

**RETENTION PROGRAMMES OF HUMAN RESOURCE IN THE PRIVATE
SECURITY FIRMS LOCATED IN NAIROBI, KENYA**

BY

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Retention programmes
of human resource in*



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DECLARATION

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ABSTRACT

Organizations today are constantly faced with the challenge of retaining the most competent employees available in the labour market. In order for an organization to achieve its goals and objectives it needs to retain the most competent employees and hence gain a competitive advantage within the industries they operate in. This study was aimed at analyzing the selected retention programmes' applied in retaining competent employees in the private security firms that are constantly faced with high turnover. The objectives of the study were to find out the specific factors that influence labour turnover in the private security firms, to determine the specific factors that influence retention of employees in the Private Security Firms and to establish the strategies that can be adopted by the PSFs to enhance employee retention.

The data was collected using structured and unstructured questionnaires, which were administered by the researcher so as to elicit a higher feedback rate. A simple random sampling of the groups was sampled out so as to select the employees to be interviewed using one questionnaire coded 001. Another questionnaire coded 002 was administered to the Human Resource Managers of the PSFs security firms. The data collected was analyzed and presented using the statistical package for social sciences (SPSS).

The study found out such factors as motivation of employees, working conditions, individual security, flexi hours where employees suggested that the working hours be reduced from 12 hours to 8 hours and company image determine retention of employees in the private security firms. Human resource ought to develop appropriate recruitment and selection techniques in order to acquire the most competent employees. The researcher suggests that these programmes should be put in place by the human resource in order to minimize the rate of turnover in the private security firms. It is anticipated that the findings will be important to the human resource managers in the private security firms and also the researchers/ academicians who may be carrying further research in the same field.

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DEDICATION

This work is dedicated to the almighty God for his love, Faithfulness, guidance and provision to me throughout my academic life as well as in other domains of life. It is also dedicated to my parents Mr. and Mrs. Kabera my sister Grace, my brothers John and Paul.

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DEFINITION OF OPERATIONAL TERMS

Retaining – keeping the labor force in the organization

Competent employee – people with competitively valuable knowledge and skills.

Labour turnover – rate of change in the working staff of a concern during a definite period.

Competitive advantage - implementing a value creating strategy not simultaneously being implemented by any current or potential competitors

Intangible assets – factors other than financial and physical assets that contribute to the value generating process of a firm and are under its control.

Labour costs – includes salaries and wages paid in cash plus cost of other labour benefits.

Security – safety measure or protection.

Acronyms

UN – United Nation

PSC – Private Security Companies

HRM– Human Resource Management

PSFs – Public Security Firms

KSIA – Kenya Security Industrial Association

PSIA – Protective Services Industrial Association

KIPPRA – Kenya Institute for Public Policy Research and Analysis

CHAPTER ONE

1.0 INTRODUCTION

This chapter examines the background of the study, the statement to the research problem, objectives of the study, research questions, the significance of the study and the scope.

1.1 BACKGROUND OF THE STUDY

The principle component of an organization is its 'human resources' or 'people at work. The most important asset of the organization is the human resource Halcrow A. (1997). Decenzo (1998) further asserts that "an organization is nothing without Human resource". People are the common element in every organization and they can be used to further an organization competitive advantage Decenzo (1998). All activities of any enterprise are initiated and determined by the persons who make up that institution. Plants, office, computers, automated equipment and all else that a modern firm uses are unproductive except for human effort on direction of all tasks of management. Managing the human component is the central and most important, because all else depends on how well it is done, Likert (1986).

It is generally accepted that the quality of an organization's human resource represents a critical factor for business success. One human resource challenge is how to attract, retain, motivate and develop individual talent and if that is not a challenge, consider the impact of a turbulent business environment and how it presents difficulty in managing a diverse workforce, ever changing legal climate and Government regulation. As a business grows it

often becomes increasingly necessary to attract and retain highly competent employees which sometimes can be a difficult task. Carrey (1995)

As every advanced economy becomes global, an organization's most important and competitive asset becomes the skills and cumulative learning of its workforce. Globalization almost by definition makes this true. Virtually all developed countries can design, produce and distribute goods and services equally well and fast. Every factor of production other than workforce skills can be duplicated anywhere in the world. People make the world go. How people are selected, trained and managed determines to a large extent how successful an organization will be. Cascio (1998).

Many potential employees not only seek financial compensation but also have non- financial considerations. They may be interested in whether the employer provides convenient hours, a pleasant environment, opportunities for growth and advancement of career and an attractive benefit program. In order to survive in this environment the organization needs to adopt ways of attracting and retaining employees in the organization.

SECURITY FIRMS IN KENYA

Fear and insecurity have become defining features of life in Kenya; insecurity is a major deterrent to tourism, foreign investment and economic growth in the country. High levels of violence and crime, combined with a lack of confidence and trust in the public police force, have resulted in a proliferation of private providers. R. Ngugi, et.al. (2004)

Although the private security industries is increasingly recognized as playing an important role in fostering conditions conducive to development, investment and growth, the sector confronts a number of difficult challenges. Some of these challenges include high turnover, demotivated employees. Mkutu K, (2004). The incidents or uses of arms in criminal activities are numerous and in Nairobi area, they have a common denominator: ruthless gangs operating with impunity. For the normal Kenyans, insecurity has seeped into the fabric of daily lives. The notable economist John Stuart Mills as cited by R. Ngugi (2004) declared that “security is the most vital of all interests and that security of person and property are the first needs of society”. Research done by African Peace Forum in 2002-2003 examining armed crimes in urban and rural areas in Kenya (Nairobi and Kitale) revealed the following facts about private security companies. Many companies are registered as businesses, and there is no clear regulations on the way in which they operate. Private security companies might not be the most popular service on the market, but we are going to need them for some time to come as the state has largely abdicated its responsibility for our safety. Security firms plays a very major role in the country with the current wave of unemployment rocking the country, many youth are turning into any kind of work. It is not by coincidence to find graduates doing. Many youth have now ventured into professions that were once shunned and regarded as the preserve of some retired old folk. ‘Manning gates’ or watch men is one such career. R. Ngugi, et.al. (2004)

Private security provision has a long history in Kenya, and companies like KK security, Factory Guards (now security Group) and Securicor have operated in the country since the 1960s. The main expansion of the sector can be dated to the late 1980s and early 1990s, and private security continues to be one of the fastest growing sectors of the Kenyan economy. It

is estimated that the number of companies is around 400. The main reason for this discrepancy is that no special license is required and security companies are registered in the same manner as any other business. In addition, a vast number of companies are not registered at all. The companies vary considerably in size, with the majority being small to medium-sized, owner-managed companies, employing less than 100 people. The majority of companies operate in only one locality or town, whereas the major companies have operations in several main towns as well as rural areas. The highest concentration of companies is in Nairobi, where there may be as many as 500 PSCs. Despite this large number, the sector is dominated by approximately ten leading companies. R. Ngugi. et al (2004).

The main market for private security services is commercial clients, ranging from industries, banks, government agencies and commercial firms to embassies, international organisations, NGOs, refugee camps and private residence. The leading companies offer a full range of services, including electronic intruder alarm systems, radio alarm response, perimeter protection and access control, guard dogs, satellite tracking, as well as in some cases fire and rescue services, whereas the majority of companies provide only manned guarding for access control and perimeter patrol. Cash-in-transit and cash management is a growing and expanding part of the business, as more and more clients realize their vulnerability in an increasingly armed environment. The residential market is relatively small, comprising, according to one study, only 10.7 percent of total business. Government of Kenya (2003)

As one participant put it, owner-managed companies are largely driven by the desire to “maximize the incomes and life-styles of the owners”, not to maximize profit and foster

growth along a corporate model. A move towards increasingly large, corporate and professionally-managed companies is likely to have a significant impact on the evolution of the industry and the services it develops, particularly by creating economies of scale and providing improved access to capital. There is also general agreement that the upper-end of the security market in Kenya is moving increasingly toward technological solutions, and that the future may well be increasingly dominated by alarmed response services rather than the traditional manned guarding.

EMPLOYMENT AND THE QUALITY OF STAFF

The private security sector is a major source of employment in Kenya and it is currently estimated that the sector employs 48,811 people. Private security is thus an important part of the economy, providing much needed employment. Despite the size of the sector, there are no regulations or requirements in terms of the training and vetting of guards, and the quality of training and services vary considerably from company to company. Most companies provide some training for their guard force, but some PSCs place guards on duty with little or no knowledge of basic security provision, while others provide fairly extensive courses. Given the unevenness of training and standards, concerns are frequently raised about the quality and integrity of security staff, with allegations that guards are in collusion with criminals. While most companies claim that they undertake some form of recruitment vetting, and require potential employees to certify that they have no criminal record, they freely acknowledge that the reliability of this information is highly questionable. KIPPRA

BUSINESS ENVIRONMENT TODAY.

