



INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE TURNOVER AMONG REGISTERED PRIVATE SECURITY FIRMS IN KENYA

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ABSTRACT

This research established the effect of human resource management practices on employee turnover among registered private security firms. Cross-sectional research design was used. The study targeted 261 registered private security firms that were used as the unit of observation. The study used Yamane's formulae to determine a sample size of 158 security firms. The study used both primary (structured questionnaires) and secondary data with the aim of establishing the relationship between the study variables. The study relied on the 144 returned questionnaires which were analysed using SPSS version 27. The study found that there is a moderate positive and significant relationship between recruitment practices and employees' turnover rate ($r=0.304$; $p=0.025<0.05$) and its improvement would also affect turnover rate ($\beta=0.127$; $t=2.037$; $p=0.044$). The study determined that there is a strong positive and significant relationship between employees' turnover rate ($r=0.667$; $p=.004<0.01$) and its improvement would affect turnover rate ($\beta=0.218$; $t=2.741$; $p=0.005$). The study found that there is a moderate positive relationship between training and development and employees' turnover rate ($r=0.403$; $p =0.002 <0.01$) and its improvement would affect turnover rate ($\beta=0.173$; $t=3.045$; $p=0.003$). On the final variable, it was determined further job placement significantly influences employees' turnover ($r=0.313$; $p= .021<0.05$) but its improvement insignificantly contributes to turnover rate ($\beta=0.125$; $t=1.263$; $p=0.225$). Based on the study analysis, discussions and findings, the researcher concludes that security firms have an average of more than 118 employees, a turnover rate per year which translates to 0.1040, which implied that more than 12 employees are likely to leave these firms each year. The study concluded that HRM practices (recruitment practices, employees' compensation, training and development and job placement) significantly and positively affects turnover rate if applied effectively. This study recommended the use of HRM practices in improving employees' retention of security firms and capitalisation of human resources during times of global crisis and uncertainty. The study recommended the use of HRM policies for the actualisation of the competitive advantage for the security firms.

Key Words: Recruitment Practices, Employees' Compensation, Training and Development, Job Placement

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INTRODUCTION

Demographic changes, deregulations, global competition, technological changes, and product acceleration are some of the challenges facing business organisations in retaining employees (Kane, 2020). Employees loss is a disruptive event to the organisation since it is associated with high replacement costs, both training and recruitment. High employee turnover in an organisation negatively affects stability, consistency, and quality of services provided to the customers and clients of the organisation and hence contributes to customer dissatisfaction (Trevor & Nyberg, 2018). Thus, employees turnover in any organisation is a serious problem as it affects general performance of the organisation (Busari, Mughal, Khan, Rasool, & Kiyani, 2017). Employee turnover is not only a concern in developed nations but also in developing countries such as Kenya (Shah & Beh, 2016). Al-Abdullat and Dababneh (2018); Madanat and Khasawneh (2018) in their studies found out that to curb the problem of employees leaving their work organisations, effective human resource management (HRM) practices was vital in improving employee satisfaction levels.

Private security firms in Kenya have mushroomed since their onset in 1960s, and aims at supplementing state security. The factors attributed to the rapid growth are state security services' inability to provide adequate security and high crime rates. Private security firms are among the biggest employers, with close to five hundred thousand security guards employed in over 2,500 firms (Zheng & Xia, 2021). These firms provide a wide range of services other than the basic guarding and protection; these include protection of social centres and events, protection of cash in transit, safeguarding of VIPs, and physical security to critical infrastructure (Lumadede, Theuri, & Ngunyi, 2021). Human resource practices influence employees' attitude, which is critical for effective service delivery to a better output of customer satisfaction (Mkutu, 2017). Guards in private security are inefficiently recruited, poorly remunerated,

inadequately trained to perform their roles, lack flexible working schedules and an opportunity for growth. Employee turnover rate in private security firms is at an average of 32% in Kenya (KPRA, 2019) while in the USA it is estimated to be 100%-200% (Walk, Zhang, & Littlepage, 2019) this is attributed to poor application of appropriate HRM practices in recruiting and retaining the employees.

Human resource management practices are those activities and techniques used in managing organisational employees and are aimed at attracting, developing and retaining employees (Tanjil, Rahman, Asma, & Tofail, 2017). Mathis and Jackson (2016) have interlinked human capital and organisational performance with HRM practices. Human capital enable the attainment of organizational goals, with training and development leading to increased labour productivity. Recruitment and selection ensures the organization acquire the right skills, compensation ensures that employees are retained and motivated to achieve organizational goals, while training and development ensures employee continuous updates skills and competencies thus enhance organizational effectiveness (Delery & Doty, 2016).

Employees' turnover is the average rate of workers leaving one company to another company (Thwala, Ajagbe, Enegbuma & Bilau, 2012). Productivity and organizational performance are negatively affected by a high level of voluntary turnover; due to these effects, employee turnover has been a problem since the human resource is required to achieve the organization's objectives. Employees' turnover comes with its own expenses since efforts have to be made by the organization to recruit, train and develop its employees and has an immediate effect on customer service-dependent areas (Suleiman & Som, 2013).

Discontent with pay, problems with work schedule and time pressure envisages the employee's intent to quit an organisation. Employees' intent to quit the organisation is recognised as the cognitive predictor of employees' turnover hence it can be considered as the actual turnover (Hossain, Roy, &

Das, 2017). Employees' withdrawal behaviour in the organisation and low motivational mechanisms to the organisation can be strong indicators of loss of attachment to the organisation, and weakens the relationship with fellow employees due to deterioration of the bond to the organisation (Allen & Shanock, 2013).

Locally, Murunga (2014) conducted a case study of Secure Force Security Company in Nairobi County, where the effect of working conditions on service delivery on private security guards was examined. The study used a purposive sampling technique, where three categories of security guards were targeted. It was determined that the majority of the security guards leave their organisations due to lack of general satisfaction, lack of career prospects and low salaries. The study recommended that a policy framework should be formulated to improve working conditions of security guards and sustain them countrywide.

