INVESTIGATION INTO FACTORS CONTRIBUTING TO EMPLOYEE TURNOVER AT G4S SECURE SOLUTIONS (MW)

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DECLARATION

This Research Project is my original work and no any other part of this work has been submitted in part or whole to any other university for some academic awards.

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This Research Project has been submitted to Exploits University for examination with my approval as University Supervisor.

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ABSTRACT

In any type of organization, management has a role to ensure that employees are retained. Failure to retain employees results into employee turnover. Employee turnover in Private Security Organizations (PSOs) has a huge negative impact because they rely on manned hours; for example when an employee is absent for duties, service delivery is affected. In another concept, employee turnover has financial and operational costs to an organization due to gaps, credit notes and contract terminations that arise due to failure of service delivery. The research therefore wanted to investigate into factors that contribute to employee turnover at G4S Secure Solutions (Mw). Qualitative and quantitative research approaches were adopted, non-probability sampling, and Saunders Sample size table were utilized. Questionnaires and interviews were data collection instruments, while data was analyzed and presented using Microsoft Excel comprising of bar graphs, pie charts and percentages. The researcher found that among others; reasons which led to employee turnover in the organization were related to lack of recognition, employee-manager relationship, working culture, flexibility at work, payment, learning and development opportunities, conditions of service, working environment, lack of resources, poor supervision, and teamwork and collaboration. It was also found that all four categories of employee turnover; voluntary, involuntary, dysfunctional and functional affected the organization. It was confirmed that some of the causes that led to employee turnover in G4S were nepotism, corrupt leaders, harsh treatment, poor communication, poor leadership principles, lack of personal protective equipment (PPE) and favoritism among others. It was then recommended that the organization should develop and effectively implement policies and strategies that could help in employee retention.

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ABBREVIATIONS

ET:	Employee Turnover
EVT:	Employee Voluntary Turnover
PSO:	Private Security Organization
PSI:	Private Security Industry
CCTV:	Closed Circuit Television
CMST:	Central Medical Stores Trust
MGS:	Manned Guarding Services.
HQT:	High Quality Training
HRM:	Human Resource Management
HRMRS:	Human Resource Management Recruitment Strategies
HRS:	Human Resource Strategies
HRD:	Human Resource Director
GMO:	General Manager – Operations
USA:	United States of America
CIPD:	Chartered Institute of Personnel Development
TGLSSWU:	Textile, Garments, Leather & Security Services Workers Union
QOL:	Quality of Life
LPU:	Leaving Post Unattended
LFD:	Late for Duties.
FRS:	Fire and Rescue Services
ARR:	Alarm and Rapid Response
GSS:	Gray Security Services
G4S:	Group 4 Securicor
SSS:	Safetech Security Services

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CHAPTER ONE: INTRODUCTION

1.1. Introduction

The study for Employee Turnover (ET) falls under the Human Resource Management (HRM) study area. HRM looks and focuses on issues to do with people management and all sorts of their welfare in an organization. It is the act of managing people so that the organization benefits more from them as they also earn a living through provision of their services in that organization, meeting superordinate goals. Durai (2012) defines HRM as the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. It is meant for proper utilization of available skilled workforce and also to make efficient use of existing human resource in the organization.

Organization's human resource department has several functions that aim at keeping the company productive. One of the key functions is employee retention. Employee retention involves keeping and motivating employees to stay with the organization. Effective employee retention can save an organization from productivity losses that may come in due to loss of talented employees (Holliday, 2022). Organizations that put strategies to retain employees, they engage them fully. Engaged employees are more likely to improve customer relationships which could lead to customer loyalty.

In the event that an organization fails to develop strategies to retain the workforce, the end result could be employee turnover. Employee turnover looks into the percentage of workforce which within a particular period of time decides to leave one company for the other. This forces the company to replace them with new employees at an additional cost (Tracey et al. 2008). Schooley (2022) also defines turnover as "the ratio of the employees of an organisation who left in a particular period of time with the average number of employees in that organisation during the same period of time". Employee turnover may be voluntary where employee decides to leave an employment or involuntary where the company has made decision of terminating some of its workers' contracts.

When ET is experienced, human resource department is forced to conduct recruitment to replace those that had left. Recruitment is expensive as it requires financial and operational resources to

replace those that have left your organization. It is for this reason that every organization needs to develop strategies to improve employee retention to avoid employee turnover that could negatively affect organizational productivity in any organization including G4S Secure Solutions.