Managers have constantly responded to the challenges posed by the organization's operating environment (Pearce and Robinson, 1998). This environment is more subject to the organization influence or control which comprises of factors in the competitive situation that affects the firm's success in acquiring the needed resources such as competent employees. David Canning (2002) argues that globalization of the market place gives the developing countries increased opportunities but also poses a challenge. Increased competition means that small competitive advantage can have very large payoffs, but the costs of failure are also corresponding higher. For the last one decade, the marketing environment facing firms in Kenya has been very dynamic. Globalization has spear – headed the integrations of the Kenyan economy with other world economies such that Kenya is now part of the global village. The power of information technology, deregulation, globalization of markets and stiff competition has made customers better educated, more inquisitive, sophisticated and decisive.

Human resource can add value either by improving the efficiency or enhancing a firms' ability to satisfy customers' needs in this case offering security. Research has shown that programs designed to create highly skilled workforce can result to higher productivity and these improvements provides value to a firm over and above the costs incurred. For example employee empowerment program tend to make performance more sensitive to variations in human skills, knowledge and attitudes in creating value and success. Hunter et al as cited by Barney (1999),

According to Barney, Human resource based advantage is also based on the assumptions that labor supplies are heterogeneous across firms. If firms can attract and retain the best brightest employees and establish practices and maximize their value, adding contribution then can build a competitive advantage through people. In addition to the heterogeneity of labor, the question of rareness depends on the asset specificity and mobility of the workforce. Barney maintains that employees' skills that are firms specific and cannot be transferred to other firms constitute a potential source of sustainable competitive advantage. If a competitor can substitute another source for example technology and achieve the same benefit Vis' a Vis customer's then human resource would provide sustainable competitive advantage. In a research carried out says that employees today may move to another job for better compensation, but they are also looking for growing, successful companies which provide an employee friendly environment where they can participate in the decision making and be part of the team. Other factors highlighted include reward for good performance, where there is good communication, good working conditions and where every one shares the excitement of being part of a successful firm. Sharon C. (2002). Based on these its imperative for a firm that intends to remain competitive be able to highlights these factors in order of preferences. Some of the private security firms have a problem of hiring employees almost monthly because the turn over is high as well. This is where the idea of this study was mooted.

1.2 STATEMENT OF THE PROBLEM

People (labour) are a key component in the success or failure of any organization. Whatever level of technology, development, finances, structures or any other resources all these are meaningless in the absence of labour. It is labour that makes things (activities) happen in all

organisations. Therefore, the role of labour cannot be over looked. This is true in all the organisations including the Private Security Firms, which is the focal point for this study.

However, the most crucial aspect is not just to attract the best labour but more importantly is to retain a motivated labour force. Since security is a matter of importance, the future of the PSF is promising. The success of these PSFs will depend on the effective security services rendered to whichever clients. Looking at the issues in security firm on recruitment and working in challenging conditions has posed a challenge in recruitment and retention of employees leading to high rates of turnover.

This research therefore seeks to identify and analyze the factors that influence the recruitment and retention of employees in the event of developing working human resource strategies to govern the Human Resource practices in the Private Security Firms’.

1.3 OBJECTIVES OF THE STUDY

- i. To establish the impact of labour turnover to the organisation.
- ii. To determine the specific factors that influence retention of employees in the Private Security Firms.
- iii. To establish the strategies that can be adopted by the PSFs to enhance employee retention.

1.4 RESEARCH QUESTIONS

- i. What is the place of a security officer in the PSFs as an employee?
- ii. How does PSFs compare with other firms as an employer?
- iii. What is the effect of turnover to the firms in the security sector?
- iv. What are the strategies that can be adopted to enhance employee retention?

1.5 SIGNIFICANCE

- i. The study will benefit the Human Resource Managers in the Private Security Firms, specifically by knowing the factors that they can adopt in retaining the best workforce, and by extension to other related organisations.
- ii. To researchers / academicians who may be carrying further research in the same field. They may use the findings to assume the hypothesis for the research, or use the findings to develop a conceptual framework in which they will be able to find ground under which more study need to be done.

1.6 SCOPE OF STUDY

The study was carried out in Private Security Firms in Nairobi. The study was limited to firms registered by the Kenya Security Industrial Association appendix 6.1.3. There are 26 security firms registered and 20 firms will be randomly selected to constitute the sample. The respondents included both the Human Resource Managers and the employees.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents the theoretical framework and a critical review of the literature related to the study.

2.2 MAIN REVIEW

HUMAN RESOURCE RETENTION PROGRAMMES

As important as attracting good employees is, it is just as important to retain them. As always benefit packages help to retain employees. But again this is something that most people are already aware of. Sure there will be those that will want to stay for the great benefits. But is that all managers can offer? NO. After spending as much time you should have in attracting employees, it only makes sense that you would go to certain lengths to keep them. Chances are, if you really attracted a good employee, it wasn't just because of the benefits. Chances are that good employee will not stay just because of the benefits. Benefits, although a positive force, are not the end all and can, at times be a false sense of security to an employer. Not everyone his or her retention decision on a benefits package, at least not the smart employee. Armstrong (2004)

Carrel et al (1995) have also come up with a retention plan, which they say should be based on an analysis of why people leave. Exit interviews may provide some information but they can be unreliable. People really give the full reasons why they are going. A better method is to conduct attitude surveys at regular intervals.

Basis of the strategy

A retention strategy takes into account the particular retention issues the organization is facing, and sets out ways in which these issues can be dealt with. This may mean accepting the reality, as mentioned by Capelli (2000), that the market, not the company, will ultimately determine the movement of employees. Capelli believes that it may be difficult to counter the pull of the market- 'you can't shield your people from attractive opportunities and aggressive recruiters'- and suggests that: 'The old goal of HR management – to minimize overall employee turnover- needs to be replaced by a new goal: to influence who leaves and when.' This, as proposed by Bevan, Barber and Robinson (1997), could be based on risk analysis to quantify the seriousness of losing key people, or of key posts becoming vacant.

Risk analysis

Risk analysis can be carried out by initially identifying potential risk areas- the key people who may leave. For each of them as individuals or groups it is necessary to:

- Estimate the likelihood of this occurring;
- Estimate how serious the effects of a loss would be on the business;
- Estimate the ease with which a replacement could be made, and the replacement costs.

Each of the estimates could be expressed on a scale: say, very high, high, medium, low and very low. An overview of the ratings under each heading could then indicate where action may need to retain key people or groups of people.

Analysis of reasons for leaving

Risk analysis provides specific information on areas for concern. More generally, some indication of the reasons for leaving, and therefore where action needs to be taken, may be provided by exit interviews, but they are fallible. More reliance can be placed on the results of attitude or opinion surveys to identify any areas of dissatisfaction. The retention plan should propose actions that focus on each of the areas in which lack of commitment and dissatisfaction can arise.

Areas for action

Depending on the outcome of the risk analysis and the overall assessment of reasons for leaving, the possible actions that can be taken are as follows:

- Deal with uncompetitive, inequitable or unfair pay systems by reviewing pay levels on the basis of market surveys, introducing job evaluation or improving an existing scheme to provide for equitable grading decisions, and reviewing contingent pay schemes to ensure that they operate fairly. 'Golden handcuffs' (loyalty bonuses) may be used as an inducement to stay, but as Cappelli (2000) points out, there is a limit to the extent to which people can be bribed to stay. If they want to go, any golden handcuffs can be countered by the 'golden hellos' offered by aggressive recruiters.
- Design jobs to maximize skill variety, task significance, autonomy, control over their work and feedback, and ensure that they provide opportunities for learning and growth. Jobs can be 'customized' to meet the needs of particular individuals.

- Develop commitment to the work (job engagement) not only through job design but also by organizing work around projects with which people can identify more readily than with the company as a whole.
- Encourage the development of social ties within the company. In the words of Cappelli (2000), ‘loyalty to companies may be disappearing but loyalty to colleagues is not’.
- Provide opportunities to learn new skills and develop careers.
- Ensure that selection and promotion procedures match the capacities of individuals to the demands of the work they have to do. Rapid turnover can result simply from poor selection or promotion decisions.
- Reduce the losses of people who can not adjust to their new job – the ‘induction crisis’ – by giving them adequate training and support when they join the organization.
- Take steps to improve work – life balance by developing policies, including flexible working, that recognize the needs of employees outside work.
- Eliminate as far as possible unpleasant working conditions or the imposition of too much stress on employees.

Select, brief and train managers and team leaders so that they appreciate the positive contribution they can make to improving retention by the ways in which they lead their teams.

Steps such as these may contribute to the reduction of attrition, but it may be impossible to prevent key staff moving on because of the attractions offered elsewhere.

Market forces may be too strong. In that case, as Cappelli (2000) suggests, it may be necessary to adapt to attrition by such means as changing systems of work so that they are less dependent on scarce skills, organizing work round short term projects and outsourcing.

Retention through reward

Reward strategies can contribute to the retention of talented people by demonstrating that they are valued for their contribution, and by operating fairly and consistently. Paying competitive rates will affect retention levels, but there is a limit to the extent to which companies can compete with the 'pull of the market', as Cappelli (2000) points out.

Retention or loyalty bonuses (golden handcuffs) are used by some companies, but again as stressed by Cappelli, there is a limit to their effectiveness as bribes. If talented people want to go, they will go.