For Kenya to achieve growth, development and a conducive investment, private security firms can play a significant role to achieve this by making it safe. The sector has been characterized by highly demotivated workers, and this has led to high turnover in the sector (Nemeth, 2012). In their study, Mbote and Akech (2011) add that private security companies in the country are characterised by inadequately trained security personnel, and they are incapable of carrying out tasks diligently. Kaguru and Ombui (2014) add that demotivated security guards have resorted to crimes due to poor job satisfaction.

Ten security companies dominates the Kenya private security market with G4S being the largest and operational in over 70 locations countrywide and with more than 15 000 employees. Other main companies in the sector include: Armor Group, Ultimate Security, Patriotic Guards, Securex, BM Security, Security Group with approximately 3,800 employees, KK security with approximately 5,000 employees, amongst other small companies. The majority of these security firms restrict their operations in the Kenyan major towns, like Nairobi,

Mombasa, Kisumu, and Nakuru; some of them have their operations throughout the country (Abrahamsen & Williams, 2010).

Security firms in Kenya are under the umbrella Kenya Security Industry Association (KSIA) and Protective Security Industry Association (PSIA) and are regulated by the Private Security Regulation Authority (PSRA), which was formed in 2016. The main objective of the authority is: to provide regulation, supervision, control and administration framework in the industry and to provide cooperation between firms in the sector and state agencies involved with security (KSIA, 2021; PSRA, 2019).

Private security firms in Kenya have been characterised by harassment, low salary and wages, and poor working conditions, which has raised the rate of employees' turnover. Lack of career prospects, change of career, misconduct and long working hours have increased the rate of turnover. It is in this regard that human resource practices are important in the sector, which is labour intensive. Proper resource management practices are necessary for understanding why there is high employees turnover in the sector (Kimosop, 2017;).

Research Problem

Human capital continues to receive recognition in various markets as a valuable resource for shareholders and firms since talent is hard and difficult to substitute, and they are very rare. Hence organisations that better attract select and maintain these talents are likely to have a competitive advantage in the industry (Tolkach & Tung, 2019). Human resource management is undergoing changes that have serious implications for retention, motivation and attraction of gifted employees. Cho, Woods, Jang, and Erdem,(2016) posits that ineffective management of human capital increases employees turnover, leading to negative economic consequences to the organisation. Hinkin and Tracey (2020) recommend that HR executives should recognize the importance of human capital in an organisation, and they should embrace policies and practices that will lead

to employees' retention. In contrast to the above findings O'riordan (2017) states HRM practices creates an additional cost, which organisations has to incur, especially employees' training.

The private security sector in Kenya has encountered a lot of challenges in the form of human resource practices and procedures, such as staff development policies, productivity, motivation, behaviours, attitude, values, culture, mismatches, staffs' shortages and competencies (KGAWU, 2017). KNPSWU (2018) further adds that most security firms offer little or no professional training to security guards, thus exposing them to serious security risks posed by terrorism and burglary. According to Glassdoor (2018), a survey indicated that employees annual turnover rate in the private security industry is at 32% per annum, which exceeds the normal turnover of 15%, while the cost of employee replacement is around Ksh. 11,000 per person.

Despite the existing HR problems facing security firms in Kenya, few studies on the influence of human resource practices on employee's turnover in private security firms do exist. For instance, Murunga (2014) conducted a case study of Secure Force Security company in Nairobi County, where the effect of working conditions on service delivery on private security guards was examined. Majority of the security guards who exited their organizations cited lack of satisfaction, lack of career prospects and low salaries as the major contributing factors. Githinji (2014) studied the relationship between financial performance and staff turnover of private security firms and established that significant turnover negatively influences financial performance of security firms since it leads to losses in productivity and increase recruitment cost. Finally, Chelangat (2019) examined the relationship between turnover intentions and perceived employee engagement in the banking sector in Nairobi, the study established that value congruence, perceived organizational justice, perceived organizational support, and

perceived supervisor support negatively influences turnover intentions.

The literature reviewed reveals that conceptual gap exists, as high levels of employee turnover are evident in the private security firms attributed to poor HRM practices such as compensation, flawed recruitment process, and inadequate training and development. Contextual gap exists in that a few studies have focused on security firms in the entire country with most of the local studies limited to regions like Nairobi (Tsuma, 2017), Kisumu (Bett, 2012) while others have focused on different industries such education (Bibi, Ahmad & Majid, 2018), banks (Chelangat, 2019) and telecommunications (Damei, 2020). Study by Chelangat (2019) and Githinji (2014) also created a conceptual research gap since it only linked employees' turnover with engagement and relationship between financial performance and employees turnover, respectively. The findings of these studies may not be generalizable in the whole country due to differences in culture or in the private security industry due to its characteristic nature. Methodological gap exists as some studies have only focused on one firm (Murunga, 2014) or used small samples (Githinji, 2014) hence results might not be generalizable to all firms. The study used a census to overcome the drawback. The study sought to answer the research question: How does human resource management practices affect employees' turnover in the private security sector?

Objective of the Study

The general objective of the study was to examine the influence of human resource management practices on employee turnover in registered private security firms. The specific objectives of the study were:

- To find out the influence of recruitment practices on employee turnover among registered private security firms in Kenya
- To establish the influence of employee compensation on employee turnover among registered private security firms in Kenya

- To examine the influence of training and development on employee turnover among registered private security firms in Kenya
- To establish the influence of job placement on employee turnover among registered private security firms in Kenya

LITERATURE REVIEW

Theoretical Foundation

Expectancy Theory

Vroom (1964) was the proponent of expectancy theory, which postulates that low employee turnover leads to enhanced employee performance. The theory is founded on three broad concepts. Firstly, the valence concept; which implies that enhancement of rewards reduces the level of employee turnover thus leading to improved employee performance. The second concept is expectancy, which implies attained of the desired organizational goals leads enhances job satisfaction, making the employees to be motivated; which positively impacts employee performance. The third concept is instrumentality, which affirms rewarding of employees is in tandem with achievement of performance expectations. Motivation of employees depends on the three concepts exclusively.