1.2. Background

1.2.1. G4S Vision

To be recognized as the global leader in providing security solutions.

1.2.2. G4S Mission statement

To meet customers' security needs by providing integrated solutions, and by doing so, enhance their stakeholder value.

1.2.3. G4S Core Values

1.2.3.1. Integrity.

1.2.3.2. Respect.

1.2.3.3. Safety.

1.2.3.4. Security and Service Excellence.

1.2.3.5. Innovation and Teamwork.

G4S Secure Solutions started in 1901 as a manned guarding company, Kjobenhavn Frederksbergn Nattevagt by Marius Hogrefe in Denmark. In the period between 1906 and 1934 it created other segments. In 1906 it established Fire and Rescue Service (FRS), while in 1908 the company formulated first automobile ambulance in Scandinavia. In 1934 Philip Sorensen family established Securitas AB in Sweden where in 1951 night guards become Securicor (G4S, 2022).

In 1971 Securicor became a group and was listed on London Stock Exchange. In 1980 the company moved into various countries in the world including Malawi with their services of Manned Guarding Service (MGS), Alarm and Rapid Response, later Cash Service, and Courier Services (Secure Logistics). In 2003 Securicor acquired Gray Security Services (GSS) 100% share and then in 2004 it merged with Group 4 Falk's security business to form Group 4 Securicor (G4S). In 2008 through 2009, G4S acquired Safetech Security Services (SSS) to become the largest private security organization in the world and second largest employer to the government in Malawi (G4S, 2017). Based on the organization's vision, mission statement and

core values, they endeavor to put customers first, as they believe that the only way to succeed in the long term is by understanding and meeting customers' needs.

G4S Secure Solutions is one of the Private Security Organizations in Malawi which is labour intensive and relies much on their personnel to meet customers' expectations. If they have challenges in manpower due to high employee turnover, they fail to satisfy customers' needs which in turn affect company's productivity.

In Private Security Organizations (PSO), employee turnover has great negative impacts since in this industry, companies work in contractual agreements to satisfy their customers. Guapel (2019) states that ABC Security Company registered a higher employee turnover greater than 60% between 2015 and 2016 in the United States of America, 32% internationally. According to Howlett (2022) there are numerous security organizations that face high employee turnover. Howlett (2022) argued that across the globe security officer turnover rate reach as high as 400% in Private Security Industry (PSI) due to lack of wage competitive offers. In his works, Zheng et al. (2010) writing from Asia, states that high levels of employee turnover are viewed as an issue as it is costly for organizations to search, select, train and replace leavers.

Githinji (2014) states that in the year 2009 in Kenya more than 100 employees left work in the private security sector representing 27.7% while in 2010 and 2011 it drastically increased to 30.8% and 40% respectively. In 2001, Force Security Company was one of the organizations that were hit hard by high employee turnover in Kenya (Kimosop, 2007). This affected their service delivery to their customers as they could not meet contractual obligations.

Since security companies provide services to their customers, it is the expectation of the customer to get services according to contractual agreement. However employee turnover affects service providers to render services according to contractual obligations which lead to contractual terminations and or credit notes. As stated by Banda (2018), contract terminations in Southern Africa region, affect organizational financial resources to the service provider. Financial resources are mainly affected in the functions of recruitment and training processes.

Retaining human resource is an essential aspect of priority in every organization across the globe, as such; there is a need not to let employees out of organization to avoid costs associated with turnover. Nickels et al. (2018) states that experienced and happy employees are vital for

customer satisfaction because happy employee satisfies the customer while unhappy employee shall annoy the customer. As put by Leonard (2018), high labour turnover can influence negatively on an organization's capacity to meet clients' needs and provide quality services, and affect the morale of the employees and the productivity of those who remains. Costs of high employee turnover in private security industry as in any other industry, it has operational and financial implications (BNP Media, 2004). Therefore there is a need to motivate employees so that they stay longer with the organization.

In PSOs, failure to deploy security guards according to contractual obligations demands a credit note to the customer/client (Omega, 2019 & 2020) and termination of contracts. At Omega Protection Services (Mw), in 2019 and 2020 the company had 446 and 737 deployment gaps respectively to Central Medical Stores Trust (CMST) (Nyoka, 2020 & 2021). This led to termination of contract and eventually CMST hired one of their competitors.