How can the organization defend its Human Resources?

To defend the human resource an organization should create a complete model of HRM and employment relationships. It also should support long-term thinking, building 'core competencies' and also develop "sensing" capabilities. The future is essentially unpredictable, but the organization develops the capacity to sense the change. A central role of the personnel function to develop this capability is to collect information about future trends in labour markets and skill sets, and in linking changes in aspirations, work practice and motivations without this insight; it is leading blind an organization into the future. Boxall (1996)

The organization can also defend the human resource through building high commitment pride and trust which will bring a sustained competitive advantage because it will take years for competitors to reproduce the same level of commitment and trust. This also applies to employment security, along with constant informal and formal training programs and team development. The most important elements of the team development are, the performance

report which provides feedback to the job team about performance against the job plan, the reward and recognition systems, such a system must make the link between performance and reward clear, explicit, and achievable in order to be effective, training which includes all activities designed to enhance the skills, knowledge, and capabilities of the project team. The primary aim of team development is to improve the productivity performance. Improvements can come from many sources and can affect many areas of job performance, for example (PMI 1996)

- Improvements in individual skills may allow specific staff members to perform their assignment more effectively.
- Improvement in team behaviors may allow team members to devote a greater percentage of their effort to technical activities.
- Improvement in either individual skills or team capabilities may facilitate identifying and developing better ways of doing design work.

Some of the factors listed that contribute to employee retention include:

- Pay or reward
- Rewards both financial or otherwise sends a powerful message to employees of an organization as to what kind of organization management seeks to create and maintain and what kind of behaviour and attitude the management seeks from its employee. Beer et al (1998) Therefore the reward issue can not be ignored, as it will Create a “situation in which the expectation or the actual goal-directed behaviour of one person or group are blocked or are about to be blocked (Steers and Black 1994). According to a report by the American Compensation Associations, August 1996. “When it comes to reinforcing team

behaviour, the reward system is one of the most effective and influential tools available to the organisation” (IRS 1996).

- Performance – unclear responsibilities and standards
- Job satisfaction
- Training – Training a new entrant for a job naturally varies in length and complexity according to the organization and the job itself. Training may be on or off the job and even quite small organization may make use of off the job facilities. A training scheme should ensure that the new starter is gradually introduced to each stage of the job and can do each task satisfactorily before moving on to the next (IPD 1996).
- Career development – providing employees with wider experience. Introducing more systematic procedures for identifying potential E.g. as assessment or development centre.
- Employee participation – view. Understand mission, goals and strategies.
- Conflict and leadership
- Promotion.

Turnovers can result simply from poor selection or promotion decisions. It's essential to ensure that selection or promotion procedures match the capacity of individuals to the demands of the work they have to do.

2.3 STRATEGIES FOR RETAINING EMPLOYEES

- Get your employees to “fall in love” with your organization. Communicate your vision in a compelling way.
- Treat your employees like you treat your most valuable clients. It is cheaper to keep your good employees than is to hire and train new ones.

- Retention is much more effective when you put the right person into the right job. Know the job; know the employee and their motivation.
- Employee commitment to help develop retention strategies is a very effective strategy.
- Money is important but not a motivator.

2.4 LABOUR TURNOVER

Labour turnover has been defined as the rate of change in the working staff of a concern during a definite period, it's also a measure of the extent to which old employees leave and new employee enter into service in a given period of time. Sometimes it's an expression of discontent of the job by workers by quitting the job. It's generally expressed in terms of average workforce that is the number at the beginning of a period plus the number at the end divided by two. Turnover is harmful to the efficiency of the workers and impairs the quality of production. Some amount of turnover is inevitable and even natural, particularly when it stems from the retirement of old employees and the accession of new blood. Watkins, G. et al (1950)

Labour turnover is the outcome of resignations and dismissals. Resignations may be due to such cases as dissatisfaction with working conditions, insufficient wages, bad health, sickness, old age, family and circumstances. While dismissals on the other hand, may occur due to participation in the strikes or unions activities, misconduct, insubordination and inefficiency. But dismissal is lesser cause of labour turnover. Several costs are involved when an employee leaves the organisation that includes hiring costs training costs; accidents rates of new employees are often higher, the pay of a learner is in excess of what is produced,

the loss of production in the interval between the separation of the old employee and the replacement by the new. Beach, D.S (1975).

2.5 CONCEPTUAL FRAME WORK

Independent Variables

- Pay system/ reward
- Working conditions
- Employee participation
- Training
- Company image
- Individual security
- Selection and promotion

Procedures

Dependent Variables

Retention of
competent
employees

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This section describes the methodology that was used in this study. The specific issues addressed included, research design, the study area and population, subjects and sampling procedures, data collection instruments, data collection procedures and analysis.

3.1 RESEARCH DESIGN

The study adopted descriptive study in an attempt to analyze the various factors that influence retention of competent employees in an organization. Descriptive study technique is appropriate, as it involves a careful in-depth study of the various factors that influence employees' decision on whether to remain within the organization or to leave the organization. It provides information on immense value in retaining competent employees in an organization.

3.2 STUDY AREA AND POPULATION

The study was conducted in Nairobi, which is in Nairobi province in the Republic of Kenya. The population of the study consisted of private security firms located in Nairobi and listed in the Kenya Security Industrial Association see appendix 6.1.3 page 42. Currently it has a membership of 26 companies. www.ksia.co.ke.

3.3 SUBJECTS AND SAMPLING PROCEDURES

The target population consisted of 26 security firms registered under the KSIA. The sample population was composed of 20 of the Private Security Firms. This was the 75 percent of the total population. Random sampling was used to select 100 employees at least five from each security firm and 20 personnel managers or the human resource managers, one from each firm. The advantage with this sampling method is that, the sample size was proportional to their occurrence in the population and also it was free from bias, as each subject had the same chance of being selected. The sample was thus representative of the entire population.

3.4 DATA COLLECTION INSTRUMENTS /PROCEDURES USED

The main research instruments used was pre - tested questionnaires for both the employees and HR managers. The questionnaires were essential in collecting information from a large population within a relatively short period. All the data collected was in the view to the objectives of the study. The questionnaires had both open ended and closed ended questions so as to follow for further probing in view of getting in depth responses and structured answers. The researcher worked with the employees' supervisors to reach out to the employees to distribute the questionnaires and eventually collected. In cases where information to attain was not clearly understood direct interview were conducted. Secondary data included seminar papers, conference proceedings, workshops, journals and reports that have relevant literature in retaining employees. A pilot study was conducted to establish the reliability and validity of the instruments before the actual study, to determine the adequacy of the items in relation to the information the researcher expected to obtain.

3.5 DATA ANALYSIS METHODS

Analysis technique applied was both quantitative and qualitative using the Statistical Program for Social Sciences (SPSS) and MS Excel for simple data analysis such as to analyze data using tables. Descriptive statistics was used to analyze the data. Measures of central tendency was calculated, percentages, graphical presentations, frequencies and tables to describe the phenomena under investigation was applied. Discussions on data analysis, interpretations and discussions followed thereof.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.0 INTRODUCTION

This chapter presents the results of the data collected and further discusses these findings. It presents the factors that highly influence the retention of employees. The presentation of results is followed with test of relationships and discussions respectively.

4.1 Gender

The research sought to interview Human Resource managers from local private security firms the response was as follows:

Fig. 1 Gender

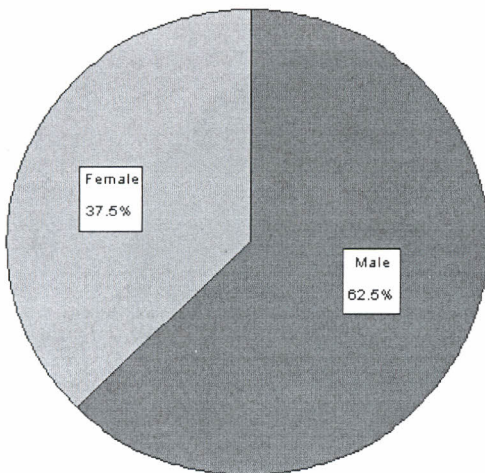


Table 1 Gender response

Gender		Frequency	Percent
Valid	Male	10	62.5
	Female	6	37.5
	Total	16	100.0

Most human resource managers were composed of male at a 62.5% and 37% composed of female respondents.

