

In Australia, the Australian Bureau of Statistics (ABS, 2011) has found that 11 per cent of all people who were working as at February 2012 had changed their employer or business in the previous 12 months. This is up from 9 per cent as at February 2010. Work life balance has contributed to immense labour turnover in Nigeria (Osibanjo, Adeniji, Falola and Heirmsmac (2014). For instance, in Kebbi State civil service of Nigeria, female employees constituted only 12% (1,396) of the total employment as at 1999, a fact partly explained by the socio-cultural practices in the country, where women are often responsible for both productive and reproductive roles in the household. Their contributions are often unpaid for, and yet do not free them from other paid productive work especially in the formal sector.

In Kenya, high rates of employee turnover have been witnessed within the private security industry, according to statistics from Protective Security Industry Association (Githinji, 2014; PSIA, 2013). The turnover cases in the private security industry as documented by Kenya security industry association (KSIA) and the protective security industry association (PSIA), is as shown in Table 1.1.

KSIA and PSIA are conglomerations of security firms charged with harmonizing business operations within the security industry on behalf of different security companies in Kenya.

Among other duties, the associations represent private security companies in any collective bargaining process with the workers' union, representing the security firms in lobbying for better business environment with the Government; they also try to ensure that high standards are met by security firms before membership is granted. The two associations also regularly audit compliance of the individual private security firms. Each calendar year, the two associations compile data related to employee turnover in all the security firms. However, KSIA and PSIA are yet to relate working conditions with turnover of security guards in the industry. Table 1.1 analyses turnover rates in twenty two security companies operating in Kisumu County between 2010 and 2014.

Table 1.1: Employee Turnover in Security Firms Operating in Kisumu County

Year	Those who left	Existing workforce
2010	4,500	15, 555
2011	3, 800	15, 547
2012	2, 880	15, 550
2013	3, 680	15, 438
2014	5, 100	15, 568

Source: KSIA/PSIA data, 2015 (Obtained by the researcher)

The role of private security worldwide closely mirrors that of the public police (Kimosop, 2007). According to Githinji (2014), private security companies are increasingly employed to carry out detection and prevention of criminal activities and law enforcement. They are charged with the responsibility of providing security services to their clients. Matters of security being sensitive and crucial to most clients, the firms must therefore strive at all times to ensure that the right caliber of employees is recruited. The success or failure of the firms 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 (Githinji, 2014). For these firms to survive in a global economy, they need to exploit all the available resources as a means of achieving a competitive advantage, and one such resource is the human resources of the firm; it is widely accepted that people in organizations are an important source of competitive advantage for firms (Murunga, 2014). It is argued that, improved working conditions can be used to secure the labour force in labour intensive industries (like security firms) by providing proper humane conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Akekere and Yousuo, 2013). Nonetheless, there are

limited studies focusing on the relationship between working conditions and employee turnover among private security firms.

The U.S. Department of Labour estimated the number of private security workers in 2007 at slightly over one million—about twice the number of police officers in the United States. However, conditions of work in these firms are poor, with majority offering their employees meager pay. The median wage for security workers in the United States is a relatively low \$10.85 per hour (\$22,570 per annum) - this might account in part for the high turnover rate. The estimated average turnover rate of employees for these private security companies is 300% per annum. With high turnover rates and intense competition, many private security firms seek to maximize profit margins by offering the bare minimum working conditions required by states when it comes to observance of employment laws (Roberts, 2003). In South Africa, according to the Beeld Newspaper (Friday 22 October 2010) there were 2,722 security companies, with 151, 991 security guards employed in Gauteng province alone. However, due to poor working conditions, the ratio of those who join new firms (security firms) to those quitting is very high, and is approximated to be 5: 2 per annum (Friday 22 October 2010). In Kenya, an average of 60% of security guards quite their jobs in 2012 and sought new employment in other firms (KNPSWU, 2012). The Labour Ministry arbitrated 5,000 termination cases involving security guards and their employers in 2012 alone (Republic of Kenya, 2012). The ministry estimates that annual employee turnover within member security firms was around 3:5 guards in 2013 alone, and whether this can be entirely attributed to poor working conditions is not clear.

The working conditions in private security firms operating in Kisumu County are yet to be established; while research has been done on the relationship between working conditions and employee turnover, specific working conditions prevalent in private security firms in Kisumu County are not known, and how these (working conditions) relate with employee turnover in private security firms has not been investigated yet. This study intended to investigate the working conditions and relate the same with employee turnover in private security companies operating in Kisumu County.

1.2 Statement of the problem

Labour turnover has been a continuing deterrent to organizational performance. Statistics indicate that the United States of America has national annual turnover rates that range from

154 percent to 240 percent. This compared unfavourably with the 12 percent annual turnover rates for all businesses in USA by 2000 as reported by Bureau of Labour Statistics (USA). The turnover rate in Australia is estimated to be 9% per annum; while in the sugar sector in Kenya, it is estimated that one third of those who join the workforce vacate every year, and in the security industry, the turnover rates between 2009 and 2013 was estimated to be more than 33%. This trend has continued to interfere with organizational efficiency due to the fact that firms tend to lose experienced employees through turnover. Among the factors influencing turnover of an employee, employee satisfaction arising from working conditions has been considered to be the most influential. However, this relationship has not been established among security guards working in private security firms in Kenya and no study has been carried out to establish the working conditions in private security firms. Similarly, whether security guards voluntarily or involuntarily quit their jobs has not received much focus, and the contribution of working conditions in private security firms on employee turnover in Kisumu County remain unknown. This study was set to investigate the relationship between working conditions and employee turnover in private security firms operating in Kisumu County.

1.3 Objectives of the Study

The overall objective of this study was to investigate the relationship between working conditions and employee turnover in security firms within Kisumu County. Specifically, the study sought to:

- i. To establish the working conditions in security firms in Kisumu County.
- ii. To establish employee turnover in the security firms in Kisumu County.
- iii. To investigate the relationship between working conditions and employee turnover within private security firms in Kisumu County.

1.4 Research Questions and Hypothesis

To enable the researcher attain the above specific objectives, the following research questions were asked:

- i) What is the nature of working conditions in security firms in Kisumu County?
- ii) What is the nature of employee turnover in security firms in Kisumu County?

- iii) There is no significant relationship between working conditions and employee turnover in security firms in Kisumu County

1.5 Scope of the Study

This study covered the relationship between working conditions as they (working conditions) affect employee turnover in private security firms operating within Kisumu County. The study was conducted between May and June 2015. Data was collected from security guards, trade union officials, the Federation of Kenya Employers, and the labour office. The variables investigated include the working conditions within security firms, the types of labour turnover within security firms, and the effect of specific working conditions on labour turnover amongst security workers within Kisumu County. The list of private security companies where data for this study was collected is in Appendix IV.

1.6 Significance of the Study

The researcher's findings from this study would be useful in understanding working conditions provided to security firms' employees in Kisumu County. The common types of labour turnover predominant amongst employees of security firms were highlighted by this study, and the management of these firms would be in a position to adopt corrective strategies in managing human resource. The findings from this study would also be helpful to the security workers in balancing their work life so that they (the workers) might eliminate stress emanating from high expectations from the employing firms. The Ministry of Labour would be informed by the findings of this study on matters related to any inhumane working conditions in which security firm workers were undergoing, on one hand, while unions officials would gain from working conditions data gathered by the study findings to bargain for better terms on behalf of the security firm workers. The Federation of Kenya Employers might use data on the working conditions gathered by findings of this study to advice the security firm management on suitable conditions necessary to reduce labour turnover. Lastly, Scholars would also benefit from the study findings as it would contribute to the existing literature in the field of Human Resource Management as it relates to labour turnover.

1.7 Conceptual Framework

The conceptual framework guiding this study was derived from Herzberg's (2003) two factor theory of motivation. The two factor theory underpins the proposition that reward

systems should provide for both financial and non-financial satisfaction. The wants of employees are divided into two groups. One group revolves around the need to develop in one's occupation a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high levels of job satisfaction. The two factors are motivation (intrinsic) and hygiene (extrinsic) factors; motivation factors are related to work content (being work itself, recognition, advancement, responsibility, or personal growth) while hygiene factors are related to work environment (which includes company policies and administration, interpersonal relations, working conditions, salary, job security, and benefits). Any employee who fails to attain either the motivating or hygiene factors would negotiate for their (the two factors') attainment, or opt to quit (whichever option that seems suitable).

The independent variable of the study was working conditions denoted by employee relations, leadership style, salary and remuneration, job security, and work life balance (WLB) or work load. On the other hand, the dependent variable was employee turnover, which was denoted by voluntary or involuntary quitting, and internal or external quitting. The independent and dependent variables were moderated by extraneous variables.

Figure 1.1 illustrates the conceptual framework as developed by the researcher.