According to survey conducted in Malawi, South Africa and Mozambique, employees at G4S among other reasons leave work because of harsh treatment; working more than 12 hours without being paid overtime, being beaten by clients, the company giving food to dogs and not to dog's handlers and low payments (Ritchie et al. 2007). These remove stamina and morale from guards to continue with their employment, and then they quit for greener pasture.

Major operation in G4S looks into the manned hours service since the main segment of their business is Manned Guarding Service (MGS). G4S plc employs over 800,000 people across the globe, from which 119,000 employees are in Africa (G4S, 2020).

At G4S in 2017 employee turnover was 25.3% (G4S plc, 2018) globally. According the global G4S Annual Report (G4S, 2020), in 2018 the company had 25% of employee voluntary turnover (EVT), while 24% was in 2019 and 2020. In 2021 the company lost 33.5% of its employees due to voluntary turnover (G4S, 2022). This means the company improved with one percent from 2018 to 2019, and sustained the same in 2020, but it was much affected in 2021 with an increase of 9.5% from 2020. Average employee turnover for the five years was set at 26%.

Table 1: G4S Global Employee Voluntary Turnover Rate for the period of 2017-2021

S/N	YEAR	PERCENTAGE
1	2017	25.30%
2	2018	25%
3	2019	24%
4	2020	24%
5	2021	33.50%
	Average	**26%**

Source: G4S Annual Report of 2020 & G4S (2022)

With regard to Malawi in the focus of two years where G4S employs an average of 6,700 employees with 2,000 coming from Central and Northern Regions of Malawi; in 2020 G4S lost 1100 employees while in 2021, 1198 employees left the organization (G4S, 2022). As far as contractual obligations are concerned the employee turnover for the years of 2020 and 2021 were high which means there were complaints to customers. On percentage where G4S Malawi employs 6,700 on average, in 2020 employee turnover was 16.42% while in 2021 it was 17.9%. Average employee turnover at G4S Malawi in the two years was 17.16%.

Table 2: G4S Malawi Employee Voluntary Turnover Rate for period of 2020-2021

S/N	YEAR	PERCENTAGE
1	2020	16.42%
2	2021	17.9%
	Average	**17.16%**

Source: G4S Documents of 2022

Table 2 reveals that G4S had a problem with employee turnover which was expected to be controlled at all cost to avoid financial and operational costs associated with the problem. It is for this reason that the researcher sought of studying the subject matter to establish factors that had contributed to employee turnover at G4S Malawi, and then recommend on mitigation strategies.

1.3. Problem Statement

Employees are the major asset of any business success and therefore, they need to be effectively motivated and maintained in organisation at all cost to ensure that the organisation is competitive in terms of providing quality products and services to the society. In the same view, in the long-run the returns on investments on the employees would be achieved. As put it by Ongori (2007),

managers should examine the sources of employee turnover and recommend the best strategies that could be put in place to fill the gap of the source, so that they can be able to retain employees in their organisation to enhance their competitiveness in the specific industry.

Nombo (2013) argued that human resources are one of the most valuable resources of an organization and indeed an organization is nothing without human resources. This applies to all organizations (private, public or social). Many companies are increasingly finding it difficult to retain employees. Turnover is becoming a serious problem in today's corporate environment. Turnover costs for many organizations are very high and can significantly affect performance of their business. Nickels et al. (2018), states that losing valuable, skilled and experienced employees is costly to an organization.

It was noticed that G4S had challenges to retain employees. The problems of employee turnover were seen in regular recruitment of personnel throughout the year, maybe due to poor conditions of service and or lack of competitive pay. The data provided in the tables 1 and 2 indicates that the past five years; 2017 to 2021 G4S lost a lot of employees due to Employee Voluntary Turnover (EVT). Due to the nature of their operations it means the G4S faced stiff competition to other organizations in the Private Security Industry (PSI). If problem of ET may not be seriously attended to, the company may lose some valuable customers; loss of business and revenue and or productivity (Alex 2021, Markovich 2019, Brouard 2019, & Palesciuc, 2019). Since, G4S Malawi lost 1100 and 1198 employees in 2020 and 2021 respectively; this affirms that there was a problem of employee turnover. It is for this reason that the research was conducted to determine causes and recommend for mitigation measures on the problem of employee turnover at the firm.