Fig. 2 Methods used in recruitment

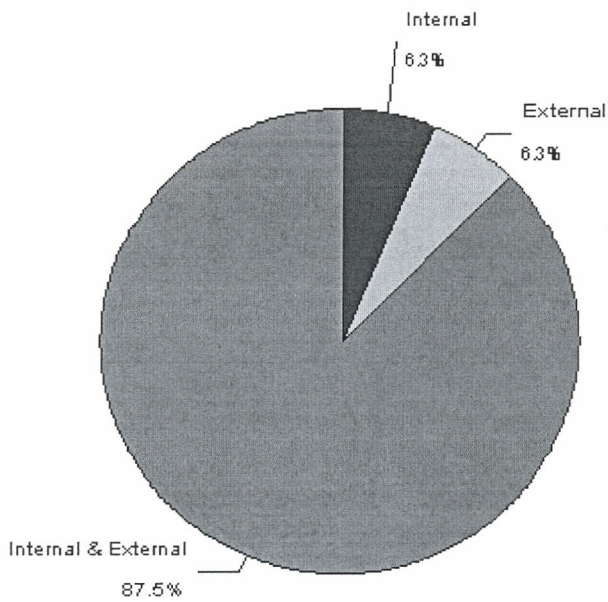
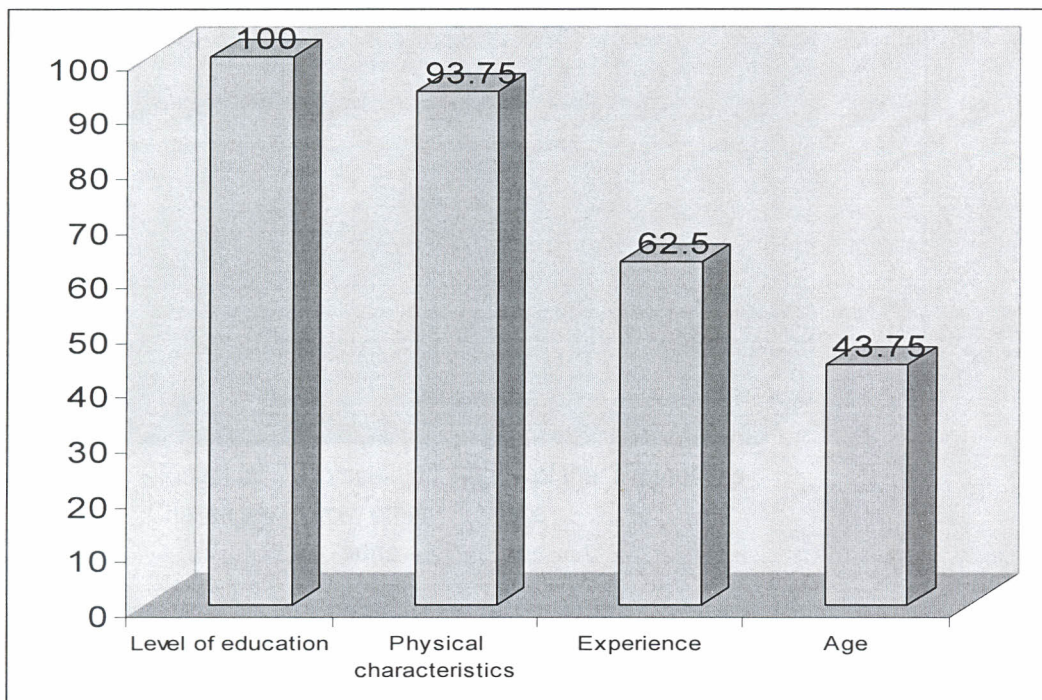


Table 2 Methods used for recruitment and selection

		Frequency	Percent
Valid	Internal	1	6.3
	External	1	6.3
	Both internal and external methods	14	87.5
	Total	16	100.0

Most of the firms 87.5% of the firms used combination of both the internal and external recruitment methods only 6.3% of the firms used either internal or external methods. This is because of the rate of turnover which is high.

Fig. 3 Characteristics considered in recruitment

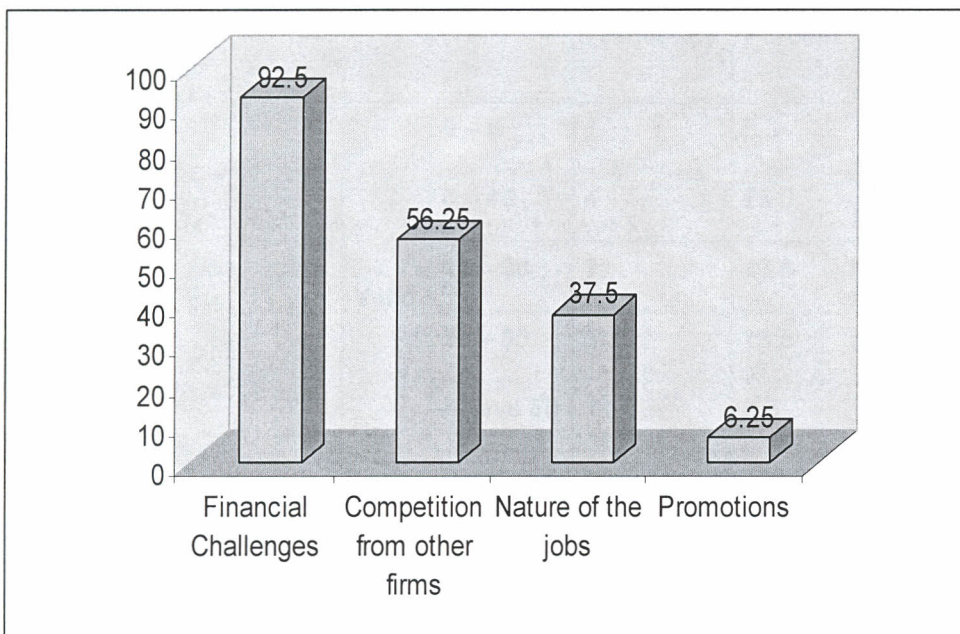


The research found out that level of education was a very important factor considered during recruitment 100% of the managers singled it out followed by physical appearance with 93.75 % , 62.5% considered experience and only 43.75% considered the age. Actually 90.7% of the security officers had gone past the secondary level of education with 21.3 % in post secondary college's having done computer studies as shown in the table below.

Table 3 Level of education

		Frequency	Percent
Valid	Primary	7	9.3
	Secondary	52	69.3
	Mid-level colleges	16	21.3
	Total	75	100

Fig. 4 Challenges in maintaining employees.



Lack of funds was the major challenge employer’s face while retaining employees followed by competition from other firm and nature of the job with 87.5%, 56.25% and 37.5 % respectively. Promotion was the least considered factor with 6.25% meaning that the type of job did not have much of career growth.

Table 4 Employees recruited in the last 3 months

	Frequency	Percent	
Valid	0 – 5	1	6.3
	6 - 10	2	12.5
	11 - 20	4	25.0
	20 - 50	7	43.8
	Above 50	2	12.5
	Total	16	100.0

Table 5 Number of employees leaving the firm in the last 3 months

	Frequency	Percent	
Valid	0 – 5	1	6.3
	6 – 10	4	25.0
	11 – 20	7	43.8
	20 – 50	3	18.8
	Above 50	1	6.3
	Total	16	100.0

Between 0 – 5 employees brought to the organization 6.3 percent, the same percent is leaving the organization in a period of three months. When there is an employment of 6 – 10 which is

12.5% employees, a 25% percent is leaving the organization at the same period of three months. A 25% of employed staff there is a 43% leaving the organization. This shows that in every 1 employed staff two staffs are leaving the organization.

Fig.5 The period the employees have worked for their firms.