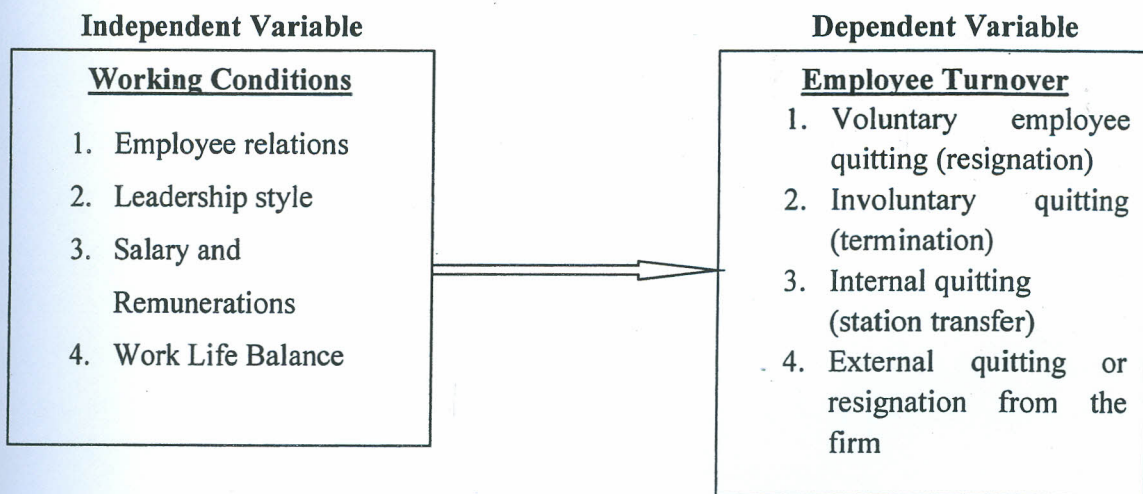


Figure 1.1: Conceptual Framework showing the Relationship between Working Conditions and Employee Turnover

Source: Adapted from Herzberg's Two Factor Theory (2003)

The above framework was derived from Herzberg's (2003) Two Factor Theory. These are hygiene and motivator factors. Hygiene factors and motivator factors are explained by Herzberg (2003) as frequent causes of employee satisfaction. A dissatisfied employee is likely to develop turnover intent, and would probably look for alternative employment. Factors like company policy and administration, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status. Herzberg (2003) called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. Factors like achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility are called satisfiers or motivators. These two factors have the potential to cause employee dissatisfaction or satisfaction, and consequently, employee turnover.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviewed both theoretical literature and empirical literature related to the study and developed the study's theoretical framework. Basically, the review was centered on theories that have tended to link working conditions with employee turnover in firms that have experienced high turnover of employees.

2.1 Theoretical Literature

Organizations world over have demonstrated much concern with regard to job satisfaction among core employees. Prudent management of human resource has been considered key to competitive advantage for any company (Armstrong, 2009). Theories have therefore been advanced which point to factors contributing to job satisfaction: such theories have been generally looked at under the lenses of motivation. Vroom (1964) contends that the word motivation is derived from the Latin word *movere*, which means to move. Motivation is an internal force, dependent on the needs that drive a person to achieve. Schulze and Steyn (2003) affirmed that in order to understand people's behaviour at work, human resource managers or supervisors must be aware of the concept of needs or motives, which will help "move" their employees to become satisfied or dissatisfied with their work.

Teck-Hong and Waheed (2011) explains that theories of satisfaction or dissatisfaction can be used to explain the behaviour and attitude of employees. The theories include content theories, based on the assumption that people have individual needs, which motivate their actions, and comprise theories of Maslow (1954), McClelland (1961), Herzberg (1959) and Alderfer (1969). In contrast to content theories, process theories identify relationships among variables which make up motivation and involve works from Vroom (1964), Adams (1965), Locke (1976) and Lawler (1973). Herzberg suggests that satisfaction and dissatisfaction are produced by two sets of different factors. People are satisfied at their work by factors related to content of that work. Those factors are called intrinsic motivators and contain achievement, recognition, interesting work, responsibility, advancement and growth. Factors that make people unhappy with their work are called dissatisfiers or hygiene factors. Herzberg found following dissatisfiers: company policy, supervision, working conditions, interpersonal relationships, salary, status, security. What makes them different from motivators is the fact that they are not related to the content of the work but to the context of the job (Herzberg, 1959).

The theory guiding this study was derived from Herzberg's (1959) Two Factor Theory of Job Satisfaction (Herzberg, 1959, cited in Tech-Hong and Waheed, 2011).

2.1.1 Herzberg's Two Factor Theory

The two-factor model of satisfiers and dissatisfiers, also known as motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organisation. That is, when the employees' efforts are recognized, it brings about job satisfaction and motivation. Environmental factors, such as poor lighting, poor ventilation, poor working conditions, low salaries, and poor supervisory relationships are causes for dissatisfaction in a job. These for Herzberg (1959) are basic needs and for that matter, it is the responsibility of society's businesses and industrial institutions to provide for its people in order to self-actualize.

According to Herzberg (1959), the work one considers to be significant leads to satisfaction. Thus factors that depict job satisfaction are completely different from those factors that lead to job dissatisfaction. Therefore, these feelings are not polar opposites: in other words the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction.

George and Jones (2005) highlighted on the attention paid to motivator needs and to work itself, as determinants of job satisfaction. They (George and Jones, 2005) therefore entreated managers to pay special attention to the important topic of job design and its effect on organizational behaviour and employee motivation. Managers are therefore to concentrate on designing jobs that would create job enlargement and enrichment thereby increasing the number of tasks an employee performs, increasing employee's responsibility and control over the work. By so doing, managers would be serving the motivator needs of employees as postulated by Herzberg.

Herzberg's (2003) Two Factor Theory of Job Satisfaction is useful in explaining relationships involving job satisfaction and dissatisfaction. Job content and job design has a lot of influence on turnover intent due to the level of motivation they arouse from employees. Motivation will be enhanced by leadership which sets the direction, encourages and stimulates achievement and provides support to employees in their efforts to reach goals and improve their performance generally (Armstrong, 2009). Satisfaction is also gained from work which provides people with the means to achieve their goals, a reasonable degree of autonomy, and scope for the use of skills and competences should be recognized, according

to Armstrong (2009). People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. Job satisfaction served as a key mediating variable between work environment and turnover intent (Vasquez, 2014). This means paying attention to the basic need for recognition (Carmeli and Weisberg, 2006).

Implementation of the stipulated favourable working conditions has become a challenge to many companies operating in the labour intensive and highly competitive private security industry. Security firms are split between the urge to charge clients favourably (and be able to secure and retain more clients) and to pay (for example) better salaries to security guards. According to Kenya National Private Security Workers Union (KNPSWU, 2012), security guards are paid less than 50% of the total amount received from clients for security services. This is to ensure that the employing security firm retains enough cash for overhead expenditure and profit maximization. Still, Huling (2003), and Swailes and Al Fahdi (2010) aver that motivators (job security, salary, and personal relations) and hygiene factors (supervision style, recognition, and autonomy, among others) are key drivers of satisfaction. However, key drivers of satisfaction in private security firms should be investigated and clearly highlighted.

The two factor theory of job satisfaction befitted this study, given that some researchers have linked dissatisfaction with turnover intent. Boswell, Boudreau, and Tichy (2005) stated that low satisfaction usually precedes a voluntary change of employment followed by an increase in satisfaction, a situation usually referred to as honey moon stage. Carmeli and Weisberg (2006) also found in their study that there is a direct link between dissatisfaction and turnover. Therefore, the high rate of employee turnover within private security sector might be attributable to dissatisfaction with working condition.

However, in as much as some behavioural scientists agree with Herzberg (2059) that employees are well motivated when the motivator and hygiene factors are achieved, there are other schools of thought that share different opinion. Schroder (2008) used the two-factor theory as the theoretical framework for a study of 835 university employees in order to understand the impact of demographical factors on job satisfaction. The researcher found that overall job satisfaction was related to age and educational level, and that levels of intrinsic and extrinsic job satisfaction were not the same for different occupational groups – findings that contradicted Herzberg's findings (Schroder, 2008).

Herzberg's two-factor theory was also tested among construction workers in Bangkok (Ogunlana & Chang, 1998). The study did not provide support for the theory, but it was hypothesized that the conflicting results were due to the lower placement of Thailand's construction workers on Maslow's hierarchy of needs. Because survival was still a basic need for these workers, they were not able to desire self-actualization and place value on Herzberg's motivators (Ogunlana & Chang, 1998).

2.2 Empirical Literature Review

The empirical literature review followed in this study corresponded with the research objectives, as follows:

2.2.1 Working Conditions in Security Firms

Working conditions for employees mirror on the quality of working life that employees undergo, being poor quality in situations of unfavourable working conditions and good quality in situations of good working conditions. Favourable working conditions result into improved productivity and quality of work; improved commitment and morale; reduced staff turnover; reduced casual absence; and improved utilization of new recruits (Armstrong, 2009). Further, Worrell (2004) explained that the origin of employee job satisfaction studies can be dated back to 1911, when Taylor began to study employees and their job duties to develop better ways to train workers. Working conditions, as envisaged by Herzberg's theory, should be motivating enough to eliminate demotivating elements from the minds or the feelings of the employee. Although there are several studies that have focused on working conditions, little focus seem to have been paid to the same in private security industry.

Chepkemboi, Kiriago, and Iravo, (2013) identified three elements of working conditions which may affect an employee intention to quit employment; leadership (or supervision), remuneration, work life balance, work mate relationship, and the nature of work, were stated as conditions of work which can either motivate or demotivate.

Leadership is one of the critical factors that can lead to increased turnover. Employees favor leadership that creates mutual respect between them and their superiors. Aspects of leadership include relationship with supervisors, relationship with peers, supervision, recognition of employees' efforts and administration (Brox, 2012).