The theory illustrates why in some cases, employees' commitment to the organisation is not always strong and an increase in compensation and rewards leads to higher performance (Minbaeva, Pedersen, Björkman, & Fey, 2014). In relation to this study, this theory can be used in determining which HRM practices can be used as a motivating factor for employees to improve job satisfaction. Expectancy theory can be useful for human resource managers of private security firms in ensuring employees have the necessary skills and capabilities in accomplishing their tasks, in creating instrumentality that will generate rewards (compensation) treasured by the employees, and finally establishing rewards that can be valued by the workers.

Human Capital Theory

Schultz (1961) and Becker (1964) are the proponents of human capital theory, which puts emphasis on the importance of training and education in improving employees' productivity. The theory does not just perceive employee skill sets such as technological know-how, talents, age, and education as cost overruns with zero returns but as future source capital in terms of productivity (Bonnett, 2013). The theory emphasises need for human capital development through training to promote employees productivity and performance. Training and development are also required by the employees to improve their capabilities when performing tasks (Boardman & Ponomariov, 2014).

Critics have argued that the theory is too simplistic since it emphasizes on training as the only single means of improving employees productivity, yet it must be complemented with other human resource practices to be effective (Lawson, 2006). In spite of the criticism the theory is useful in affirming that training of employees enhances their motivation and will be obliged to remain in the organization. The organization gains from continuous employee training since, due to improved employee skills, attitudes and competencies thus enhance attainment of organizational goals.

Social Exchange Theory

Blau (1964) proposed the social exchange theory, but it was Thibaut and Kelley (1959) who discovered it is based on the principle of reciprocity and equity, a party will pay back what they receive. If the organization demonstrates commitment to the well-being of the employees, they will in turn be committed and loyal to the organization. The theory basically illustrates actions portrayed by an employee as a result of motivation, and it contains both extrinsic and intrinsic elements. Sorenson (2014) adds that if the management of an organisation promotes good human resource management practices that promote commitment and loyalty to the organisation, employee's turnover will decrease and employees' productivity will improve.

In relation to this study, if employees are recipients of favourable HRM practices, they will reciprocate by improving their behaviour and attitude to the organisation. Social exchange theory suggests that favourable HRM practices may make employees feel obligated to offer extra effort for the benefit of the organisation (Eisen-berger& Ameli, 2011). Reciprocal behaviour by the organisation, such as compensation, and training and development enhances employees' retention (Sanjeevkumar, 2012; Nouri & Parker 2013). In summation, this theory can be used to predict the use of HRM practices in attracting and making employees remain in the organisation.

Role Theory

Kahn , et al., (1964) developed role theory. The theory shows the relationship between employees' individual behaviour and the organisation. The theory further states that unfavourable working conditions will be attributable to the uncertainty of experiences of roles. It further adds that multiple job stresses are determined by multiple roles. Georgakakis et. al., (2022) state that role theory is based on four main assumptions, the first assumption being role-taking, which implies that employees will take roles conferred to them by the employer. The second assumption is concerned with the existence of role consensus between employees and employers, which means that consensus is required between the manner in which roles interact and how it is expected to be enacted for the organisation to function optimally. The third assumption is concerned with role compliance, which stipulates that well-defined roles attract a particular set of behaviors that employees must adhere to while forth assumption outlines that conflicts will always arise when expectations of each are not distinct and conflict.

In relation to this study, this theory is relevant in job placement practices in order to improve employee's retention. Individuals have expectations about their roles depending on their skills and experiences for them to be performed successfully, hence leading to job satisfaction. The HR managers of

private security firms in light of understanding role overload, role ambiguity, role conflict, and role clarity can use role theory to come up with precise roles and avoid role duplication. It can also help these managers to understand varied roles played by employees both outside and inside the organization and how role expectations influence employees' performance.

Human Resource Management Practices and Employee Turnover

Human resource management practices are numerous, but the study focused on; recruitment practices, employees' compensation, training and development, and job placement in as far as they relate to employee turnover.

Collings, McMackin, Nyberg and Wright (2021) examined research opportunities and emerging challenges on strategic human resource management and COVID 19. The study was based on the desk review of papers related to the topic. The study concluded that HR plays a central role in driving strategic and operational success during COVID 19 pandemic. The pandemic exposes the strategic and operational roles of human resources. Manuti, *et al.*, (2020) studied the relationship between positive organisational behaviour and employees' perception of sustainable HRM practices during COVID 19 pandemic in Italy. The study used a convenience sampling technique where 549 Italian workers were targeted during the first phase of the lockdown. Structured questionnaires were used in data collection. The study concluded that sustainable HRM practices play a vital role in organisational performance and capitalisation of human resources during times of global crisis and uncertainty. This study gave contributions in the direction of sustainable HRM policies for the actualisation of the competitive advantage for the organisation.

Locally, Murunga (2014) conducted a case study of Secure Force Security Company in Nairobi County, where the effect of working conditions on service delivery on private security guards was examined. The study used a purposive sampling technique,

where three categories of security guards were targeted. It was determined that the majority of the security guards leave their organisations due to lack of general satisfaction, lack of career prospects and low salaries. The study recommended that a policy framework should be formulated to improve working conditions of security guards and sustain them countrywide.

Finally, Chelangat (2019) studied the relationship between turnover intentions and perceived employee engagement in the banking sector in Nairobi. The study relied on a cross-sectional survey where 1760 employees from the top and middle-level management were targeted, out of which a sample of 326 respondents was obtained. Where it was determined that value congruence, perceived organisational justice, perceived organisational support and perceived supervisor support negatively affects turnover intentions. Recommendations were made to the bank management to evaluate, measure and design proactive employee engagement practices and policies in order to attract and retain employees.