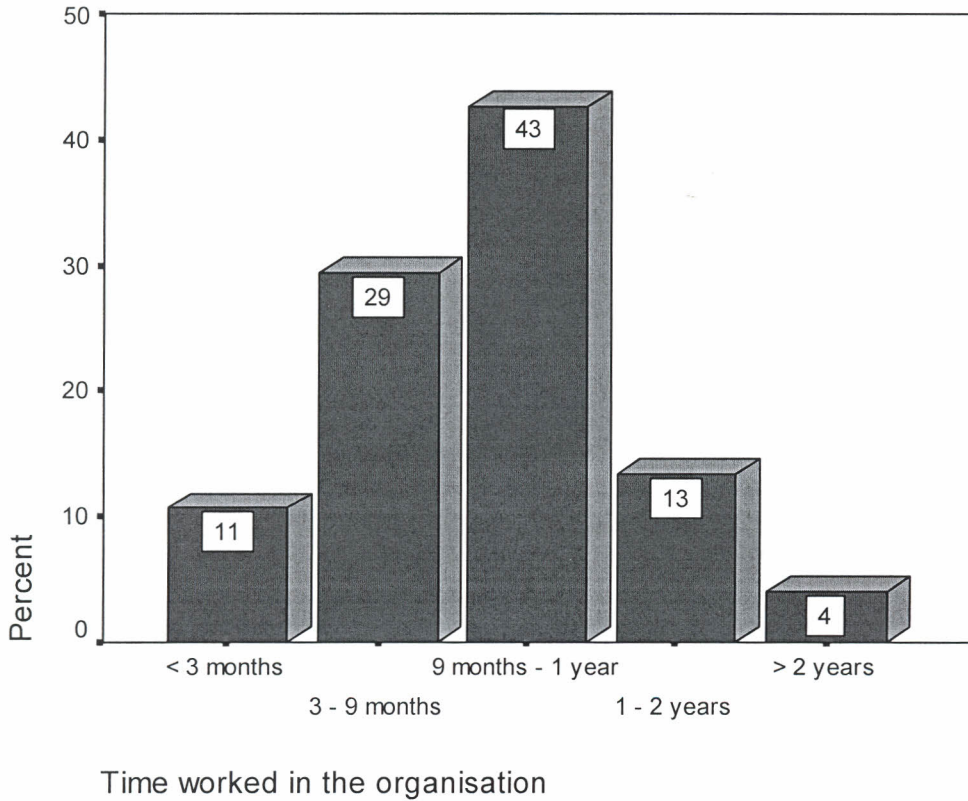


Table 6 The period the employees have worked for their firms

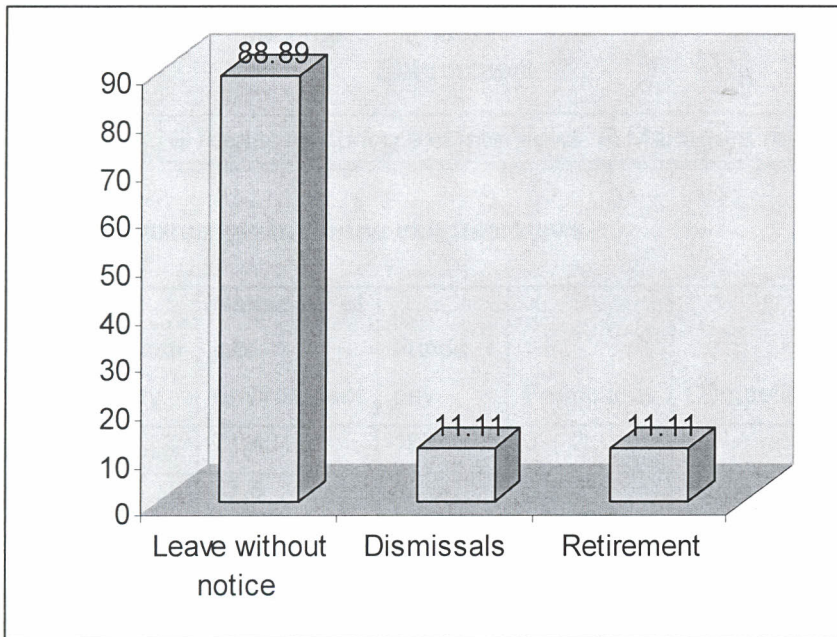
Time worked in the organization		Frequency	Percent
Valid	< 3 months	8	10.7
	3 - 9 months	22	29.3
	9 months - 1 year	32	42.7
	1 - 2 years	10	13.3
	> 2 years	3	4.0
	Total	75	100.0

A higher number of employees (83%) have worked for the firm for a period of less than one year that is below 3 months is 11% while between 3 months and 9 months is 29% and only 17% have worked for more than one year. This means that a company that have been in existence had a serious rate of labour turn over for the last one year that's why the replacement. In the previous question the number of employees employed in the first three months is 6.3 % and the same percentage applies to the number of employees leaving the organisation leaving the organisation in the first three months.

Table 7. Exit interviews

Do you conduct exit interviews			
		Frequency	Percent
Valid	Yes	7	43.8
	No	9	56.3
	Total	16	100.0

Fig.6 Reasons for not conducting exit interviews.



56.3% of the firms do not conduct exit interviews main reason being employees leaving without notice (absconding duty) and other reasons being, sacking and retirement. 43.8 of the firms conducted exit interviews and cited individual security and pay as the main reasons as to why employees leave the firm both with a 100% response and 71.43% cited working conditions.

Fig.7 Reasons for leaving the firm

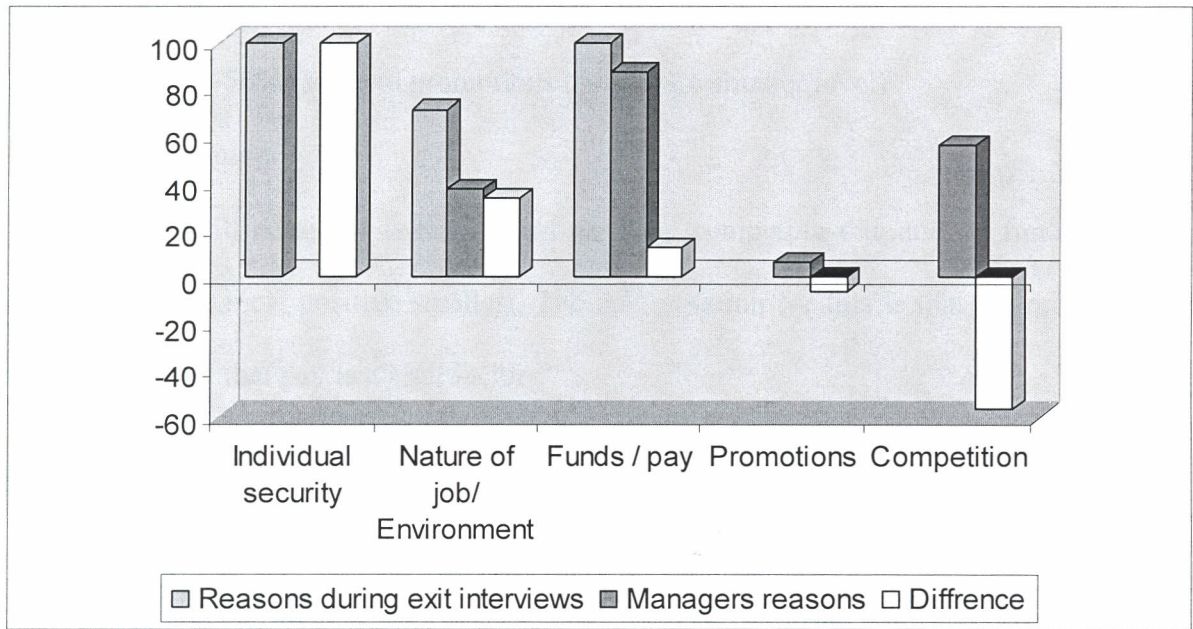


Table 8 Reasons given during exit interviews

Individual security	Nature of job/ Environment	Funds / pay	Promotions	Competition
100	71.43	100	0	0
0	37.5	92.5	6.25	56.25
100	33.93	7.5	-6.25	-56.25

This table compares what the Human Resource managers think and the actual reasons give during exit interviews. It is arranged according to difference e.g. on individual security 100% given during exit interview while none of the managers thought it was a difficulty in retaining employees. Thus $100\% - 0\% = 100\%$

Possible outcomes of this

- That's why they complain about working tools, and It is the best reason to give on leaving the firm.

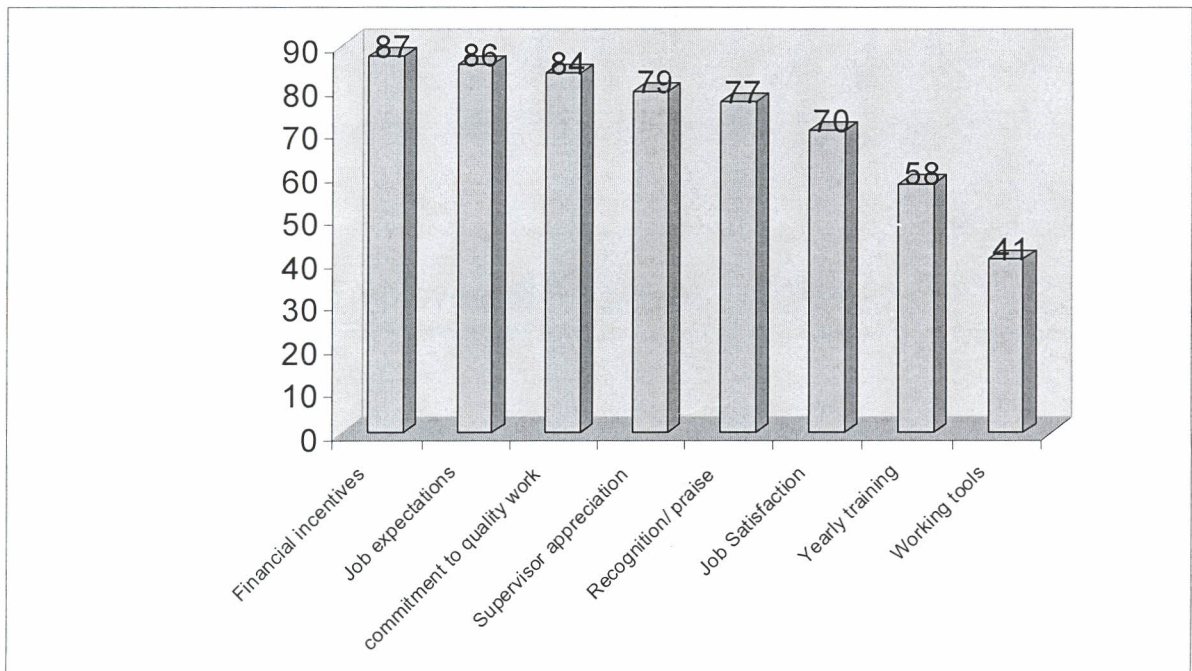
On competition, the managers 56% thought it is a major difficulty retaining employees while during exit interviews none of the employees admitted he was leaving for a competing firm. Thus 0%-56%= -56% (same to promotions though at a smaller level)

Possible justification.