Shis and Chen (2007) examined the impact of supervisory type on employee's job performance and satisfaction. Using descriptive research method, they collected data by the

use of questionnaires on a sample of 152 supervisors in the University of Taiwan. They used correlation technique to find out the effect of three variables (supervisory reward power, work motivation, supervisory commitment) on employee performance and satisfaction. They (Shis and Chen, 2007) found out that work motivation and supervisory commitment are the main variables making employees to commit to their supervisors and increase their job effort for organizational objectives, thereby leading to job satisfaction and commitment to stay.

While Shis and Chen (2007) did well in their effort to examine the impact of supervisory type on employee's job performance and satisfaction, they (Shis & Chen, 2007) used a sample obtained from supervisors. These are the very employees whose administrative styles normally lead to satisfaction or dissatisfaction in any work environment, and they (supervisors) cannot give objective assessment of themselves in relation to employee satisfaction. It is critical, however, to investigate the relationship between working conditions and employee turnover using a sample from the population of employees in the security firms. These employees were the ones who are often subjected to different supervisory styles, and they stood at a better position to tell which style satisfies or dissatisfies most.

Salary is also a factor falling within working conditions which determines levels of satisfaction. Employees will quit their work if they feel that they are not well remunerated. This is by being paid an adequate salary and availing to them other benefits such as house allowance, commuter allowance and insurance services. Starters will only stay in organizations that pay them a low salary because they are desperate to get a job. After a little while, they will start looking for better paying jobs in other organizations and this will result to increased turnover (Fisher, Schoenfeldt, and Shaw 2009).

Akekere and Yousuo (2013) investigated the impact of wage differentials on labour turn over in the public service between the state and federal employees. They used the logit model in data analysis on a sample of 840 respondents. Data was collected using questionnaire. The empirical result supported the standard inverse relationship between wage differential and labour turnover: that as state workers' wages increases, the probability of a state worker leaving to Federal civil service falls by 0.2901. Much as this study investigated the impact of wage differential on employee turnover, the focus was on public service employees. It would be equally interesting to investigate the same in the private security sector. The current study investigated the relationship between salaries and remuneration and employee turnover in different security firms in Kisumu County.

A study by Cao, Chen, & Song (2013) used hierarchical regression analysis to build a model with organizational justice as moderator variable to investigate the relationship between total reward for core employees and turnover intentions in Pearl River Delta, China. Questionnaire was administered online to 356 respondents. Results showed that the five elements of total rewards, salary, rewards, work-life, performance and recognition and development and career are negative to employees' turnover intention. Secondly, distributive justice and interactional justice significantly negative moderate the relationship of total reward and turnover intention. However, process justice only has significantly negative moderating effect on work-life balance and development and career to turnover intention, while the negative effect of salary, welfare and performance are not significant. Still, the researchers did not focus upon core employees in the security sector who also seem to have high levels of turnover intention, going by rates of labour turnover reported in this industry.

Demands of work and workplace conditions (and consequently work-life balance) can also contribute to dissatisfaction and consequently, employee turnover. Employees would like to work in comfortable work places where there are adequate facilities such as buildings, furniture, working equipment and also where health and safety measures are observed; adverse work conditions will lead to increased turnover (Handelsman, 2009).

Doody (2007) carried out a research on the impact of high involvement work system on employee turnover and organization performance in selected New Zealand organizations. He used 8 variables as research objectives, being to find out the effect of power, participative meeting, enrichment, information sharing, rewards, training or knowledge, conflict resolution and job rotation on employee turnover and organizational performance. Using questionnaires to collect data from 148 sampled workers, they used correlations and regressions to find out the effect of the outlined variables on employee turnover. Conflict resolution, employee participation, and information sharing proved to be lowly correlated with turnover, while training rewards and job enrichment showed little correlation with turnover. He concluded that conflict resolution, employee participation, and information sharing ensure cohesiveness and low intentions to quit. However, much as the study by Doody (2007) tended to concentrate on job content and employee involvement it failed to assess aspects of engagement that are beyond the control of the employee, like employee - supervisor relationship or the leadership style of the supervisor, amongst other elements of working

conditions. Moreover, the study did not focus upon employees in private security service, who evidence shows are prone to turnover.

Nujjoo and Meyer (2012) sought to establish the relationship between intrinsic and different extrinsic rewards with intrinsic motivation and affective commitment. A cross-sectional, correlational design was conducted. Questionnaire data from 399 South African employees were analyzed using bivariate correlations and multiple regressions. It was found that there is a relationship between all types of rewards investigated and the two outcome variables. Secondly, this relationship is stronger for intrinsic than for extrinsic rewards and thirdly, monetary rewards do not account for the variance in intrinsic motivation above that of non-monetary rewards. Still, studies touching on labour turnover of private security guards remain unfocused upon.

In Kenya, Kuria, Ondigi & Wanderi (2012) did a study to establish the internal and external causes of labour turnover in three and five star-rated hotels in Nairobi city. Nairobi city has seven hotels which are classified as five star and nine hotels which are classified as three star hotels. The study adopted descriptive survey research design. This study involved a total of 133 permanently employed staff working in these star-rated hotels. Simple random sampling method was used to pick hotels as well as the respondents for this study. It was revealed that lack of balance between work and personal life was a major cause of job resignation (32%) while lack of staff involvement in decision making and creativity was (56%) respectively in both set of hotels. Poor remunerations were cited with over 60% of the respondents dissatisfied. It was important therefore to establish whether the same factors cause dissatisfaction and employee turnover in private security organizations.

Perhaps the closest study on labour turnover in private security firms was done by Kimosop (2007), who used a case study research design to investigate labour turnover in Future Force Security firm. The target population was 280 guards, and a sample size of 30% of the guards (84 respondents) was proportionally stratified according to the population of guards in Nairobi, Mombasa, and Nakuru. Descriptive statistics was used for data analysis. 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. However, all private security firms should have been involved in Kimosop's (2007) study to get a general picture concerning turnover factors across the firms.

The foregoing literature failed to indicate any study covering working conditions in private security firms in Kisumu County, and the prevailing conditions of work in this sector seems to suffer a dearth of studies even in the global scene. Given the number of employees in this sector, it was vital to establish conditions of work under which guards in the private security organizations are engaged, and this study endeavored to do the same.

2.2.2 Employee Turnover

Employee turnover refers to employees who have left, are leaving and will leave an institution for various reasons Grobler, Warnich, Carrell, Elbert and Hatfield (2006). Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. According to Foong-Ming (2008), there are two major types of employee turnover that result from working conditions; these are either voluntary turnover or involuntary turnover, and internal or external turnover. Employee turnover has been researched upon extensively by various scholars, although little attention has been paid to employees in the private security sector.

Searle et al. (2011) examined the antecedents of employees' trust in their organizations drawing on survey data from over 600 European professional workers and managers. The results revealed direct as well as indirect relationships of both HR practices and procedural justice with trust. The relationships of both HR practices and procedural justice with trust were partially mediated by perceptions of organizational trustworthiness (in terms of perceived ability and trustworthy intentions of the organization). Justice and HR practices were also found to interact such that justice forms a stronger predictor of trust in organizations when HR practices are less developed. Critical to note from this study is that the sample was drawn from professional workers and managers who are not subordinate employees in their various work stations, and are able to bargain adequately for better terms and conditions of work. Workers like private security guards are non-professionals and cannot adequately bargain for their rights. The importance of investigating predictors of trust hence employee turnover therefore necessitated the present study.

Ali, Akhter and Newaz (2007) examined the employee perception regarding turn over in Bangladesh banking sector. They collected the primary data on eleven variables using the questionnaire technique from a sampled 100 bank executives (62% male and 38% female) from different 8 banks and collected the secondary data from available books, publications,

research studies, journals, articles, and websites. They used correlations methods to find out the effect of variables (career growth, learning and development, pride in organization, exciting work and challenges, inspiring leadership, family friendly, recognition for work well done, location, job security, autonomy, flexibility) on the type of turnover from the organization. They found that whereas voluntary turnover closely correlates with autonomy, career growth, recognition for work well done, and autonomy, involuntary turnover correlates with family friendly work, location of work, and flexibility in the work itself. Internal turnover, on the other hand, correlates with inspiring leadership and recognition for work well done; external turnover correlates highly with pride in the organization, exciting work, and job security.

Much as Ali *et al.* (2007) study attempted to examine the perception of employees regarding turnover, the target population was bank executives; this population is composed of skilled labour and generally gets satisfaction from recognition, autonomy, and leadership style. Such populations do not exhibit high turnover rates like employees in the private security industry, and ease of entry and exit in each banking firm is not as high.

Similarly, Swailes and Al Fahdi (2010) examined voluntary turnover from public to private sector employment in Oman through semi-structured interviews held with 15 employees working in the public sector and 11 private sector employees who had transferred from the public sector, sampled through snowball methods. It was found that retention is low in the public service because of low pay, poor management style, and little promotion opportunities. The main reasons for turnover are dissatisfaction with management style, pay and promotion opportunities along with perceptions of better opportunities elsewhere. This study, though meant to examine reasons for voluntary turnover, did not focus upon employees in private security firms. This begged for a study focusing on this sector.

Using a sample of 114 and 14 head teachers from Eldoret Municipality in Uasin Gishu County (Kenya), Wekesa and Nyaroo (2013) examined the effect of compensation on performance of public secondary school teachers. Using descriptive research design, they found that fair compensation has an effect on public secondary school teachers' because the compensation policy in place demoralizes the teachers, does not enhance task performance and negatively affects the productivity of the teachers in the schools. However, the sample of this study was drawn from teachers, who are considered to be skilled and of high training as opposed to security guards majority of who are of low educational qualification.