Recruitment Practices and Employee Turnover

Recruitment practices can be defined as the activities used by the organisation to identify, attract and acquire new employees to the organisation (Naveen & Raju, 2014). Due to the shortage of talents in the labour markets, various firms have made recruitment practices a top priority in their HRM practices. Recruitment is all about the sourcing of data as it creates a pool of applicants. After the pool of applicants has been created, through the recruitment process, the selection is made. The success of recruitment practices as a part of the staffing process depends on the techniques employed (Arsad, 2012).

For the organisation to have a successful retention strategy, HRM practices must start with recruitment practices. Employees' recruitment and strategies used by the organisation to attract employees are positively and significantly linked to successful retention. In other words, for human resource management strategies to be successful in

eradicating voluntary employees' turnover, the strategies must begin with good employees' recruitment practices (Josee, *et al.*, 2014). Gazzawi and Accoume (2014) suggest that for organisations to sustain competitive advantage and maximise performance, they must be successful in the adoption of effective recruitment strategies that will reduce employees turnover.

Employee Compensation and Employee Turnover

Employee compensation is defined as the non-monetary and monetary rewards given to the employees by the organisation for the tasks they have performed (Heathfield, 2012). Employee compensation is considered one of the antecedents of employees retention that can improve employees' productivity attraction and maintenance; in this regard, various organisations have implemented rewards and incentives differently. Compared to other antecedents of employees retention, compensation is the main; hence organisations must have a competitive reward system that will encourage that will them to stick to the organisation and will still be profitable to the organisation (Adeoye & Fields, 2014).

A study by Adil, Rao, Ayaz and Shinwari, (2020) on employee retention, job satisfaction and compensation packages on Jalalabad-based private universities in Afghanistan established that final rewards such as annual increments, gratuity and pensions influences employee motivation. Descriptive survey was utilized for the study where structured questionnaires were used to collect quantitative data. They recommended continuous salary review for the university staff to enhance their academic performance. The study indicated that compensation packages could only explain 28% of job satisfaction, which implied that other factors cause a variance of 72% on job satisfaction.

Training and Development and Employee Turnover

Jehanzeb and Bashir (2013) defines training and development as the educational activities or initiatives an organisation employs to improve the employees' skills and knowledge on specific job duties through provision of instructions. A well

designed training and development programmes comprises of a blend of goal setting, career development and knowledge. According to Kum, Cowden and Karodia (2014) informal and formal approaches are useful in acquisition of the much needed skills and knowledge by employees to deliver.

A study Bibi, Ahmad & Majid (2018) established that supervisors support and training development had a significant effect on employee retention, with working environment moderating the relationship. The study utilized a sample size of 250 drawn from Universities across Pakistan. The data was analysed using PLS path modelling and predicted a variance of 17% on employee. The study was limited to academic staff members thus may not be generalizable to all other university staff or employees of other organizations. The study focused on Universities in one province in Pakistan, thus the need to expand the sample size and locale to enhance generalizability of the study.

Job Placement and Employee Turnover

Job placement can be defined as the act of assigning responsibilities and tasks to the newly selected candidate (Flippo, 2014). The potential and selected candidates should be made aware of the working conditions, job requirements and nature of the job as this will introduce the employee to all the facets of the organisation and the job. Employees' placement not only include the initial assignment of the new employees, but it also involves demotion,

transfer and promotion of the present employees. Due to the changing times and the demands of work, individuals and organisations are advised to take the job placement process seriously (Tripathi & Singh, 2014).

Institute of Human Resource (2018) recommends the following as the principles of employees' placement, and these include: employees should be placed according to job requirements and demands, induction of new employees to the working conditions, placement should be done before assignment, qualification of the new employee and finally employees' sense of commitment, honesty and loyalty. Tripathi & Singh (2014) adds that organisations face difficulty in employees' placement since they mainly focus on individual employees other than the job and yet the individual does not work independently of the job. Abolade (2018) recommended that placement in any organisation should be done with due diligence so that employees should be placed in the right position. At the same time, Amukhuma (2014) recommended a review of placement policies in the recruitment of women in various sectors.

Conceptual Framework

The independent variables of the study are recruitment practices, employee compensation, training and development, and job placement while the dependent variable is employee turnover. Figure 1 illustrates the conceptual framework that would be adopted for the study.

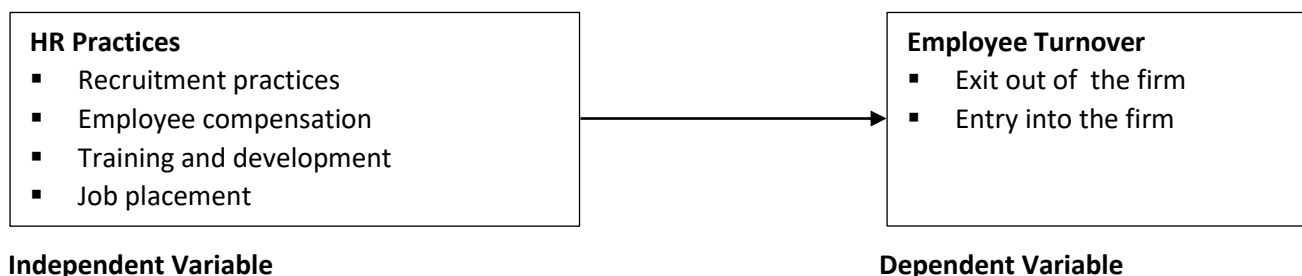


Figure 1: Conceptual Framework

METHODOLOGY

The study adopted cross-sectional survey research design. The target for this study was all the 261

private security firms that were registered by Private Security regulatory Authority and were operating within Kenyan boundaries. The private

security firms formed the unit of analysis. The study used simple random sampling to select the registered private security firms and hence human resource managers who responded to the data collection instrument.