No employee will admit he is leaving a firm for a competing one and on funds / pay the difference is the most positive smallest. The interpretation for this is that the managers and employees agree that pay is a vital factor

Thus the major contentions are at both extremes individual security & competition, promotion is not a factor as very few managers think of it 6% and none of the employees gave this as a reason.

Fig. 8 working environment



The employees highly agree that the financial incentives are motivators, a high percentage of employees (86%) agree that they know what is expected of their jobs, (84%) strongly agree

the other staff members are committed to their work. Only 41% of the employees believe that they have adequate tools to do their job.

Fig. 9 Factors of retaining employees as considered by both the employee and employer and their difference.

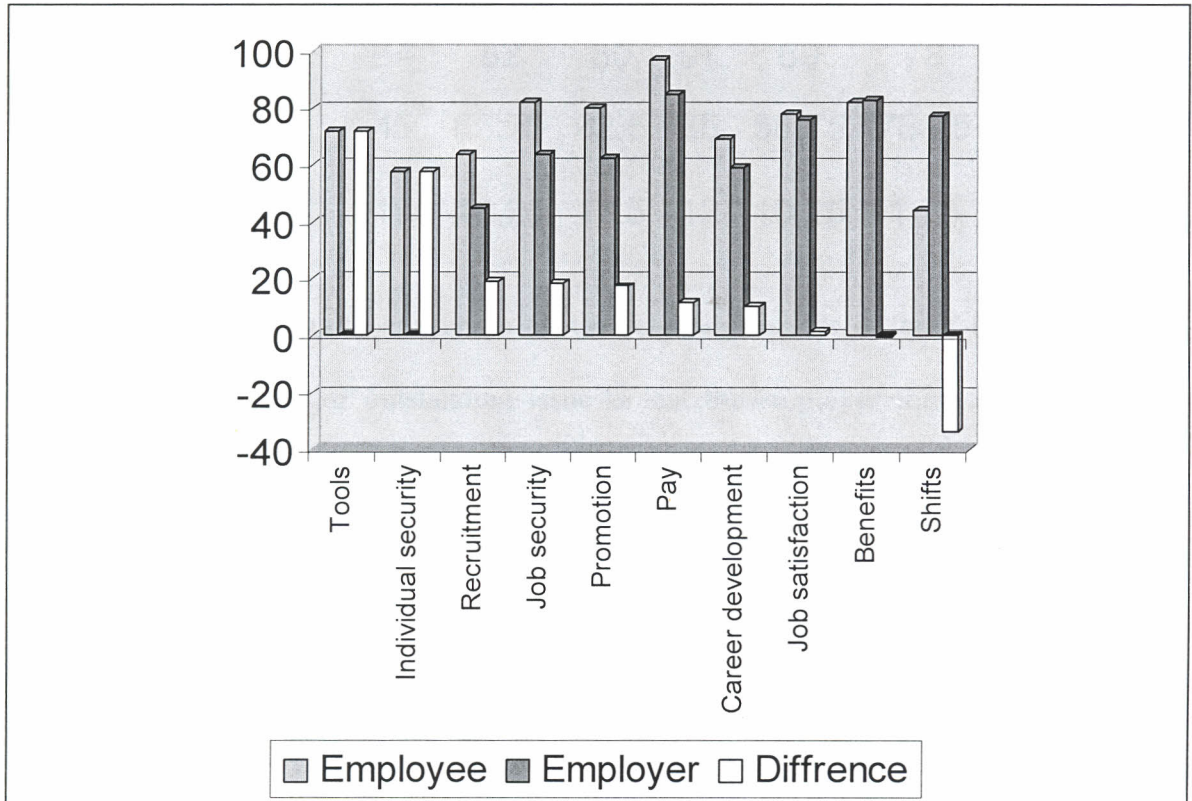


Table 9 Factors in retaining employees

Factor	Tools	Individual security	Recruitment	Job security	Promotion	Pay	Career development	Job satisfaction	Fridge benefits	Shifts
employee	72	58	64	82	80	97	69	78	82	44
employer	0	0	45	63.75	62.5	85	58.75	76.25	82.5	77.5
difference	72	58	19	18.25	17.5	12	10.25	1.75	-0.5	33.5

There seems to be a major consensus on the retaining factors by both the employer and employee, the only major outstanding issue is that the employer thinks he has provided adequate working tools while 72% of the employees still think that they need more working tools.

Possible conclusion

It's not possible to provide any more tools e.g. bullet proof & guns while on the other side the employees feel so insecure due to their working environment and the only way to improve this is more tools, hence bringing up the issue of individual security.

The important thing here is not the score but the difference in scores as the researcher tries to compare the views of both subjects. The more they agree the lesser the difference, the more they disagree the greater the difference. The table also shows employer & employee expectations E.g. Employees highest expectation is more tools while employers' feels that the flexi hours will highly motivate employees and make them remain in the organization

Fig. 10 Other factors of retention as considered by the human resource managers

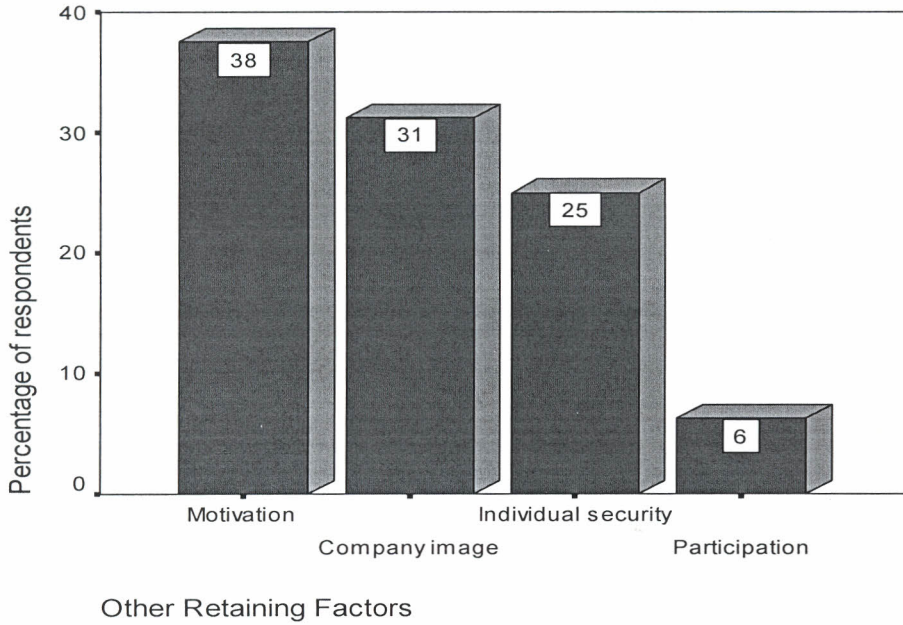
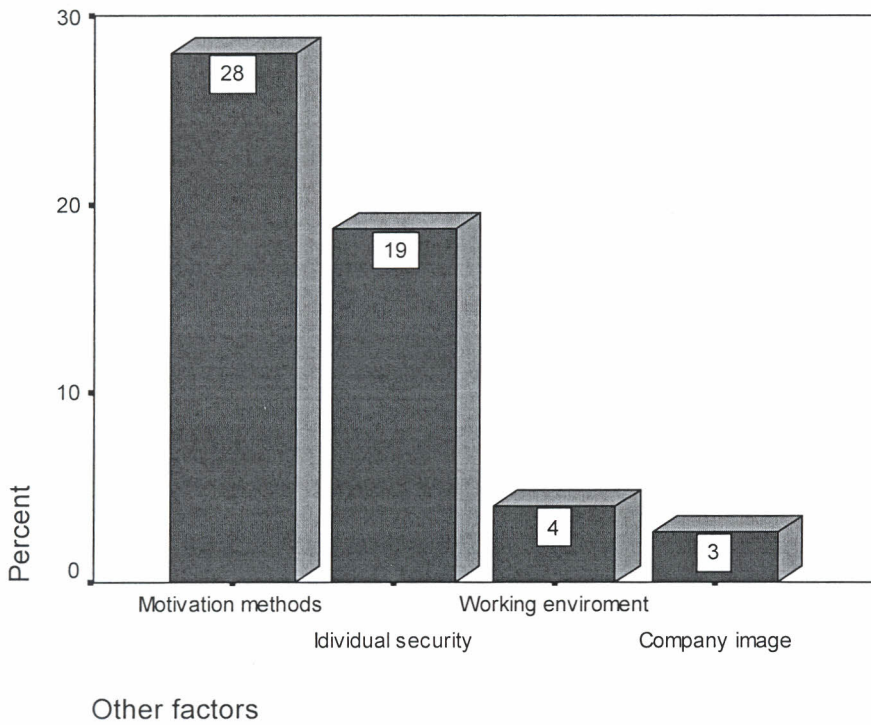