In another study, Githinji (2014) assessed the effect of staff turnover on financial performance of private security firms in Kenya. Descriptive research design was used for the study. The population was 30 members firms of Kenya Security Industry Association. A census study was done. Data was collected from 30 head of human resources and 30 head of finance departments of the member firms. Data was collected using a structured questionnaire. Statistical analysis was done using SPSS. Inferences were drawn using Carl Pearson Correlation Coefficient technique. With respect to the direct effect of staff turnover on the financial performance of private security firms in Kenya, the major findings showed that there was a statistically significant inverse correlation between financial performance and turnover impact on recruitment costs. Regarding the indirect effect of staff turnover on the financial performance of private security firms in Kenya, financial performance was significantly correlated to lost technical expertise and decline in service quality offered to customers. Equally, it is important to examine causes of turnover among different security firms so as to establish a general trend among the firms.

From the reviewed literature, it is clear that security guards working in different private firms have not been used as a source of data in establishing turnover causes in the industry. Types of employee turnover and their cause in private security firms have therefore remained unknown.

2.2.3 Relationship between Working Conditions and Employee Turnover

Working conditions result into satisfaction or dissatisfaction in the job by an employee. An essential factor in any organization's success is job satisfaction which is defined in various contexts by different authors. Employees get motivated to work hard and attain better performance if they believe that better engagement terms are put in place for them by the organization (Bratton and Gold 2007).

Urbancová & Linhartová (2011) carried out a study to identify factors within organizations that determine employees' exit from organizations in the Czech Republic. Data was collected from 167 respondents using questionnaires. The collected data was processed by means of absolute and relative frequencies using the Lime Survey application and the Excel 2007 program. Testing was done by Pearson Chi-Square test in association table and contingency table. The power of dependence is determined by the correlation coefficient and Cramer's coefficient. The study revealed that if personal reasons (such as moving, starting a family, illness, retirement or restarting studies) are well taken into account, employees would likely

leave their work position due to low pay (remuneration, benefits, imbalance between performance and reward). Similarly, a secure future is an important factor having impact on the decision to leave a work position (trust in the company's vision, following business ethics, trust in leaders/management, new projects and innovation, speed of employee turnover, a vision of the future). However, a similar study should also be focused on employees within the private security industry, particularly in the developing countries.

Another study done in Poland by Sypniewska (2013) sought to identify the factors affecting job satisfaction and employee turnover among employees working in different organizations, and who were chosen in a random manner. The analysis shows that in the opinions of 215 respondents, the factor with the greatest impact on job satisfaction was the atmosphere at work, and the factor with the least impact - the culture of the company. It turned out that by grouping factors and examining them in different categories, the most important factors are associated with interpersonal relations and economic aspects of work, but just comparing between factors, employment stability was rated as the most important. Thus, according to the respondents, the factor having the second greatest impact on job satisfaction is job stability. Such factors which affect satisfaction should also be investigated among employees in the private security sector in Kenya, where turnover has been rampant.

Another study done by Shukla & Sinha (2013) examined the extent of the influence of various factors on employee turnover in urban and semi urban banks in India. Specific objectives were to identify the key factors of employee turnover, and to determine the extent to which the identified factors are influencing employees' turnover. A self-developed questionnaire, measured on a Likert Scale was used to collect data from respondents. Quantitative research design was used and this design was chosen because its findings are generalizable and data objective. The data analysis was carried out by calculating mean, standard deviation and linear correlation. The difference between means of variable was estimated by using t-test. The following factors were found to significantly influence employee turnover in the banking sector: Work environment, job stress, compensation (salary), employee relationship with management, career growth. However, there is no evidence of such similar studies for workers from the private security industry being conducted.

Samad (1995) examined the relationship between job characteristic, job satisfaction and turnover intention, on one hand, and the contribution of demographic variables of human

populations broken down as age or sex or income etc., on turnover, on the other hand. Samad (1995) collected the data using questionnaires on a sample of 292 IT staff in Telecom Malaysia. He used correlation technique for data analysis, and found out that demographic variables, job characteristics and job satisfaction have significant impacts on turnover intentions.

Samad's (1995) study did well in seeking to examine job related factors and demographic variables on turnover. However, the researcher employed only one method of data collection; the questionnaire. This could not enable the researcher to corroborate data with any other information obtained through a second or third method of data collection (like interviews or document analysis). The current study used questionnaires and interview methods for data collection.

Similarly, Bloch (2004) investigated the effect of job satisfaction on employee motivation and consequently, turnover intentions. Using descriptive research method, he applied questionnaires on a sample 250 workers from different organizations in the United States of America to investigate the effect of 7 variables (physical environment, task design, reward and reinforcement, supervisory support and coaching, social norms and organizational culture) on job satisfaction, employee motivation and turnover intentions. He found out that job satisfaction results into increased motivation and reduced turnover intentions.

Still, the study conducted by Bloch (2004) used only questionnaires for data collection while document analysis and interviews could have helped with corroboration of data obtained by questionnaires. For instance, through document analysis, the researcher could have been able to identify job contents which provide motivation. Similarly, through interviews, the researcher could have obtained information on actual factors in a job which provide satisfaction. Still, the foregoing study has failed to relate working conditions and employee turnover.

Another study done in Kenya by Wambui (2012) used a descriptive survey with a sample composed of 96 employees randomly selected from each of the 17 departments in SDV Transami, a logistics company, to assess the perceived factors influencing employee turnover. Primary data from the respondents was collected using a semi-structured questionnaire. Descriptive statistics such as means, standard deviation and frequency distribution was used to analyze the data. In addition, the study also used factor analysis to analyze the collected

data in order to outline the major factors perceived to be influencing employee turnover in the logistics industry specifically SDV Transami Kenya. The results showed that none of the listed factors were perceived to be extremely influencing employee turnover. The factors that were found to be fairly influencing turnover were unmet expectations about the job, lack of satisfaction with the job, lack of recognition for work done, lack of flexibility in the job, involvement in the job, among others. However, working conditions in the private security industry are different from those in SDV Transami. Hence, factors which cause dissatisfaction could vary in both sectors.

Also in Kenya, Murunga (2014) investigated the effect of working conditions of the guard on the effectiveness of service delivery in Kenya's Private Security Companies (KPSCs). The researcher used Purposive Sampling Method to arrive at three clusters of guards, clients and guards' management. Representative samples were arrived through random sampling and questionnaires administered to key informants. Data was analyzed using descriptive statistics with the aid of the Statistical Package for Social Sciences (SPSS). The study results showed that 98% of the respondents worked for more than 52 hours a week hence are overworked as the maximum number of working hours to ensure optimal productivity of laborers is 52 hours per week. Further, the study results showed that whereas majority of clients pay an average of Kshs 20,001.00 – 30, 000.00 per guard per month for the well-established security firms, most of the respondents receive monthly salaries ranging between Kshs. 10,000.00 and Kshs. 15,000.00. This study, however, did not include other aspects of working conditions like leadership style or employee relations, which can also cause dissatisfaction hence employee turnover. Conversely, Murunga (2014) did not investigate the relationship between working conditions and employee turnover among security guards. This omission thus prompted the attention of the researcher to do and investigation in this area.

Most empirical works have concentrated on the relationship between working conditions and employee satisfaction (a precursor of intentions to quit) among skilled and highly educated workers. Satisfaction in work is caused by diverse factors, and employees with low educational (and training) levels often get satisfied in their work from factors which, under normal circumstances, do not satisfy highly educated (and trained) employees. Focusing on the relationship between prevailing working conditions and employee turnover in private security firms is capable of highlighting factors that either satisfy or dissatisfy employees in this industry. It was therefore prudent for the researcher to investigate the relationship

between working conditions and employee turnover in private security firms in Kisumu County.

CHAPTER THREE

RESEARCH METHODOLOGY

Research methodology is a collective term for the structured process of conducting research. In this section a descriptive research process which includes research design, target population, sampling procedures, size, as well as the instruments used in data collection and analysis is exhaustively described.

3.1 Research Design

A research design constitutes the collection, measurement and analysis of data (Schindler, 2008). This study was carried out through correlational research design. Correlational research design attempts to compare systematically, the relationship that exists between variables, and attempts to highlight how a dependent variable is influenced by an independent variable(s) (Kumar, 2005). The design was deemed suitable for the study because it (the study) aimed at establishing how working conditions relate with employee turnover private security firms operating within Kisumu County.

3.2. Study Area

The study area was Kisumu County. The County lies between 34.75 degrees E and 34.764E longitude; while its latitude is between -0.079S degrees and -0.723S degrees. It borders Vihiga County to the north, Kericho County to the east, and Homa- Bay County to the south, and has a population size of 968,909, with 474,760 being males and 494,149 females (KNBS, 2009); with a land area of 919 km². The prominent geographical feature in the County is Lake Victoria, the world's second largest fresh water lake and the source of the River Nile. The mean temperature ranges from a minimum of 20.00C to a maximum of 35.00C, with an annual average of 23.0°C. Annual rainfall ranges between 1200mm and 1,300mm per annum (Kenya Inter-agency Rapid Assessment, 2014). The major economic activities in the County include fishing, sugarcane farming, rice farming and cotton farming. Kisumu County was selected for the study because most of the private security firms are found within the county. The area map is presented in Figure 3.1.

3.3 Target Population

Target population refers to the total number of subjects of interest to the researcher (Oso and Onen, 2008). Therefore, the study covered employees in all the registered 20 private security firms operating in Kisumu County, employing 12,079 security guards (Kisumu County

Labour Office, 2014; PSIA, 2013). Therefore the target population included all the 12,079 security guards providing private security services in Kisumu County (Table 3.1).