1.4. General Objective of the Study

The main objective of this study was to investigate the factors contributing to employee turnover at G4S Secure Solutions (Mw) for the period of year 2020 - 2021.

1.5. Specific Objectives

Specifically the study wanted to uncover the following objectives;

1.5.1. To establish causes of employees' turnover at G4S Secure Solutions (Mw);

1.5.2. To identify categories of employee turnover persisting in G4S Secure Solutions (Mw);

1.5.3. To examine the impact of employee turnover on G4S performance.

1.5.4. To determine strategies for employee retention at G4S Secure Solutions (Mw).

1.6. Research Questions

In this study the following questions were answered;

1.6.1. What are causes of employee turnover in G4S Secure Solutions (Mw)?

1.6.2. State what could be the categories of employee turnover persisting G4S Secure Solutions (Mw)?

1.6.3. Mention what could be the impact of employee turnover towards G4S performance?

1.6.4. Which strategies can be suggested to G4S Secure Solutions (Mw) for employee retention?

1.7. Significance of the Study

The finding of this study will be helpful to the Leadership of G4S in forecasting on the needed demand and supply of manpower which will be helpful in recruitment process, promotion and in establishment of employees' retention schemes.

The study will also be useful to the management of private security organizations in making proper policies of dealing with employees' turnover issues by referring to this paper.

The study will help decision makers to take valid and effective measures in managing human resources to ensure a stable work force in organizations and avoid the challenges or costs associated with turnover.

The paper will also form a base to other researchers to conduct further studies in the area which has not been covered. Among others, the study shall help the upcoming scholars in the field of Human Resource Management, Business Administration and Project Management.

1.8. Chapter One Summary and Organization of the Study

Based on the main objective of this research, this research is organized as follows: Chapter one is an introductory party which consist of background information, statement of the problem, research objectives, research questions and significance of the study.

In chapter two the researcher had presented literature review, which is divided into various parts. First part is about conceptual definitions, theoretical review, and relevant literature to the study, conceptual framework, and lastly summary of chapter.

Chapter three is all about research methodology that has been used in this research such as research approach, research design, area of the research, sample size, sampling design and procedures, variable measurement procedure, method of data collection, study's population, expected result of the study.

In chapter four, data presentation, analysis and discussions were done with regard to high employee turnover and mitigation strategies at G4S Secure Solutions (Mw). Chapter five specifically looked at the conclusion**,** challenges, recommendations and directions for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Chapter one was an introductory party which covered background information, statement of the problem, research objectives, research questions, the relevance and limitations of the study. In this chapter, the researcher covered the following parts; definitions of key terms, theoretical review where the necessary theory was evaluated on applicability to the study, empirical review was carried out to find out what other scholars did in the same area of the study and identify the existing gaps and suggested areas for further study of which this research could intervene. Conceptual framework was also discussed in this chapter.

2.2. Definitions of Terms

2.2.1. Employee turnover (ET)

ET means a large number of employees leave an organization in a set amount of time, for example in 12 months period. (Holliday, 2021) defines ET as a rate or number of employees who leave a company and a particular period of time and are replaced by new ones.

2.2.2. Contractual obligations

Set of duties each party is expected to execute or is legally responsible as stipulated in a contract agreement. Miller (2021) defied contractual obligations as the completion of certain tasks, avoidance of certain acts, delivery of products or services, and the payment of consideration.

2.2.3. Contractual agreement

Legally enforceable agreement entered into by two or more parties to do or refrain from doing some specifies activities as written down or stipulated in the contract (Faris, 2019)..

2.2.4. Cost of employee turnover

Financial or operational loss incurred by an organization because some employees left an organization; for example expenses on recruitment for replacement of lost employees and time spent in the process (Armstrong, 2009).

2.2.5. Credit Note

A financial document that accompanies invoices to indicate a reduction in the amount that is needed to be paid due to damage on delivered goods or due to failure to render services as per

contractual obligations. Vaidya (2022) defined a credit note as a credit memo issues to indicate a return of funds in the event of damages to products or failure to deliver the service.

2.2.6. Service delivery

This is a business framework where the supplier or service provider renders services or goods to the client and or consumer. Spacey (2015) states that service delivery is the process of providing a service to customers or internal clients of an organization.