Fig 11 Other factors of retention as considered by the employees

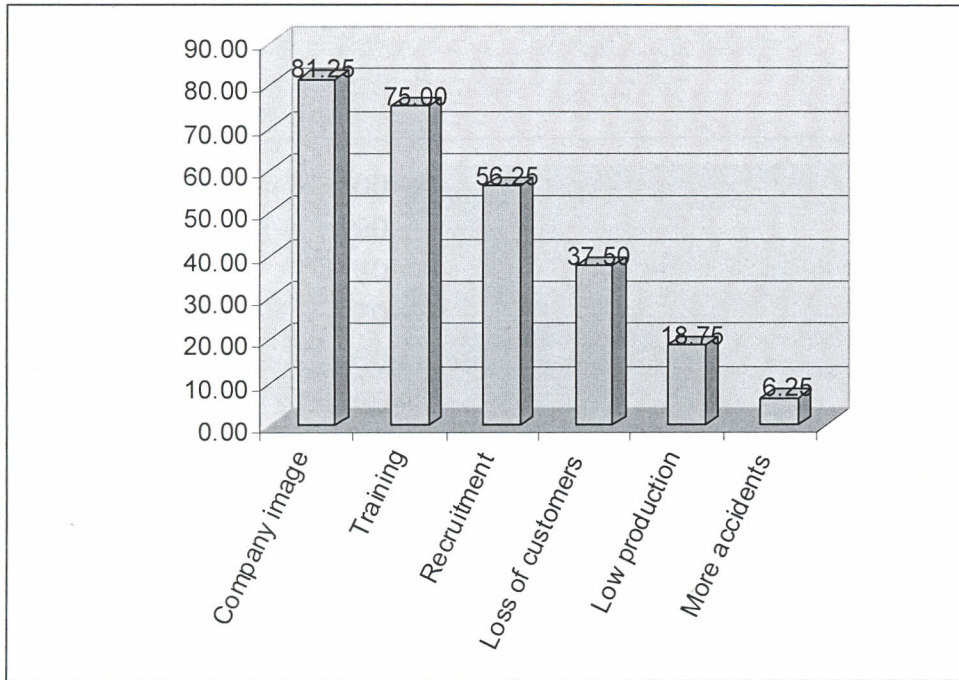


Its worth noting that while the employer and the employee agree that motivation is an important factor in retaining employees, company image which scored 31% by the managers scored 3% by the employees meaning that Company image is not a very important factor considered by employees in regard to individual security and working environment.

Table 10 Other Factors of retention by both employees and Human resource Managers

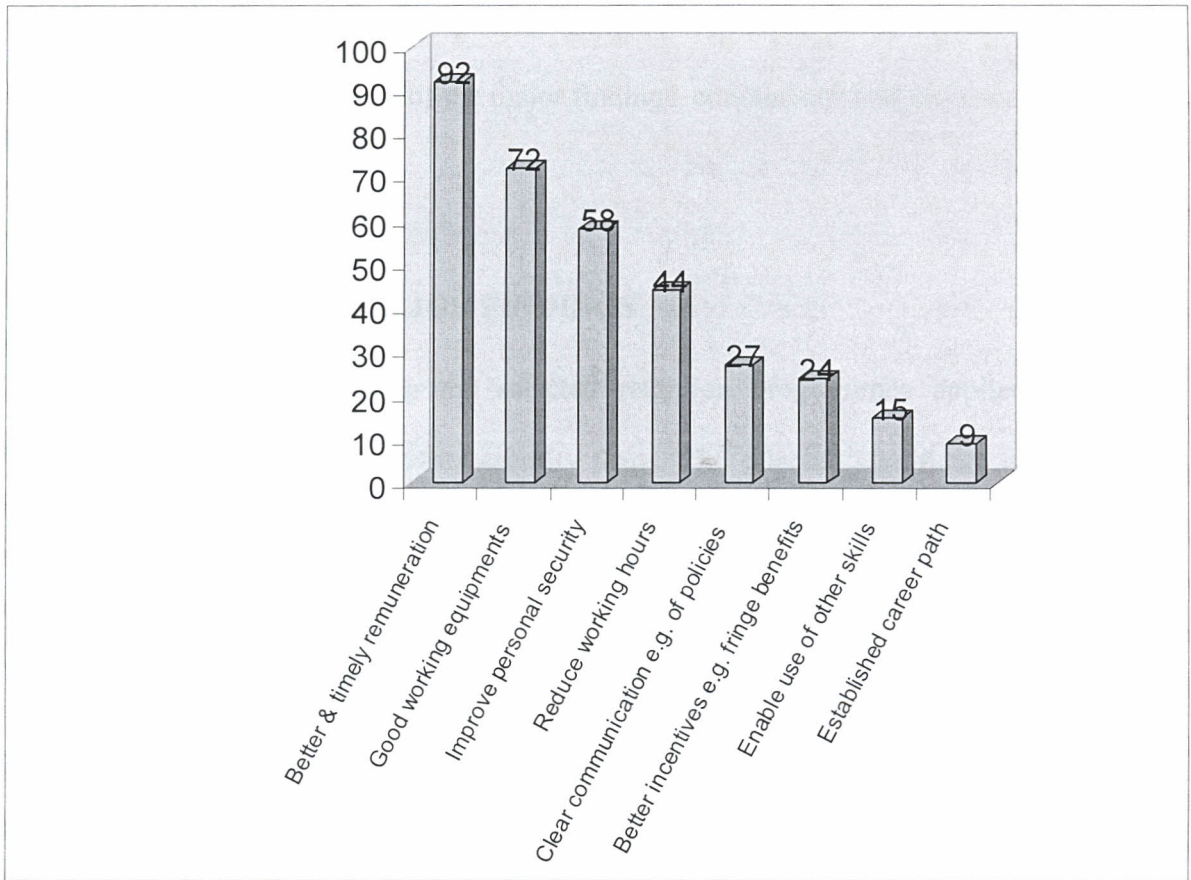
		Frequency By employer	Percent	Frequency By employee	Percentage
Valid	Motivation	6	37.5	21	28
	Employee participation in decision making	1	6.3	0	0
	Company image	5	31.3	2	2.7
	Individual security	4	25.0	14	18.7
	Working Environment	0	0	3	4
	Total	16	100.0	100.0	

Fig.12 The costs of turnover to the firm



The managers felt that high labour turnover has a very great negative impact to the company image followed by cost of training 75%, Recruitment 56.25%. Other costs include loss of customers, low production and low efficiency.

Fig. 13 Retention strategies



the above strategies were highlighted by the employees as the most important to be, better and timely remuneration at 92% good working conditions 72%, improved individual security 58%, reduced working hours from 12 hours to 8 hours and the list voted is the established career path with only 9%.

CHAPTER 5

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter presents summary of the major findings, conclusions and recommendations

5.1 SUMMARY OF THE MAJOR FINDINGS.

The study aimed at analyzing the selected retention programmes applied in retaining competent employees in the private security firms. The selected significant others included human resource managers and the security officers basically the guards. The variables of retention programmes included pay system, working conditions, job design, training, individual security, selection and recruitment procedures and promotion. To guide the study objectives, research questions were formulated. The study involved the analysis of data derived from 91 respondents that is 16 human resource managers and 75 employees. Random sampling was used to select the respondents with the necessary information and characteristics for the study. Data was collected through questionnaire on drop and pick method. The resulting data was analyzed through descriptive statistics involved percentages.

The research found out that there are various factors that influence employee retention. This includes individual security, better remuneration, motivation, recognition, working environment and company image.

5.2 ANSWERS TO THE RESEARCH QUESTIONS

The research found out that the private security firms just like any other employer experience difficulties in retaining their employees in this study the security officer. Just like any other firm a security officer is a key component in the success or failure of the private security firm. If the needs of the employee are not catered for the employee is likely to leave the firm to look for better working environment. The challenges highlighted by the human resource managers in retaining employees included; financial constraints, competition from other firms, and nature of the job that causes employees to leave the job citing individual insecurity, pay and working conditions. There seems to be a consensus between the employees and the employer on what programmes that should be applied in order to effectively retain employees. Factors like motivation were highly considered by both subjects. The employees felt individual security was an issue to be looked at and also the issues of payment and working hours. The study found out that there several costs that the company incurs due to high turnover which include company image where the clients gets a negative image of the company leading to loss of customers too, training costs involving all the company does in training the employees, recruitment and low production.

Strategies highlighted by the employees to the managers includes Better and timely remuneration, good working equipments, improved personal security that includes providing them with the protective clothing, reduce working hours from 12 hours to 8 hours, clear communication and policies, enable use of other skills that they posses e.g. computer knowledge.

5.3 CONCLUSIONS

The conclusions derived in the study include;

- i. The Human Resource Managers experience challenges in retaining employees, lack of finance being the highest followed by competition from other similar firms.
- ii. The highest numbers of the employees have worked for the firm for less than one year in their respective firms.
- iii. Reasons given by the employees for leaving their current jobs during the exit interview includes individual security, nature of the job, funds and pay, promotion and competition.
- iv. Both the employer and the employee agree that motivation is an important factor in retaining employees. Whereas the employer feels that the company image will make employees remain in the organisation, the employee feel that individual security and working environment are more important.
- v. Impact of labour turnover includes company image, training costs, recruitment costs and loss of customers.
- vi. Preferred retention strategies includes; better and timely remuneration, good working equipments, improved personal security, reduced working hours, clear communication policies, better incentives and enable use of other skills gained.