3.4 Sample Size

This refers to the actual number of the population from where the actual data for the study is collected (Kombo, 2006). There are several approaches to determining the sample size. These include using a census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size (Israel, 1992). This study adopted Yamane (1967) formula to calculate the sample size for private security firms as shown below.

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots 3.1$$

$$n = \frac{12,079}{1+12,079(0.05)^2} = 387$$

Where n is the sample size, N is the population size, and e is the level of precision (0.05). When this formula is applied to the above population, a total number of 387 respondents were the representative sample.

To ensure proportional representation of each private security company according to the population of each organization, proportional stratified random sampling technique was employed, where each individual company served as a stratum. This enabled the researcher to select a sample in accordance to the proportional percentage of the population of each sub group (stratum) or each security firm (Patton, 2002). For example, Wells Fargo, with a population of 520 security guards, had a proportional representation calculated as:

$$\frac{520}{12079} \times 100 = 4.3\%$$

Therefore, 4.3% of 387 is equivalent to 17 respondents. The proportionate sample distribution of the security guards is shown in Table 3.1.



Table 3.1: Sample distribution of study respondents

Company Name	Population Size	Percentage	Sample Size
Wells Fargo Ltd	520	4.3	17
Bob Morgan Services	924	7.6	29
G4S Security Services	839	6.9	28
KK Security	750	6.2	24
Riley Falcon Services Ltd	3000	24.8	96
Lavington Security Ltd	378	3.1	11
Total Security	140	1.1	4
Security Group Ltd	336	2.7	11
Cobra Security	52	0.4	2
Brinks Security Ltd	248	2.0	7
Nine-One-One Group Ltd	320	2.6	10
Bedrock Security Service Ltd	20	0.2	1
Robinson Security Ltd.	310	2.5	10
Hatari Security Guards	120	0.9	3
Patriotic Guards Ltd	524	4.4	17
Bedrock Holdings Ltd	630	5.3	21
Guard Force Ltd	642	5.3	21
JRS Security Services	2010	16.6	65
Pride Kings Ltd	194	1.7	7
Chakra Security Services	122	1.0	3
TOTAL	12,079	100	387

Source: KSIA/PSIA data (2013)

Further, nested sampling method was used to select key informants for the study. Nested sampling method facilitates credible comparisons of two or more members of the same subgroup, to represent a sub-sample of the full sample (Onwuegbuzie and Leech, 2007). The key informants composed of the branch secretaries from the trade unions, the Kisumu County Labour Officer, and the regional executive officer of the Federation of Kenya Employers (FKE), making a total of 4 key informants. The two trade union officials were from unions which have recruited security guards into their membership. The trade unions were Kenya National Private Security Workers Union (KNPSWU) and Kenya Security Guards Workers Union (KSGWU). The unions were important because they (unions) represent the guards whenever there is a dispute arising from the employment contract between the guards and the employer, therefore they were in a better position to understand reasons for turnover of employees within private security companies.

The labour officer was important for the purpose of data collection because all labour disputes are reported to the County Labour Office for arbitration, and therefore the official

was in a better position to elaborate on the reasons for employee turnover within private security firms in Kisumu County (Republic of Kenya, 2007). Lastly, FKE, being an umbrella body representing employers in Kenya, normally represents member security companies whenever there is a dispute involving a member company and representatives of the unionisable employees (guards); like in the case of CBA formulation (Republic of Kenya, 2007). FKE officials were therefore better placed to provide information on the reasons for employee turnover within security companies.

Data collection and key informants interviews were done in July 2015. The study was able to collect data from 272 respondents from the sampled 387 respondents, making a 70.28% return rate. Hence, the data collected from the respondents could be relied on to provide sufficient information about the relationship between working conditions and employee turnover among employees working in private security companies in Kisumu County.

3.5 Data Collection Methods

Data collection involved the identification of data source, data collection procedure, and data collection instruments.

3.5.1 Data Sources

This study used both primary and secondary data. Primary data was obtained by the use of questionnaires and interview schedules, while secondary data was obtained from analyzing documents related to employee turnover from both the private security firms selected for this study, the labour office and the trade union office; such data was related to working conditions and the nature of the employee turnover. This was in line with what White (2005) suggested, that a literature review provides insight into the dimensions and complexity of the problem under study. On the other hand, quantitative data was obtained directly from security guards who were employed within the security companies operating in Kisumu County, by the use of questionnaires. Lastly, qualitative data was obtained from interviews with trade union and FKE officials, as well as the County Labour Officer.

3.5.2 Data Collection Procedures

The researcher obtained permission from Maseno University before commencing the study. The researcher availed an introduction letter to the respondents and then explained the purpose of the research; twenty one guards (one guard from each security firm) were purposely selected for a pilot study, thereafter issues arising from the questionnaire were

clarified. The questionnaires were then personally administered by the researcher. The researcher then visited the County Labour Office for an interview with the Labour Official on the reasons for employee turnover in the private security industry. Thereafter, the researcher visited the Trade Union Officials representing the security workers for a similar interview, and finally the FKE for an interview over reasons for employee turnover in the private security industry. These key informants, with their knowledge and understanding of the phenomena under study, provided insights on the nature of problems and gave recommendations for solutions, as envisaged by Mugenda and Mugenda (2003).

3.5.3 Data Collection Instruments

Questionnaires and Interview schedules are used extensively in social research to collect data about phenomena that is not directly observable, like inner experience, opinions or values, (Gall, Gall, and Borg, 2007). The researcher developed a closed ended questionnaire, and the questionnaires were used to solicit responses relating to how working conditions in the private security firms relate with employee turnover. The questionnaires developed were based on multiple-item scales and summated ratings (Likert Scale) to quantify the construct(s) of opinions of respondents regarding the study variables. Section one of the questionnaire assessed biographical background of the respondents, while the second section investigated the working conditions of employees in private security firms in Kisumu County. The third section investigated the nature of employee turnover in private security firms operating in Kisumu County. The questionnaire used for data collection is shown in Appendix II.

On the other hand, interview schedule for this study consisted of open ended questions asked by the interviewer and oral responses given by the key informants, whereby the interviewer probed for further clarifications where necessary, while constantly taking notes. The interview guide used for key informant interviews is found in Appendix III.

3.5.4 Reliability Test

Reliability is a measure of the degree to which a research instrument yields consistent results after a repeated trial (Amin, 2005). Split - half test method was used to measure reliability of the questionnaires. In this method, the researcher divided the scale/test in the questionnaire into two halves, so that the first half formed the first part of the entire test/scale and the second half formed the remaining part of the test/scale. Estimation of instrument reliability based on correlating the results obtained from the pilot study (3.5.2) of the two parallel halves

of the same test/scale (because the instrument had 8 items), and the researcher obtained coefficients of 0.82 and 0.84 respectively for working conditions and employee turnover.

Table 3.2: Reliability Test

Variables	Co-efficient	No. of Items
Working Conditions	0.82	8
Employee Turnover	0.84	10
Combined Cronbach's Alpha	0.83	18

3.5.5 Validity Test

According to Mugenda and Mugenda (2003), instrument validity represents the extent to which the instrument measures what it purports to measure; it is the degree to which the analyzed data actually represents the phenomenon under study. To ensure instrument validity, the data collection questionnaire were appraised by the two experts in the field of social research, two experts in the field of human resource management, and another two experts from the private security industry. The ratings of the six experts were then compared in a session involving the six together with the researcher, one week before data collection commenced, and the necessary adjustments made. Validity, according to Cook and Beckman (2006), is viewed as a carefully structured argument assembling evidence from a variety of sources to support or refute proposed interpretations of instrument scores. It is not a property of the instrument, but of the instrument's scores and their interpretations.

To enhance the validity of the instruments, the researcher relied on the findings from the pilot study (see section 3.5.2). The questionnaires that were administered in the pilot study were then analyzed and correlated. The inadequate items were modified and others discarded in order to improve the quality of the instrument.

3.6 Data Analysis

This study used both qualitative and quantitative data analysis methods. Qualitative data obtained from personal interviews and open-ended questions were analyzed qualitatively through thematic analysis and organized into themes and patterns corresponding to the research questions. This helped the researcher to detect and establish various categories in the data which are distinct from each other.

Quantitative data such as statistical information on biographical backgrounds of the respondents, working conditions, employee turnover, and the influence of working conditions

on employee turnover were analyzed by the help of Statistical Packages for Social Sciences (SPSS) version 20. SPSS package is able to handle a large amount of data and given its wide spectrum in the array of statistical procedures which are purposefully designed for social sciences, it was deemed efficient for the task (Amin, 2005). Descriptive statistics such as frequency distribution and percentages were run on all the quantitative data. Regression analysis was used to investigate the relationship between working conditions and employee turnover within private security firms in Kisumu County.

Regression analysis, according to Yin (2011), is the most widely applied data analysis technique for measuring linear relationships between two or more variables. By using this analysis, the researcher was able to discover which independent variables most influenced employee turnover in the private security industry. In addition, regression analysis can help to find which variable is the most significant to affect turnover intention.