2.2.7. Security

Security means creation of safe and secure environment. It is the protection of the people, buildings or facilities, organization, information, or country against threats such as crime or attacks by foreign countries or intruders (Fennelly, 2016).

2.2.8. Security Guard

A person employed for the protection of assets, people or environment. According to Fennelly (2016), a security guard is a person assigned to guard or man a facility and ensure that there is no harm to people of damage to properties.

2.2.9. Termination of Contract

Termination of a contract means that the parties end the agreement to service each other as previously agreed. According to Heck (2021), termination of contract means to end the contractual relationship as agreed in the signed contract.

2.2.10. Deployment

It is the movement of troops or equipment to a place or position for security action. According to Fennelly (2004) and Thomas (2018), deployment is the posting of guards in security posts for the safety of clients' lives and properties. For example a security guard may be deployed at the gate for the residence or business place to facilitate access and egress control.

2.3. Categories of Employee Turnover

Major categories for employee turnover are voluntary and involuntary turnover. However according to James (2021), apart from the two forms, he indicated that there are additional two, functional and dysfunctional turnover.

2.3.1. Voluntary Employee Turnover (VET)

Voluntary turnover is when employees leave an organization at owners will. Due to the circumstances an employee may leave an organization. Among other reasons could be switching to competitors, looking for better working conditions including good payments (Duong, 2016).

2.3.2. Involuntary Employee Turnover (IET)

IET is the act of termination employee's contract by the company's management or through death and retirement. In this type of employee turnover, it is by the will of management where someone could be retrenched or dismissed and through nature where one dies or retires (Kagan, 2021).

2.3.3. Functional Employee Turnover

This is the form of employee of turnover whereby low performing employees are let to go without any hindrances or worries. According to Haggerty (2020), functional turnover is when poor performers are leaving an organization. These are employees who cannot meet Performance Improvement Plan (PIP) and Key Performance Indicators (KPI).

2.3.4. Dysfunctional Employee Turnover

When employees of high leadership potential leave an organization, it is called dysfunctional. James (2021) states that these are the worst cases of employee turnover which can only be avoided when the company creates an effective succession plan. It is important to effectively manage succession plan if you want to keep your high performing employees in your leadership structure.

2.4. Theoretical Framework

The research was conducted based on Motivational Theories. These theories address as to how managers and or supervisors implement strategies to meet organizational goals and at the same time motivate their workforce so that they execute their duties at their highest ability. Sands (2021), states that motivation theories look into the understanding as to what drives a person to work towards a particular goal or outcome. According to Nickels et al. (2018), motivational theories stresses that happy workers lead to happy customers, and happy customers lead to successful business. In the opposite, unhappy employees will lead to unhappy customers and unhappy customers may affect the business outcome.

There are several benefits to study motivational theories with regard to this research as we see on the cost associated with employee turnover. Among others, the benefits are; increased productivity, simplified decision making, increased teamwork and collaboration, and increased objectivity.

Apart from the many theories discussed by scholars; in this study Maslow's Hierarchy of Needs, McClelland's Need Theory of Motivation, Social Exchange Theory and Equity Theory were reviewed and discussed because most of the times employee quit job due to lack of motivation.

2.4.1. Maslow's Hierarchy of Needs

Psychologist Abraham Maslow believes that to understand what motivates and employee, we need to understand the human motivation in general perspective. Maslow's Hierarchy of Needs is a go-to model that explains the psychology of human motivation. It help managers to spend less time guessing what makes their subordinates tick so that they spend more time doing the thing that motivate them (Channell, 2021). According to Cherry (2022), Maslow's theory states that our actions are motivated by certain physiological and psychological needs that progress from basic to complex.

Maslow's hierarchy of needs is a theory of motivation which states that five categories of human needs dictate an individual's behavior. Those needs are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs (World of Work, 2019).

Maslow's theory presents his hierarchy of needs in a pyramid shape, with basic needs at the bottom of the pyramid and more high-level, intangible needs at the top. The Maslow's hierarchy of needs have five layers that needs to be met one after another from the lower level as per figure 1.

Figure 1: Maslow's Hierarchy of Needs Pyramid.

Source: World of Work (2019)

Physiological Needs: Physiological needs are the lowest level of Maslow's hierarchy of needs. They are the most essential things a person needs to survive. They include the need for shelter, water, food, warmth, rest, and health. A person's motivation at this level derives from their instinct to survive.