Structured questionnaires were used to gather information on independent variables from human resource managers of the private security firms. The questionnaire was developed from measurements of Lee et al. (2010) and Mostafa et al. (2015) on HRM practices with few modifications. To quantify data, the questionnaire consisted of close-ended questions presented on a Likert scale of 1-5. Data was collected from human resource managers of registered private security firms, since they have vast knowledge on human resource management practices adopted by the organization. To ensure that the study findings are credible, reliability test and validity test are essential. Reliability and validity tests were established at various levels. The collected questionnaires were cleaned and coded before data was keyed into the computer using Statistical Package for Social Sciences (SPSS) version 26, for analysis and presentation of findings. Regression analysis was used to determine the relationship between HRM practices and employee turnover, before the data is subjected to regression analysis normality tests was carried out.

Multiple regression analysis was used to establish the influence of HRM practices on employee

turnover. Descriptive statistics such as measures of central tendency and percentages was used to describe the data collected as suggested by Orodho and Kombo (2014). The following regression model was used to establish relationships between HRM practices and employees turnover in private security firms.

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where: Y = Employees Turnover, β_0 = Constant, β_1 to β_4 = Coefficient of Independent Variables, X1 = Recruitment Practices, X2 = Employees' Compensation, X3 = Training and Development, X4 = Job Placement, ε = error term (5%)

FINDINGS

Descriptive Statistics

The researcher sought to examine the extent of respondents' agreements on the various statements on the study variables. Mean and standard deviations were used as the analytical method.

Recruitment Practices

On the first independent variable the respondents were asked to indicate the extent in which they agree with the various statements on recruitment practices in relation to employee' turnover rate. The following scale was used: 1=not at all, 2=less extent, 3=moderate extent, 4=great extent and 5=very great extent.

Table 1: Recruitment Practices

	Mean	Std. Dev.
The organization uses broad sourcing strategies to attract potential employees	3.66	.827
The organisation uses advertisement as sourcing strategy to attract employees who will not leave the institution	3.31	1.061
The organisation uses various techniques to screen potential employees to identify potential employees for the job	4.19	.821
Screening helps in predicting of employees' future performance	3.97	1.031
Selection process determines the probability of choosing the best candidate for the job	4.19	.859
Effective selection process is important in reducing employer turnover	4.09	.963
Overall Mean	3.90	.927
Valid N = 144 (listwise)		

Based on the table 1, it was evident that majority of the respondents to a great extent agreed that

the organization uses broad sourcing strategies to identify and attract potential employees with

(M=3.66; SD=0.827) and majority of them to a great extent agreed that the organisation uses advertisement as sourcing strategy to attract employees who will not leave the institution with (M=3.31; SD=1.061). It was also determined that majority of the respondents to a very great extent agreed that the organisation uses various techniques to screen potential employees to identify potential employees for the job with (M=4.19; SD=0.821) and also majority of the respondents to a great extent agreed that screening helps in predicting of employees' future performance with (M=3.97; SD=0.859). Further, it was determined that majority of the respondents agreed to a very great extent on the selection process determines the probability of choosing the best candidate for the job with (M= 4.19; SD=

0.859) and they also agreed to a very great extent that effective selection process is important in reducing employer turnover (M=4.09; SD=0.963). Finally, the overall mean of 3.90 and standard deviation of 0.927, implied that majority of the respondents agreed to a great extent that recruitment practices influence employees' turnover and there was a low variation from the mean since standard deviation is less than 1.

Employees' Compensation

On the second independent variable the respondents were asked to indicate the extent in which they agree with the various statements on employees' compensation in relation to employee' turnover rate. The following scale was used: 1=not at all, 2=less extent, 3=moderate extent, 4=great extent and 5= very great extent.

Table 2: Employees' Compensation

	Mean	Std. Dev.
All employees with the same skillset, in the organization are treated in a similar manner in terms of compensation	3.38	1.129
The firms' internal pay structure is within legal compliance	1.59	1.173
The firms' compensation plan is relative to the external marketplace	3.41	1.103
Fairness of compensation plan against the external market reduces turnover rate	3.81	.998
The firm's compensation mode often incorporates health benefits of the employees'	3.44	1.268
Security firms incorporate financial and non-financial incentives in compensation plans	3.44	1.045
Overall Mean	3.18	1.119
Valid N =144 (listwise)		

Table 2 indicated that majority of the respondents agreed to a great extent that all employees with the same skillset, in the organization are treated in a similar manner in terms of compensation with (M=3.38; SD=1.129) and they also agreed to a less extent that the firms' internal pay structure is within legal compliance with (M=3.59; SD=1.073). It was further determined that majority of the respondents agreed to a great extent that the firms' compensation plan is relative to the external marketplace with (M=3.41; SD=1.103) and they also agreed to a great extent that fairness of compensation plan against the external market reduces turnover rate with (M=3.81; SD=0.998). It was also revealed that majority of the respondents agreed to a great extent that the

firm's compensation mode often incorporates health benefits of the employees' with (M=3.44; SD=1.268) and they also agreed to a great extent that security firms often incorporate both financial and non-financial incentives in their compensation plans with (M=3.44; SD=1.045). On the overall mean of 3.18 and standard deviation of 1.119, implied that majority of the respondents agreed that employees' compensation influences turnover rate and there was a strong variation from the mean since standard deviation is greater than 1.

Training and Development

On the third independent variable the respondents were asked to indicate the extent in which they agree with the various statements on training and

development in relation to employee' turnover rate. The following scale was used: 1=not at all,

2=less extent, 3=moderate extent, 4=great extent and 5= very great extent.