These variables were tested from a general multiple regression equation of the form:

$$Y_i = a_i + b_i X_{ij} + \epsilon_i \dots \dots \dots \text{(Source: Adopted from Cooper \& Schindler, 2008; p 39)}$$

Where:

Y_i = Employee turnover measured on a summated scale of 1= strongly disagree and 5 = strongly agree

a_i = Constant performance ($a_1 \dots \dots \dots a_4$)

b_i = Coefficients of the predictors (being salary and remuneration, leadership style, work-life balance, and employee relations)

x_i = Independent variables ($X_1 \dots \dots \dots X_4$)

$i = 1, 2, 3, 4$

ϵ =Margin term (The moderating variables like personal characteristics of individual guards and effectiveness of inspection by the Ministry of Labour were assumed to be constant). A partial regression coefficient represents the change in dependent variable, due to one unit change in independent variable; e is the margin term.

3.7 Data Presentation

The researcher used tables to present data related to biographical background, while correlations and regression was used to measure the relationship between working conditions and employee turnover, and the results presented in tables

CHAPTER FOUR

RESULTS AND DISCUSSIONS

In this chapter, results and discussions are presented based on the data collected using the various research instruments, from the sampled security firms. The first section of the study instrument sought to establish demographic characteristics of the respondents.

4.1 Demographic Representation of Respondents

This section presents analysis of the demographic descriptions of the respondents. The background information was sought on the gender, age, education level, and period in security service of the respondents.

4.1.1 Distribution of Respondents by Gender

The respondents were asked to indicate their gender. Table 4.1 illustrates the distribution of respondents by gender.

Table 4.1: Distribution of respondents by Gender

Gender	Frequency	Percent	Cumulative Percent
Male	242	89.0	89.0
Female	30	11.0	100.0
Total	272	100.0	

Source: Survey (2015)

As indicated in the table above (Table 4.1), majority (89.0%) of the respondents were males while 11.0% was females. This indicates that males provide private security services more than females in Kisumu County. This finding is not unique in any way. Swol (1998), while studying gender composition of private security providers in Canada, established that females composed of only 20% of the total population in the security industry. This low number of females might be attributed to work life balance factors incumbent in tasks performed by security guards – being longer working hours (more than 10 working hours in a day) and at times night duty.

The second characteristic of background information that the researcher analyzed was the age of the respondents.

4.1.2 Distribution of Respondents by Age

When the researcher asked the respondents to state their ages, they responded as illustrated in Table 4.2.

Table 4.2: Distribution of Respondents by Age

	Frequency	Percent	Cumulative Percent
20 - 30	3	1.1	1.1
31 - 40	240	88.2	89.3
41 and above	29	10.7	100.0
Total	272	100.0	

Source: Survey (2015)

Table 4.2 above illustrates that majority (88.2%) of the respondents were of the age category of 31 to 40 years, while 10.7% were within 41 and above age group. The rest (1.1% fell within 20 to 30 years age group. This finding illustrates that security guards are largely mature adults who understand the nature and expectations of their work. Similar finding was made by Bula (2012), who analyzed labour turnover in the sugar industry in Kenya. Further, the education level of security guards was also established by the researcher.

4.1.3 Distribution of Respondents by Education Level

The other part of demographic information of respondents enquired about the education levels of the security guards. The findings are shown in Table 4.3.

Table 4.3: Distribution of respondents by Level of Academic Training

	Frequency	Percent	Cumulative Percent
Primary Level	45	16.6	16.6
Secondary Level	222	81.6	98.2
College Level	3	1.1	99.3
University	2	.7	100
Total	272	100.0	

Source: Survey (2015)

Table 4.3 indicates that majority (81.6%) of respondents held secondary level of education while 16.6% had primary level of education; 1.1% had college level of education, while 0.7% held university level of training. This finding points to the fact that education levels of security guards is generally low, thus is likely to attract poor working conditions as stated by

(Armstrong, 2010). Again, this finding confirms the education level established by Bula (2012) among employees of 6 sugar firms in Kenya, from whom data on reasons for turnover was gathered.

The final part of demographic information enquired about the period over which the security guards have been offering their services. This was necessary in determining the amount of experience held by the security guards: an important aspect required to understand why a trend (e.g., employee turnover) is rampant in one sector or industry as opposed to the other. Distribution of respondents by period of service was also established by the researcher, as shown in Table 4.4.

4.1.4 Distribution of Respondents by period of Service.

Table 4.4: Distribution of Respondents by Period of Service

	Frequency	Percent	Cumulative Percent
Less than 2 years	94	34.6	34.6
3 to 4 years	80	29.4	64.0
5 to 6 years	93	34.2	98.2
Above 7 years	5	1.8	100.0
Total	272	100.0	

Source: Survey (2015)

As Table 4.4 illustrates, majority (34.6%) of the study respondents indicated that they have served in the security industry for less than 2 years, while 34.2% indicated that they have been in the industry for between 5 to 6 years. Similarly, 29.4% indicated that they have served for between 3 to 4 years, and 1.8% of the respondents indicating that they have served for a period of 7 and above years. This suggests that workers often join the security industry in large numbers but quit within the first two years of service, may be due to poor working conditions. Stability in serving in this industry is demonstrated by those who have stayed for between 5 to 6 years, suggesting that these guards might have gotten used to the working conditions or are aiming at promotions in their organizations.

The low numbers of respondents who have served for more than 7 years may suggest that majority of guards from this category have been promoted to supervisory levels, and are currently part of the management team. Further, the researcher was able to present a summary (the mean and standard deviation of biographical information) of the respondents as shown in Table 4.5.

Table 4.5: Measures of Central Tendency of Biographical information

		Gender	Age	Academic/Training Level	Period of Service
N		272	272	269	267
Mean		1.13	2.13	2.24	1.00
Std. Deviation		.371	.367	.387	.838
Sum		308	579	764	800
Percentiles	25	1.00	2.00	3.00	2.00
	50	1.00	2.00	3.00	3.00
	75	1.00	2.00	3.00	4.00

Source: Survey (2015)

Table 4.5 illustrates that the mean gender of security guards is 1.3 ($M=1$). From the study questionnaire used to collect data, 1 represents males. Therefore, it can be taken that private security service is predominantly offered by males. Similarly, the mean age of those offering security services is 2 ($M=2$). From the study questionnaire, 2 represent 31 to 40 age category, and therefore it can be deduced that this is the age group of those serving in the private security service. In as far as academic/training level is concerned, the mean level was found to be 2 ($M=2$). This, according to study questionnaire, is represented by secondary level of education, and it can therefore be deduced that guards serving in the private security firms have secondary level of education. Finally, the mean period of service of the respondents is 1 ($M=1$). From the study questionnaire, 1 represent less than 2 years, and it can therefore be deduced that security guards serving in the industry have served for less than 2 years.

In summary, the findings indicate that private security guards are predominantly male persons aged between 31 to 40 years, with secondary level of education and have served in the specific security firms for less than 2 years. Therefore, the high rates of employee turnover that have been experienced in the private security industry means that security guards have just been changing employers and not been moving out of the industry.

4.2 Working Conditions in Private Security Companies in Kisumu County

The first objective of the study was to establish working conditions in private security companies in Kisumu County. To achieve this objective, a descriptive analysis was run on leadership style, salary and remunerations, work life balance, and employee relations, which comprised the types of conditions under study. The results obtained are shown in Table 4.6.

Table 4.6: Descriptive Analyses of Working Conditions

	Mean	Std. Deviation	N
Leadership Style	3.85	.786	270
Salary and Remuneration	4.57	.679	270
Work-life Balance	4.20	1.036	270
Employee Relations	3.58	.920	270
Mean Score	4.05	0.55	270

Source: Survey (2015)

Table 4.6 indicate that working conditions is generally poor ($M=4.05$; $SD=0.55$). Based on the study questionnaire, 4 denotes Agree: therefore the respondents generally agreed that working conditions in the private security firms is poor. Accordingly, salary and remuneration ($M=4.57$; $SD= 0.679$) and work-life balance were also agreed upon by the respondents as conditions which are of more concern among private security firms. Similarly, most respondents consider leadership style ($M=3.85$; $SD=7.86$) and employee relations ($M=3.58$; $SD=0.920$) as neither poor nor good.

Data were also obtained from key informants through interviews. Union officials and the County Labour Officer provided in depth information pertaining to working conditions in private security firms operating in Kisumu County. Representative statements derived from interviews with the union officials were:

“Guards are often paid for 8 hours and not the 12 hours worked (their work is organized in 12 hour shifts), and even the 8 hours paid do not meet the current minimum wage guidelines”.

Another representative statement concerning work-life balance was:

“The 12 hour shift is hectic, and in a number of security firms, guards are seldom given offs due to lack of sufficient relievers to stand in for guards who are away. Similarly, most firms assign guards amount of work which is expected of more than one guard, for instance, in assignment coverage, while some clients give guards extra work in the assignments, further over burdening the guard”.

In regard to salary, the interviews generated information which the researcher was able to deduce in the following statement:

“Salaries paid are below the stipulated minimum wage requirement in most private security firms, no overtime is paid for the extra hours worked, and majority of firms

often pay salaries to the guards late (averagely between 5th or 12th of the subsequent month)”.

Results emerging from these analyses indicate that working conditions is generally poor, whereby salary and remuneration is the main single element that causes either satisfaction or dissatisfaction in employment in the private security industry. It therefore follows that in a situation that a particular security firm pays low salary and accompanying remuneration, the level of ensuing dissatisfaction will definitely lead to high rate of employee turnover. This finding is not unique. Urbancová and Linhartová (2011) in their review of two successive surveys in the Czech Republic using 29 determinants to describe 7 main factors causing employee turnover, found that remuneration is the single most important factor. In a concluding summary, the authors (Urbancová and Linhartová, 2011) stated that if personal reasons, such as moving, starting a family, illness, retirement or restarting studies are not taken into account, the causes of turnover can be highly attributed to low pay (remuneration, benefits, and imbalance between performance and reward).