5.4 RECOMMENDATIONS

From the conclusions of the study, the following recommendations for application and policy formulation are made. High and unexpected turnover can be a reflection of negative attitude and low staff morale and may need to be mitigated by countermeasures. This is because, if

not controlled, exiting staff can display a poor image of the organisation from which they have resigned. It is important for Human resource managers to develop appropriate recruitment and selection techniques in order to acquire the most competent employees and this also applies to private security firms. This is due to stiff competition that is eminent within the industry. This involves head hunts from competitors. Once selected its important that strategies are put in place to ensure that the employees are satisfied with their jobs and committed to the organisation so they are not given a chance to consider job offers elsewhere. However employees chooses to leave, it is important to conduct exit interview in order to capture their reasons for leaving and if anything can be done to avoid such exits in the future among other employees.

Proper communication channels should be laid down within the organisation to enhance flow of information. This is also helps employees to participate or contribute n decision making because decisions made affects employees even at lower levels. When employees participate in the decision and would work towards achieving the goals of the organization.

It is also important to provide employees with appropriate working hours, conditions and materials or tools so that their work satisfactorily work expectations should be clearly spelt out to employees so that they meet the required standards are feedback should be provided to employees concerning their work progress.

Motivation of employees is an area that managers should put into consideration. This could be in terms of monetary or non monetary incentives. The needs of employees should be

recognized and should be catered for. Managers should offer the employees some form of tools for individual security. Guards are issued only with a baton and a whistle, whereas criminals often carry firearms, machetes and other weapons, this poses a great risks for the security guards.

Cordial relations between supervisors and employees should be encouraged. The supervisors should recognize that industrial work is a group task and tasks cannot be properly done unless discipline is enforced and maintained. Supervisors should be given a proper training in this field to create an atmosphere in this field to create an atmosphere in which willing cooperation exists between them and workforce who would feel free to discuss their problems with their supervisors.

5.5 FURTHER RESEARCH

- i. A similar research should be conducted on more comprehensive levels to establish the retention strategies on a wider scope.
- ii. An analysis of the problems affecting women employee in the private security firms.
- iii. Motivation factors applied to the security human resource

6.0 WORK PLAN

DATE	DURATION	ACTIVITY
April - May '06	2 months	Get a research topic and write the synopsis
June - to July'06	2 months	Prepare the draft of the proposal and Make the corrections
Aug '06	1 month	Prepare the final draft for defense
2 nd week of Sep – 2 nd week of Nov	Two months	Collect data
Mid Nov – Mid Jan 2007	Two months	Data analysis and interpretations
Mid Jan – 1 st week of Feb	2 weeks	Write the draft for marking and Make corrections
Mid Feb - last week of Feb	2 weeks	Prepare final copies and present to the department

6.1 BUDGET

ITEM	AMOUNT IN KSHS
1 research assistant @ Kshs 1000 per day for 30 days	30,000.00
Typing & printing proposal app. 50 pages	1000.00
Photocopy (6 copies) @ Kshs 100	600.00
Binding (6 copies) @ Kshs 50	300.00
Data collection	
Traveling costs @ Kshs 100 per day 30 days.	3,000.00
Photocopies	1200.00
Data analysis	10,000.00
Printing the Report app. 100 pages	2,000.00
Binding the report (6 copies) @Kshs 200	1,200.00
Miscellaneous expenses	3000.00
TOTAL	<u>52,300.00</u>

6.2 REFERENCE

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[http:// www.search.epnet.com](http://www.search.epnet.com)

6.3 APPENDICES

6.3.1 LETTER TO THE RESPONDENT

KENYATTA UNIVERSITY
SCHOOL OF BUSINESS,
DEPARTMENT OF BUSINESS ADMINISTRATION,
P.O BOX 43844,
NAIROBI.

To the respondent,

RE: REQUEST TO CONDUCT A STUDY

I am postgraduate student researching on the topic “retention programmes of human resource a case of selected private security firms located in Nairobi district.

The findings of this study are expected to contribute to the knowledge of these factors in retaining human resources and reduction of the rate of labour turnover as a means of gaining competitive advantage.

You have been randomly selected as one of the respondent in this study. I will kindly request you to complete the questionnaire attached as accurately as possible. The information supplied will be used strictly for academic purposes only and will be treated with utmost confidentiality.

Your cooperation will be highly appreciated

Thank you

Yours faithfully,

Margaret Kabera

D53/10738/04

6.3.2 LIST OF MEMBERS

KENYA SECURITY INDUSTRIAL ASSOCIATION MEMBERS LIST.

Wells Fargo Limited
Tanar Technical Consultants Limited
Bob Morgan Systems Limited
Collindale Security
Bob Morgan Services Limited
Kenya Secularms Ltd
Satellite Tracking (K) Ltd
Ultimate Security Ltd
Security Guards Services Ltd
Ultimate Management Ltd
G4S Security Services Kenya Limited
EARS Group
Falcon Security
Fidelity Security Services
Instarect
KK Security
Magnum Allied Systems Ltd
Pinkerton's
Riley Services Limited
Securex Agencies Kenya Ltd
Security Group Of Companies Ltd
Knight Support
Radar
Tracker Group
Glen Edmunds performance Driving School
Satellite Tracking (K) Ltd

Source www.ksia.co.ke

6.3.3 QUESTIONNAIRES

Human resource retention programmes: a case of private security firms in Nairobi.

Information collected from this questionnaire will be handled with high confidentiality and will strictly be used for academic purposes by the researcher.

EMPLOYEES (001)

Part I

Personal information

- iii. Your designation -----
- iv. Your gender male () female ()
- v. What is your level of education please tick appropriately.
 - 1. none ()
 - 2. primary ()
 - 3. secondary ()
 - 4. degree ()
 - 5. any other ()

Part II

- vi. How long have you worked for this organization? Tick appropriately
 - 1. Less than 3 months ()
 - 2. 3months – 9months ()
 - 3. 9months – 1year ()
 - 4. 1 year – 2 years ()
 - 5. Above 2 years ()

vii. In your opinion please rate the following statement using the following scale.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am currently satisfied with my job					
Non financial incentives motivates e.g. transport					
I know what is expected of me at work					
I have the material and equipment I need to do my work					
Occasionally I receive recognition or praise of my good work.					
My supervisor appreciates my work.					
My co-workers are committed to doing quality work.					
In the past one year I have					

undergone training assisted by my supervisor.					
--	--	--	--	--	--

Factors that make one remain in a job.

viii. Please rate the factors as you consider them in deciding whether to remain in a job.

1. Not important. 2. Less important 3. Not sure 4. Important. 5. Very important

Basic pay	
allowances	
Performance (clear responsibilities and standards).	
Training	
Career development	
Participation in decision making	
Leadership (supervisors)	
Recruitment, selection procedures	
promotion	
Job security	
Company image	
Social responsibilities	
Recognition in terms of rewards	
Job satisfaction	

ix. Are there other factors that you consider to remain in a job other than the ones listed above?

YES ()

NO ()

a. If yes please one major reason or factor that you consider.

8. What strategies would you recommend to the employer for retaining employees? List 3

HUMAN RESOURCE MANAGERS/ PERSONNEL MANAGERS. (002)

Human resource retention programmes: a case of private security firms in Nairobi.

Information collected from this questionnaire will be handled with high confidentiality and will strictly be used for academic purposes by the researcher.

Part I

1. Gender male () Female ()
2. What methods do you use for recruitment and selection?
 - Internal (1)
 - External (2)
 - Both internal and external methods. (3)
3. What characteristics do you consider in recruitment? Tick the first three most important.
 1. Age
 2. Physical characteristics
 3. Level of education
 4. Experience
4. What are the difficulties that you experience in retaining employees? list at least 3
 - (1) -----
 - (2) -----
 - (3) -----
 - (4) -----
 - (5) -----
5. How many employees have you recruitment in the last 3 months? Tick appropriately

0-5 (1)

6-10 (2)

11- 20 (3)

21 - 50 (4)

Above 50 (5)

6. How many have left the firm in the last 3 months? Tick appropriately

0-6 (1)

6-10 (2)

11- 20 (3)

21 – 50 (4)

Above 50 (5)

7. Do you conduct exit interviews?

YES ()

NO ()

If yes what are some of the reasons given?

1-----

2-----

3-----

If no why? Give reasons

1-----

2-----

3-----

8. Do you assist employees in career development? E.g. study leaves, training, guidance and counseling etc

9. Award the following as you have used them in retaining employees?

5. Very important. 4. Important. 3. Average 2. Less important. 1. Not important.

Basic salary	
Fringe Benefits	
Job satisfaction	
Flexi hours e.g. shifts	
Job security	
Promotion	
Recognition – rewards	
Career development	
Recruitment procedures	
Employee participation	

8. In your opinion what is the other one main factor that makes employees stay in your organisation

1. -----

9. In your own opinion what are the costs of labour turnover to the organisation?

1-----

2-----

3-----