Table 3: Training and Development

	Mean	Std. Dev.
Human resource managers of security firms ensure fairness is adhered to when selecting employees for the training	4.03	.861
Employees' diversity is important in ensuring fairness in selection of employees for training and development activities	4.03	.897
The effectiveness of both internal and external trainings is considered by the HR manager, when making decisions regarding employees training	3.81	.896
Human resource needs determine the choice of external and internal training	3.87	.833
Salary budgets are taken into consideration when determining training expenses	3.59	.946
HR manager usually assesses training needs of the organization before planning budget	4.03	.967
Overall Mean	3.89	.901
Valid N =144 (listwise)		

It was determined that majority of the respondents agreed to a very great extent that human resource managers of security firms ensure fairness is adhered to when selecting employees for the training with (M=4.03; SD=0.861) and they also agreed to a very great extent that employees' diversity is important in ensuring fairness in selection of employees for training and development activities with (M=4.03; SD=0.897). It was also determined that majority of the respondents agreed to a great extent that the effectiveness of both internal and external trainings is considered by the HR manager, when making decisions regarding employees training with (M=3.81; SD=3.59) and they also agreed to a great extent that human resource needs determine the choice of external and internal training with (M=3.87; SD=0.833). Majority of the respondents agreed to a great extent that salary budgets are

taken into consideration when determining training expenses with (M=3.59; SD=0.946) and they also agreed to a very great extent that HR manager usually assesses training needs of the organization before planning budget with (M=4.03; SD= 0.967). The overall mean of 3.89 and standard deviation of 0.901, implied that majority of the respondents agreed that training and development influences employees' turnover rate and there was a low variation from the mean since standard deviation was less than 1.

Job Placement

On the fourth independent variable the respondents were asked to indicate the extent in which they agree with the various statements on job placement in relation to employee' turnover rate. The following scale was used: 1=not at all, 2=less extent, 3=moderate extent, 4=great extent and 5= very great extent.

Table 4: Job Placement

	Mean	Std. Dev.
Job requirements can be sometimes be stressful to the employees thus contributing to turnover due to burnout	3.56	1.014
Employees strain reactions are actually contributed by job requirements	3.50	.950
Harsh working conditions can be one of the attributing factors of intentions to leave	4.16	1.110
Work conditions in terms of task accomplishment better predicts employees' turnover	3.47	.718
Security firms pays a lot of fees to recruiters	2.63	1.040
Job recruiters have made placement activities easier for security firms	3.00	1.295
Overall Mean	3.39	1.021
Valid N=144 (listwise)		

It was determined that majority of the respondents agreed to a great extent that job requirements can be sometimes be stressful to the employees thus contributing to turnover due to burnout with (M=3.56; SD=1.014) and they also agreed to a great extent that employees strain reactions are actually contributed by job requirements with (M=3.50; SD=0.950). Majority of the respondents agreed to a very great extent that harsh working conditions can be one of the attributing factors of intentions to leave with (M=4.16; SD= 1.110) and they also agreed to a great extent that work conditions in terms of task accomplishment better predicts employees' turnover with (M=3.47; SD=0.718). Majority of the respondents agreed to a moderate extent that security firms pay a lot of fees to recruiters with (M=2.63; SD=1.040) and they also

agreed to a great extent that job recruiters have made placement activities easier for security firms with (M=3.00; SD=1.295). The overall mean of 3.39 and standard deviation of 1.021, which implied that majority of the respondents agreed that job placement influences employees' turnover rate and there was a strong variation from the mean since standard deviation is greater than 1.

Employees' Turnover Rate

Secondary data was collected on number of employees, voluntary exits and hence employees' turnout rate was calculated from 2017 to 2021, which was based on 144 security firms, which was enough for inferential statistics. Table 5 presents mean standard deviation, skewness and kurtosis of parameters of the turnover rate.

Table 5: Descriptive Statistics

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Number of Employees'	118.8123	17.69552	-.203	.179	1.382	.375
Voluntary Exits	12.5962	4.10217	-.086	.179	-.292	.375
Turnover Rate	.1040	.13256	.397	.179	-.202	.375
Valid N =144 (listwise)						

Table 5 indicated that the average number of employees was 118.8123 and standard deviation was 7.69552. While it was also determined that voluntary exist had a mean of 12.5962 and standard deviation of 4.10217 per year. Finally on the turnover rate, average turnover rate per year was 0.1040 and standard deviation was 0.13256. Kline (2005) asserts that the measures of skewness and kurtosis are used to determine the normal distribution of the data. If the skewness value is greater than + 1.0, then the data is skewed to the right and if the value is less than -1.0, then the data is skewed to the left. In this distribution majority of the variables were positively skewed hence they were mainly skewed to the right. Kurtosis values were also used to gauge the distribution of the

data. The values ranged from -0.292 to 1.382, based on the argument by George and Mallery (2010), kurtosis values ranging from -2 to 2 indicates that the presence of univariate distribution, hence the data on these variables were normally distributed.

Correlation Analysis

Theoretical preposition regarding the relationship between HRM practices (recruitment practices, employees' compensation, training and development and job placement) and employees' turnover rate was tested using Pearson correlation. The relationship is considered weak when $r = \pm 0.1$ to ± 0.29 , while the relationship is considered moderate when $r = \pm 0.30$ to ± 0.49 , and when r is ± 0.50 and above, the relationship can be considered strong as asserted by Kothari (2013).

Table 6: Correlation Analysis

		Y	X1	X2	X3	X4
Employees Turnover Rate (Y)	Pearson	1				
	Correlation					
	Sig (2-tailed)					
Recruitment Practices (X1)	N	144				
	Pearson	.304*	1			
	Correlation					
Employees' Compensation (X2)	Sig (2-tailed)	.025				
	N	144	144			
	Pearson	.667**	-.025	1		
Training and Development (X3)	Correlation					
	Sig (2-tailed)	.004	.550			
	N	144	144	144		
Job Placement (X4)	Pearson	.403**	.165	-.163	1	
	Correlation					
	Sig (2-tailed)	.002	.234	.242		
Job Placement (X4)	N	144	144	144	144	
	Pearson	.313*	.028	.091	.221	1
	Correlation					
Job Placement (X4)	Sig (2-tailed)	.021	.634	.512	.110	
	N	144	144	144	144	144

* Correlation is significant at the 0.05 level (2- tailed).