Similarly, Kuria, et al (2012) found evidence that financial incentives further improved the performance of high-performing teachers in a study that was conducted in Massachusetts. ~~High performers view performance based incentives as a reward for their exemplary effort.~~ Further, Nujjoo & Meyer (2012) studied the relative importance of different types of rewards for employee motivation and commitment in South Africa using questionnaires on 409 participants selected through non-probability sampling technique. They (Nujjoo & Meyer, 2012) found that the more satisfied employees are with either of the reward types under investigation, the more affectively committed and intrinsically motivated they are. This relationship is stronger for intrinsic than for extrinsic rewards

A study which was done in almost similar environment to the present and which confirmed the finding of this study was by Kimosop (2007). Targeting a population of 280 guards from Future Force Security firm in Nakuru, Mombasa, and Nairobi to investigate labour turnover, it found that factors that influence turnover include low pay, sickness, long working hours, misconduct, change of careers, and lack of career prospects.

The foregoing findings correspond with one of the two factors in Herzberg's Two Factor Theory: the hygiene factors. These factors comprise the physiological, safety and love needs from Maslow's hierarchy of needs, and are not directly related to the job but the conditions that surround doing the job. These factors operate primarily to dissatisfy employees when

they are not present, and they include company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status. Herzberg called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. Zaman, Shah, and Jamsheed (2011; cited in Wekesa and Nyaoro, 2013) indicated that there is a significant and positive relationship between extrinsic rewards and employee motivation and hence performance but the challenge is that employers are not offering fair and adequate financial rewards to their employees. Kimosop (2007) also found out that the factors that influence labour turnover are; low pay, sickness, long working hours, misconduct, change of careers, and lack of career prospects. This was in a study done to investigate labour turnover in Future Force Security firm using a target population was 280 guards. This, seemingly, is what is taking place among private security firms in Kisumu County.

However, it is interesting to note that some studies have also contrasted the findings that low salaries paid by organizations results into dissatisfaction and (consequently) turnover intentions. Sofijanova and Zabijakin-Chatleska (2013), in a survey of 36 companies belonging to the Macedonian manufacturing industry, employee participation and empowerment programs, and the use of self-managing teams have a direct and statistically significant correlation to the managerial perception of employee commitment and the organizational performance. In yet another study, Wambui (2012) found that factors that fairly influence turnover were unmet expectations about the job, lack of satisfaction with the job, lack of recognition for work done, lack of flexibility in the job, and involvement in the job among others

Critical to note from the reviewed studies that either support or contradict the findings of the present study is that samples used to analyze the various aspects of working conditions were derived from employees in industries which recruit employees with special skills and competencies. This study highlights the fact that employees in private security firms with minimal levels of skills (education and training) derive satisfaction from salary and remuneration.

4.3 Employee Turnover

The second objective of the study looked at employee turnover in private security companies operating in Kisumu County. The descriptive analysis ran by the researcher obtained results as shown in Table 4.7.

Table 4.7: Descriptive Analysis of Employee Turnover

	Mean	Std Deviation	N
Voluntary turnover (resignation and voluntary job switch)	5.23	0.870	270
Involuntary turnover (dismissal and suspensions)	2.82	0.786	270
Departmental transfers (forced transfers to new stations)	3.56	1.047	270
Departmental transfers (voluntary transfers to new stations)	4.52	1.034	270
Mean Score	4.033	0.934	270

Source: Survey (2015)

Table 4.7 illustrates that employee turnover has a mean of 4.033 ($M=4.033$; $SD=0.934$). From the study questionnaire, 4 denotes High Rate. Conversely, voluntary turnover, a situation where guards resign on their own and seek new opportunities in other security companies ($M=5.23$; $SD=0.870$) is the most common type of employee turnover among security companies. Another important finding is that inter department transfer (or transfers to other stations) is also frequent ($M=4.52$; $SD=1.034$). This is a situation where employees decide to shift to other departments or stations, probably because they (employees) feel that they may get extra gains from these new stations. However, respondents considered forced inter-departmental transfers ($M=3.56$; $SD=1.047$) as neither high nor low, while cases of dismissal or involuntary turnover ($M=2.82$; $SD=0.786$) were considered not to be high.

Further, qualitative data obtained from interviews done with key informants concerning employee turnover in private security firms confirms the findings from quantitative analyses.

Representative comments were:

“Dissatisfaction among the guards is high, and most guards are always on the lookout for better paying jobs, or in order to boost their income, engage in other engagements like offering boda boda transport”.

Another representative statement was:

“Most private security firms do not give the mandatory warnings to guards who contravene company regulations, and proceed to dismiss their guards summarily”.

Results obtained indicate that voluntary turnover, whereby employees resign and seek for better paying opportunities, is the main type of employee turnover in private security companies operating in Kisumu County. This means that dissatisfaction with salaries paid makes guards to voluntarily quit employment in search of better pay elsewhere.

This situation confirms what Murunga (2014) found out when he investigated the effect of working conditions of the guard on the effectiveness of service delivery in Kenya's Private Security Companies. The study results showed that 98% of the respondents worked for more than 52 hours a week hence are overworked as the maximum number of working hours to ensure optimal productivity of laborer is 52 hours per week. Long working hours was a predominant factor cited as a reason leading to some guards leaving the guarding industry as well as one that will make the current crop of guards look for other forms of employment. Further, the study results have shown that whereas majority of clients pay an average of Kshs 20,001.00 – 30, 000.00 per guard per month, most of the respondents receive monthly salaries ranging between Kshs. 10,000.00 and Kshs. 15,000.00.

Similarly in Oman, Swailes and Al Fahdi (2010) examined voluntary turnover from public to private sector employment through semi-structured interviews with 26 current and former public employees. The main reasons for turnover were found to be dissatisfaction with management style, pay and promotion opportunities along with perceptions of better opportunities elsewhere. In a study by Shukla & Sinha (2013) to examine the extent of influence of various factors on employee turnover in urban and semi urban banks in India, it was found that work environment, job stress, compensation (salary), employee relationship with management, career growth are the main factors contributing to turnover.

Nevertheless, employees normally quit from organizations due economic reasons. A study conducted in SDV Transami, Kenya, Wambui (2012) discovered that economic factors as well as salary and remuneration are the main determinants of employee turnover. The most common reason for employee turnover rate being so high was the salary scale because employees are usually in search of jobs that pay well (Cao et al, 2013) and low pay may provide a good reason as to why an employee may not be performing well. This is a situation of unequal or substandard wage structures; when two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. Similarly, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal, like duties undertaken in

private security firms (Akekere and Yousuo, 2013). This result therefore provide that employees in the private security firms voluntarily quit their employment (probably for better paying jobs).

4.4 The Relationship between Working Conditions and Employee Turnover

To establish the nature and the direction of the relationships that exist among the study variables, the researcher used the Pearson (r) correlation coefficients. Table 4.8 presents the results.

Table 4.8: Correlations between Coefficients of Independent variable and the Dependent variable

	(1)	(2)	(3)	(4)	(5)
Salary and remuneration (1)	1				
Work-life Balance (2)	.560**	1			
Leadership Style (3)	.458**	.424**	1		
Employee Relations (4)	.438**	.458**	.445**	1	
Employee Turnover (5)	.689**	.560**	.456**	.490**	1

**** Correlation is significant at the 0.01 level (2-tailed).**

Source: Survey (2015)

The results in Table 4.8 showed that there exists a significant and positive relationship between salary and remuneration and employee turnover ($r = .689$, $p < .01$). These results imply that the more favourable the salary and remuneration are, the lower will be the rate of turnover of guards in private security companies. Similarly, results also show significant relationship between work-life balance and employee turnover ($r = .560$, $p < .01$). This implies that if the nature of work can improve, then there may be low rates of employee turnover in private security companies.

The researcher proceeded to determine the relationships of the variables using multiple linear regressions, and the output is shown in Table 4.9.

Table 4.9: Multiple Regressions between Coefficients of Independent variable and the Dependent variable

Model	Unstandardized	Coefficient	Standardized	t	Sig
	B	Std Error	Beta		
Constant	2.352	0.34		9.92	0.00
Work-life balance	0.321	0.086	0.264	3.839	0.01
Salary and remuneration	0.585	0.069	0.516	8.443	0.01
Employee relations	0.173	0.082	0.123	2.108	0.03
Leadership Style	0.249	0.084	0.237	2.889	0.02

	R	R Square	Adjusted R ²	F	Sign
SUMMARY	.791 ^a	.635	.626	80.462	0.000

A= (Predictors: (Constant) Work-life balance; Salary and remuneration; Employee Relations; Leadership Style.

B = (Dependent Variable): Employee Turnover

Table 4.9 shows the result of multiple linear regressions of the coefficients of independent variable (working conditions - work life balance, salary and remuneration, employee relations, supervisory style, and nature of work) on employee turnover. The analysis established that work-life balance, salary and remuneration, employee relations, supervision style, and nature of work together predicted 63.5% of the observed variance in employee turnover, with a significant model fitting ($F=80.462$; $p < 0.000$).