Safety needs: The second level of Maslow's hierarchy of needs consists of safety needs. Safety, or security needs, relate to a person's need to feel safe and secure in their life and surroundings. Motivation comes from the need for law, order, and protection from unpredictable and dangerous conditions.

There are many examples of safety needs in modern society. To find stability and security, a person must consider their physical safety. This means seeking protection from the elements, violent conditions, or health threats and sickness. Additionally, an individual needs economic safety to live and thrive in modern societies. This refers to the need for job security, stable income, and savings.

Love and belonging needs: The social needs on the third level of Maslow's hierarchy relate to human interaction and are the last of the so-called lower needs. Among these needs are friendships and family bonds—both with biological family (parents, siblings, and children) and chosen family (spouses and partners). Physical and emotional intimacy ranging from sexual relationships to intimate emotional bonds are important to achieving a feeling of elevated kinship. Additionally, membership in social groups contributes to meeting this need, from belonging to a team of coworkers to forging an identity in a union, club, or group of hobbyists.

Esteem needs: The higher needs, beginning with esteem, are ego-driven needs. The primary elements of esteem are self-respect (the belief that you are valuable and deserving of dignity) and self-esteem (confidence in your potential for personal growth and accomplishments). Maslow specifically notes that self-esteem can be broken into two types: esteem which is based on respect and acknowledgment from others, and esteem which is based on your own self-assessment. Self-confidence and independence stem from this latter type of self-esteem.

Self-actualization needs: Self-actualization describes the fulfillment of your full potential as a person. Sometimes called self-fulfillment needs, self-actualization needs occupy the highest spot on Maslow's pyramid. Self-actualization needs include education, skill development—the refining of talents in areas such as music, athletics, design, cooking, and gardening—caring for others, and broader goals like learning a new language, traveling to new places, and winning awards.

Deficiency Needs vs. Growth Needs on Maslow's Hierarchy

Maslow referred to self-actualization as a "growth need," and he separated it from the lower four levels on his hierarchy, which he called "deficiency needs." According to his theory, if you fail to meet your deficiency needs, you'll experience harmful or unpleasant results. Conditions ranging from illness and starvation up through loneliness and self-doubt are the byproducts of unmet deficiency needs (McLeod, 2022). By contrast, self-actualization needs can make you happier, but you are not harmed when these needs go unfulfilled. Thus, self-actualization needs only become a priority when the other four foundational needs are met.

2.4.2. McClelland's Theory of Needs

McClelland affirms that we have three drivers that lead to motivating people which do not depend on gender or age. The drivers are achievement, affiliation and power.

Achievement: Some employees naturally strive to become successful and important. These individuals may be competitive and maintain a high standard for their work ethic. They typically have a strong desire for recognition after completing a task and may ask for feedback on their performance. According to Souders (2019), establishing awards, such as an employee of the month tradition, can help motivate these people in the workplace.

Affiliation: The affiliate theory claims humans want to belong to a group and have other people accept them. This theory can help managers identify whether an employee might work well on a team and grow from the experience. According to Cherry (2022), employees who feel motivation from affiliation often have highly developed interpersonal skills that can help them generate strong and meaningful relationships with their coworkers.

Power: Some employees are interested in influencing others, making an impact on their coworkers and positively affecting the workplace. These types of employees often enjoy leading groups of people, distributing tasks and coordinating events. They may attempt to motivate their coworkers to achieve short-term and long-term goals. Sands (2021) allowing these employees to apply their leadership skills can generate feelings of motivation in large groups of employees, which can lead to job satisfaction.

2.4.3. The Social Exchange Theory

The Social Exchange Theory argues that employees leave when there is a breach in the terms of exchange (Merin, 2021). These are either explicit or implicit and are agreed upon by the employer and the employee. The attributes of goods exchanged can be physical (such as money for service) or quality attributes like trust, loyalty, and commitment.

Therefore, when a set of negotiated rules of obligation is not upheld by the employer, it leads to a lowered job performance (Merin, 2021). This theory also focuses on how strong social ties within an organisation encourage people to stay longer and grants more satisfied employees.

Therefore to avoid undesired employee turnover in such cases would be to activate management to respect and uphold rules that are agreed upon (Crawley, 2023). It would also be paramount to encourage healthy and productive team dynamics that extend beyond the office.