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

Table 6 showed that the correlation analysis among the various study variables. The output indicated that there existed a significant and moderate positive relationship between recruitment practices and employees' turnover rate since (r=0.304; p=0.025<0.05). It was further determined that there existed a significant and strong positive association between employees' turnover rate and employees' compensation since (r=0.667; p=.004<0.01). The results further indicated that there was a significant and moderate positive relationship between employees' turnover rate and training and development since (r=0.403; p =0.002 <0.01). Finally, it was determined that there was a significant and positive relationship between job placement and employees' turnover rate since (r=0.313; p= .021<0.05).

Regression Analysis

Regression analysis was used to establish the causal relationship between recruitment practices, employees' compensation, training and development and job placement in relation to employees' turnover rate. Mugenda and Mugenda (2013) states that regression analysis is useful in understanding how typically dependent variable changes, when independent variables are altered. Wan (2022) adds that it helps in generating an equation which describes the statistical relationships.

Coefficient of Determination

This was used to assess the variation HRM practices adopted in this study on employees' turnover rate. Coefficient of determination was also used to assess the fitness of the model.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std Error of Estimate	Durbin Watson
1	.853 ^a	.728	.722	.89710	1.845

Predictors: Recruitment Practices, Employees' Compensation, Training and Development, Job Placement

The analysis indicated there is strong positive relationship between the combination of predictor variables (HRM Practices) and dependent variable (employees' turnover rate) ($r=0.853$) The analysis further showed an adjusted r^2 of 0.722, which implied that HRM practices (recruitment practices, employees' compensation, training and development and job placement) can explain 72.2%

of employees' turnover rate among security firms and hence the model in chapter three was fit.

Analysis of Variance

To determine the significance of the HRM practices on the employees' turnover rate among security firms and significance of equation in chapter three, the study used ANOVA analysis.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.104	4	34.701	124.901	.000 ^b
	Residual	38.896	139	.278		
	Total	143.000	143			

a. Dependent Variable: Employees' Turnover Rate

b. Predictors: (Constant), Recruitment Practices, Employees' Compensation, Training and Development, Job Placement

The ANOVA model showed ($F\{4,139\}= 124.901$; $p=0.000$), the analysis indicated that the model was statistically significant since $p\text{-value}<0.05$ and hence the equation in chapter three was significant. Hence the HRM practices (recruitment practices, employees' compensation, training and

development and job placement) significantly determines employees' turnover rate.

Regression Coefficient

A regression coefficient was carried out in order to explain the nature and relationship between each independent variables and dependent variable.

Table 9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.083	0.266			0.000
Recruitment Practices (X1)	0.127	0.062	0.114	2.037	0.044
Employees' Compensation (X2)	0.218	0.077	0.336	2.741	0.005
Training and Development (X3)	0.173	0.057	0.122	3.045	0.003
Job Placement (X4)	.125	.099	.123	1.263	.225

Based on the regression coefficient table, the specific regression equation becomes:

$$Y = 1.083 + 0.127X_1 + 0.218X_2 + 0.173X_3 + 0.125X_4$$

It was evident that a unit change of employees' turnover rate would be contributed by 0.127 changes in recruitment practices and the contribution is significant ($\beta=0.127$; $t=2.037$; $p=0.044$). It was further revealed that a unit change of employees' turnover rate would be contributed by 0.218 changes in employees' compensation and the contribution is significant ($\beta=0.218$; $t=2.741$;

$p=0.005$). Also, the analysis showed that 0.173 changes on training and development would contribute to a unit change in employees' turnover rate ($\beta=0.173$; $t=3.045$; $p=0.003$). Finally, it was determined that a unit change of employees' turnover rate would be contributed by 0.125 changes in job placement but the contribution would be insignificant ($\beta=0.125$; $t=1.263$; $p=0.225$).

Discussion of the Research Findings

Based on the ANOVA analysis it was evident that HRM practices (recruitment practices, employees'

compensation, training and development and job placement) significantly influences employees' turnover rate among Kenyan security firms. This cognates with the findings of Manuti, *et al.*, (2020), who opined that sustainable HRM practices play a vital role in organisational performance. This is also in line with the study by Collings, *et al.*, (2021) who propounded that HR plays a central role in driving strategic and operational success during COVID 19 pandemic.

It was further determined that recruitment practices significantly contribute to employees' turnover rate of the Kenyan security firms. This was in tandem with the findings by Tsuma (2017) who established that e-recruitment practices (social network sites, commercial websites and corporate websites) significantly affected employees' retention of multinational organisations. Josee, *et al.*, (2014) also supported the above findings by suggesting that for human resource management strategies to be successful in eradicating voluntary employees' turnover, the strategies must begin with good employees' recruitment practices.

On the second variable it was determined that employee's compensation significantly and positively contributes to employees' turnover rate of the security firms. This coincides with the findings by Adil *et al.*, (2020), who postulated that compensation packages significantly contribute to job satisfaction. The study also found that employees compensation practices is the main contributor of turnover rate, which can also be supported by the findings of Adeoye and Fields (2014), who concluded that compared to other antecedents of employees' retention, compensation is the main.

On the third variable it was revealed that training and development significantly contributes to employees' turnover rate. This is in tandem with the findings by Bibi, *et al.*, (2018) who established that supervisors support and training development had a significant effect on employee retention, with working environment moderating the relationship. Damei (2020) also supported the above findings by

revealing that mentoring, coaching, job rotation and job instructions had a positive effect on employee retention.