Findings from Table 4.9 reveal that four variables are significant in determining employee turnover in private security firms. These are salary and remuneration ($\beta = .516$; $p=0.01$); Work-life balance ($\beta = .264$; $p=0.01$); Leadership style ($\beta = .237$; $p = 0.02$), and Employee relations ($\beta = .123$; $p=0.03$). Findings from the model above revealed that the most important factor in determining employee turnover was salary and remuneration ($\beta = 0.516$; $p=0.01$). These results suggest that private security firms are likely to exhibit lower employee turnover if their salary and remuneration levels are improved.

Working conditions practiced by human resource departments across organizations have been found to contribute to either job satisfaction or dissatisfaction, and consequently either employee commitment to the firm or intention to quit. In this study, working conditions in

private security companies was categorized as salary and remuneration, work-life balance, supervision style, and nature of work (job content). The direction of the relationship between the coefficients of working conditions was established through Pearson (r) correlation coefficients, which showed that salary and remuneration correlated highest with employee turnover. Further, results of regression analysis revealed that the most important factor in determining employee turnover in private security companies is salary and remuneration ($\beta = 0.516$; $P < 0.01$), suggesting that private security firms are likely to exhibit higher rates of employee turnover if the salaries and remuneration offered to employees remain low and do not elicit much satisfaction.

On average, guards working in private security firms are faced with low wages all over the world. Roberts (2003) states that median wage for security workers in the United States is a relatively low \$10.85 per hour (\$22,570 per annum). In Nigeria, private guards normally earn an average of 99,000.00 Naira per year.

Much as the findings of this study attribute high turnover of security guards to low pay, there are studies which have attributed job dissatisfaction (and consequently employee turnover) to other factors. For instance, Kuria, Ondigi, and Wanderi (2013) undertook to establish the internal and external causes of labour turnover in three and five star-rated hotels (N=7) in Nairobi city, and found that lack of balance between work and personal life was a major cause of job resignation (32%) while lack of staff involvement in decision making and creativity was (56%) respectively in both set of hotels. Similarly, another point to note is that salary and remuneration is a factor determining job satisfaction only among low skilled workers (like security guards or casual workers in sugar industries). Shukla and Sinha (2013) looked at the extent of influence of various factors on employee turnover in leading Indian urban and semi urban banks, and found that work environment, job stress, compensation (salary), employee relationship with management, and career growth (in this order) significantly influence employee satisfaction and consequently the intent to quit.

Similarly, interviews conducted with key informants concerning the relationship between working conditions and employee turnover among security guards operating in Kisumu County did not portray any different finding. Most outstanding themes were:

“The long working hours without day offs largely contributes to frequent absenteeism from work due to fatigue”.

Other statements were that:

“Given that the work which guards in private security firms do is hardly ever commensurate with their salaries, there is a lot of dissatisfaction among these guards, and intent to quit. Security guards in private security companies earn an average of Kshs 96, 000.00 annually”.

Another statement derived from the interviews was:

“In order to boost their income, most guards engage in extra jobs when they are not on duty, some even work in more than one security firm, hence affecting their performance and general quality of life”.

Another outstanding statement derived from the interviews was:

“Generally, the most common causes of employee turnover in private security firms are (in this order): poor remuneration, late payment of salaries, non-payment of overtime worked, fatigue due to non-provision of periodic offs, and availability of alternative employment opportunities in other security firms”

The findings of this study therefore conform to the first of the Two Factor Theories of Herzberg (the hygiene factors) which comprise physiological, safety and love needs from Maslow's hierarchy of needs. These factors operate primarily to dissatisfy most employees when they are not present. They include technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, personal life, work conditions and status, among others. They are necessary to maintain a reasonable level of satisfaction and prevent dissatisfaction. The satisfaction that employees from the private security industry get out of competitive salary and remuneration could lower labour turnover among individual security firms. However, as has been revealed in this study, the absence of better salary and remuneration among private security companies has resulted in dissatisfaction among the guards, resulting into high turnover.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusions and recommendations for further studies. This study was set to investigate the relationship between working conditions and employee turnover in private security firms within Kisumu County. The conclusions are based on the study findings, as stated below.

5.1 Summary of the Study Findings

The first objective of the study sought to establish the working conditions in private security firms operating in Kisumu County. Working conditions were categorized as supervisory style, salary and remuneration, nature of work, work-life balance, and employee relations. Results reveal that salaries and remuneration is the main factor of working conditions affecting satisfaction of employees in private security companies in Kisumu County. The factor closely following salary and remuneration is work-life balance, where guards work for longer hours without periodic offs. Guards are often paid for 8 hours, yet they work for 12 hours without periodic offs. This is due to the fact that private security firms want to maximize on the rates charged to clients in order to make margins. Salary paid to private security guards covered in the study is always below the legally stipulated minimum wage, besides being paid long after the end of 30 working days. This forces guards to engage in other income earning activities which affect their quality of life and performance.

The second objective of the study looked at employee turnover in private security companies operating in Kisumu County. Employee turnover was categorized as voluntary turnover, involuntary turnover, involuntary departmental transfers, and voluntary departmental transfers. The results obtained reveal that voluntary turnover, where guards resign or simply stop working, and seek alternative employment in a different company is the main type of employee turnover in private security firms operating in Kisumu County. Similarly, employee dissatisfaction is always high among private security firms, and there is a lot of intention to quit among most guards for better paying jobs in other security firms or alternatives. Further, most private security firms do not follow the stipulated disciplinary process when guards contravene company regulations, and proceed to dismiss them without giving them a fair hearing.

The last objective of the study sought to establish the relationship between working conditions and employee turnover in private security firms in Kisumu County. Results obtained by the researcher established that there exists a significant and positive relationship between salary and remuneration, work-life balance, employee relations, supervision style, nature of work, and employee turnover. This implies that the more unfavourable the variables are, the higher will be the rate of turnover of guards in private security companies. However, the most important factor in determining employee turnover in private security companies is salary and remuneration, suggesting that private security firms are likely to exhibit higher rates of employee turnover if the salaries and remunerations that they offer their employees remain low and do not elicit much satisfaction. Similarly, the long working hours without off days largely contribute to frequent absenteeism from work due to fatigue, and the amount of work done by security guards is not commensurate with their salaries, thus there is a lot of dissatisfaction and most guards engage in extra jobs, hence affecting their performance and general quality of life.

5.2 Conclusions

The researcher therefore, in establishing the working conditions in private security firms operating in Kisumu County, concluded that the general working condition is largely unfavourable as characterized by working for a continuous 12 hour shift each day, lack of consistent offs leading to fatigue and poor work life balance, payment of low salary and remuneration, as well as late salary payment, conditions that cause employee dissatisfaction, and subsequently, turnover.

Similarly, employee turnover in private security firms operating in Kisumu County is characterised by voluntary turnover. The level of dissatisfaction arising from low salary and remuneration causes intention to quit among security guards. Consequently, most guards are often on the lookout for better paying jobs in other firms, and ultimately they quit and join such firms.

Further, in private security firms, the low salary and remuneration paid to guards are a source of dissatisfaction. Most guards find it difficult to survive with the meager salaries paid to them, and they usually get engaged in other income generating activities with which to subsidize their incomes. Thus, guards working in private security firms normally opt to quit and join other security companies which may offer them better salaries.

5.3 Recommendations

The researcher makes the following recommendations for mitigating employee turnover, and areas for further research.

For improvement in working conditions in the private security sector, the management in private security firms to ensure that guards are paid in line with the stipulated minimum wage requirements, including overtime, and that such salaries are paid in time.

The management in the private security firms should put proper mechanisms in place to ensure that the guards proceed for their offs to enable them get enough rest considering the 12 hour shift they work in a day, as well as enable them have a conducive work life balance and quality of life.

Lastly, the management in the private security firms should put in place proper grievance handling procedures to enable the security guards address any issues they may be facing at the workplace, as well as any problems with their interactions with their fellow guards, and with the leadership of the firms.

5.4 Limitations of the Study

This study was conducted under some limitations. First and foremost, the researcher was not able to obtain information related to biographical characteristics of the respondents, and was obliged to rely solely on information that the respondents provided. Secondly, it was not possible to determine the effectiveness of the Ministry of Labour in supervising working conditions in the security industry since information related to the same are only contained in performance management files which, according to the labour officer who was interviewed, are strictly confidential. Lastly, the researcher was unable to determine the specific reasons as to why the private security firms are not paying the security guards in line with the stipulated minimum wage guidelines, and hence it remains to be established if this could be as a result of little profit margins realized in the security industry.

5.5 Suggestions for Further Research

In order to broaden knowledge concerning working conditions and employee turnover, this study has come up with a few suggestions for further research. First and foremost, given the fact that biographical characteristics of an employee (information which the researcher was unable to independently obtain) sometimes determines job satisfaction (and therefore

retention), a study should be conducted on the influence of demographic factors on employee turnover in private security firms.

Further, owing to the fact that minimum wage requirements are government regulations (employment regulations), it is the responsibility of the Ministry of Labour to ensure that every employer adheres to these requirements. This study recommends a study on the effectiveness of the regulatory authority in enforcing the implementation of the stipulated minimum wages in private security firms.

Thirdly, this study was unable to establish the specific reasons as to why the private security firms are not paying the security guards in line with the stipulated minimum wage guidelines, and whether this could be as a result of little profit margins realized in the security industry as this is an element in deciding wages in many organizations. The only way of knowing profitability levels in an organization is by allowing employees to participate in both financial aspects and decision making procedures in an organization. The researcher therefore recommends for a study to be done on the influence of participation on employee turnover in private security organizations.

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