On the final objective it was determined that job placement insignificantly contributes to employees' turnover rate. This contradicts the findings by Ssemugenyi *et al.*, (2019), who opined that job placement greatly influences employees retention. The study also concluded that job placement significantly contributes to the retention of employees in the organisation. Tripathi and Singh (2014) adds that organisations face difficulty in employees' placement since they mainly focus on individual employees other than the job and yet the individual does not work independently of the job.

CONCLUSION AND RECOMMENDATIONS

The study found that there is a moderate positive and significant relationship between recruitment practices and employees' turnover rate ($r=0.304$; $p=0.025<0.05$) and its improvement would also affect turnover rate ($\beta=0.127$; $t=2.037$; $p=0.044$). The stud further revealed that the security firms use broad sourcing strategies to identify and attract potential employees and it uses advertisement as sourcing strategy to attract employees who will not leave the institution. It was also determined that registered security firms use various techniques to screen potential employees to identify potential employees for the job and screening helps in predicting of employees' future performance. It was further determined that selection process determines the probability of choosing the best candidate for the job and effective selection process is important in reducing employer turnover.

The study determined that there is a strong positive and significant relationship between employees' turnover rate ($r=0.667$; $p=.004<0.01$) and its improvement would affect turnover rate ($\beta=0.218$; $t=2.741$; $p=0.005$). It was also shown that all employees with the same skillset, in the organization are treated in a similar manner in terms of compensation and the firms' internal pay structure is not within legal compliance. The study

also determined that firms' compensation plan is relative to the external marketplace and fairness of compensation plan against the external market reduces turnover rate. The study also revealed that the firm's compensation mode often incorporates health benefits of the employees' and security firms often incorporate both financial and non-financial incentives in their compensation plans.

The study found that there is a moderate positive relationship between training and development and employees' turnover rate ($r=0.403$; $p=0.002 < 0.01$) and its improvement would affect turnover rate ($\beta=0.173$; $t=3.045$; $p=0.003$). The study also showed that human resource managers of security firms ensure fairness is adhered to when selecting employees for the training and employees' diversity is important in ensuring fairness in selection of employees for training and development activities. The study determined that the effectiveness of both internal and external trainings is considered by the HR manager, when making decisions regarding employees training and human resource needs determines the choice of external and internal training. The study also found that salary budgets are taken into consideration when determining training expenses and HR manager usually assesses training needs of the organization before planning budget.

On the final variable, it was determined further job placement significantly influences employees' turnover ($r=0.313$; $p=.021 < 0.05$) but its improvement insignificantly contributes to turnover rate ($\beta=0.125$; $t=1.263$; $p=0.225$). The study also showed that job requirements can be sometimes be stressful to the employees thus contributing to turnover due to burnout and employees strain reactions are actually contributed by job requirements. The study found that harsh working conditions can be one of the attributing factors of intentions to leave and work conditions in terms of task accomplishment better predicts employees' turnover. The study also found that security firms pay a lot of fees to recruiters and job recruiters

have made placement activities easier for security firms.

Based on the study analysis, discussions and findings, the researcher concludes that security firms have an average of more than 118 employees and employees turnover rate per year is at 0.1040, which implied that more than 12 employees are likely to leave these firms each year. The study concludes that HRM practices (recruitment practices, employees' compensation, training and development and job placement) significantly and positively affects turnover rate if applied effectively. The study further concludes that improvement of these practices would lead to a significant reduction in turnover rate, except for the improvement in job placement whose contribution is insignificant. The study also concludes that compared to other HRM practices, employees' compensation practices is the main contributor of reduction in attrition rate.

This study recommended the use of HRM practices in improving employees' retention of security firms and capitalisation of human resources during times of global crisis and uncertainty. The study recommended the use of HRM policies for the actualisation of the competitive advantage for the security firms. This study recommended that a policy framework should be formulated to improve working conditions of security guards and sustain them countrywide. Further management of the security firms should evaluate, measure and design proactive employee engagement practices and policies in order to attract and retain employees.

On the part of the recruitment practices, this study recommends that security firms must adopt effective recruitment strategies that will reduce employees' turnover. HR managers should focus on e-recruitment practices to gain competitive advantage since it affects employees' retention.

On employees' compensation, the study recommended that security firms must have a competitive reward system that will encourage that will them to stick to the organisation and will still be profitable to the

organization. The study recommended that managers should continuously review salaries for the staffs to enhance employees' retention since it is the main contributor of attrition rate.

On training and development this study recommended that the management of the security firms should support training and development of its staffs. This study recommended for enhanced frequency of training in order to improve on job retention and before conducting any training needs assessment should be carried out to establish gaps and design the training programmes to address the already identified gaps.

Finally, this study recommended that the following principles of employees placement to be applied by the security firms; employees should be placed according to job requirements and demands, induction of new employees to the working conditions, placement should be done before assignment, qualification of the new employee and finally employees' sense of commitment, honesty and loyalty. Finally, this study recommends that the organisation should adopt various job placement strategies as this will attract and retain important talents to the organisation.

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Limitations of the Study and Suggestions for Further Studies

The main limitation of this study is that it mainly focused on security firms that are registered by PSRA thus it cannot be generalized to the non-registered firms and other sectors. Future studies should not only examine the relationship between HRM practices and employees' turnover rate among the non-registered firms but also other sectors to facilitate generalization of the study findings and comparisons.

Based on the analysis it was evident that recruitment practices, employees' compensation, training and development and job placement can only explain 72.2% of employees' turnover rate, hence future studies should focus on other HR practices that could explain 27.8% of employees' turnover, which were not addressed in this paper.

Finally, this study relied on responses from HR managers without taking into account opinions which can be offered by security firm's staffs. Hence future studies should focus on both HR managers and other staffs of the firms, to facilitate concrete conclusion of the study.

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