2.4.4. The Equity Theory

The Equity Theory is based on the notion that employees expect equity in rewards, for the amount of effort they put in (Merin, 2021). Employees could have a sense of being wronged if the outcome of their effort is less than satisfactory. This sense is strengthened if reference groups such as colleagues and relatives are privy to such positive reinforcements. According to Crawley (2023), this theory also moves to argue that employers tend to act for the restoration of inequity.

Thus, if an employee feels undervalued and a sense of inequity, he or she will act towards its restoration by working less or even quitting his/her employment. Another impact could be frequent absenteeism from work. Therefore, it is importantly required for management to have efforts to maintain an inequitable work environment that could work as retention strategy employed in such cases.

2.5. Empirical Literature

The attraction and retention of high-quality employees is more important today than ever before. A number of trends (globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. In human resources context, turnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization. Turnover is measured for individual companies and for their industry as whole (Turner, 2010).

According to Ongori (2007), employee turnover is regarded as a ratio of the number of employees in an organisation that have left voluntarily or involuntarily in a particular period, divided by the number of employees who remain in the organisation in a period. Ngcobo, 2014 states that employee turnover is a decrease in the number of employees in an organisation because of death, retrenchments, resignation, relocation, and or even retirement.

Arokiasamy (2013) asserts that involuntary turnover is initiated by the employer and can also occur through other circumstances of death, retrenchment, incapacitation or retirement.

Voluntary turnover is linked with the irrepressible loss of talent, information, including different assets, which in the long run results in an undesirable effect on the organisation (Alony, 2015).

Employees leave their jobs to fulfil an intention to quit (Demerci et al. 2020). Intention to quit can be defined as a conscious and deliberate desire to leave the organization also known as voluntary employee turnover (Treglown et al. 2018). While Price (2001) defines turnover as the movement of employees outside the organizational boundaries, Pepe (2010) remarks that the turnover intention is the measure of likelihood that an employee will leave an organization. The idea of leaving the job comes before quitting the job (Zeytinoğlu et al., 2007). However, the fact that the intention to quit turns into an actual quitting behavior takes place through a process that is influenced by many external, organizational and personal factors (Ferguson, 2021). While external factors are those such as unemployment rate and alternative job opportunities, organizational factors include those such as management style, wage and reward. Also, personal factors affecting this process can be indicated as the factors such as age, personality and family (Skaggs, 2006).

Celayix (2022) notes that high employee turnover in the security industry is very crucial to the business environment. High employee turnover in security firms leads to increased risk to the organization and their client since new employees that could be hired could not have the needed experience. Another effect is increased cost of operation since replacing employees comes with high cost: among others; advertisements and training are too costly. Celayix (2022) also states that another critical effect is the difficulty in providing service to customer/clients since high employee turnover with an organization can mean gaps in the workforce.

United States of America

Organizations need to use proper Human Resource Strategies (HRS) to ensure that employees are retained (Walden University 2022, Saviom 2022, Luther 2021 & Jacobsen 2022). According to Armstrong (2009), proper HR strategies are based on the understanding of the factors that affect whether or not employees leave or stay with the organization. The significance of Armstrong's point to the private security industry cannot be overemphasized. Jones (2006) describes the nature of this industry as labour intensive, with industry reports suggesting that guarding of commercial premises form the largest single segment of the staffed service market.

This is depicted by uniformed security guards present in shopping precincts, industrial estates, building sites, office complexes, hospitals, educational institutions, government buildings, public and private housing estates and leisure parks.

Jager et al. (2009) points out that provision of security to citizens and properties remains a major challenge to many developing countries. Jager et al. (2009) emphasizes and stresses that security is a critical component in ensuring economic sustainability and recovery; without security there is no tangible development, security is a prerequisite and paramount in guaranteeing the generation of wealth and reduction of crime, crime threats and insecurity. To fulfil the need of the provision of security PSO needs motivated security guards. According to Commander Millard (2019), security guards may stay in organization by following Maslow's Motivation Model which states that basic needs should be met first before moving to the next level of needs and desires.

High levels of employee turnover are regarded as an issue as it is costly for all types of organisations to search, select, train and replace leavers (Zheng et al. 2009) and turnover of high performers, especially those managers and professionals, is negatively related to overall organizational effectiveness and firm success (Holtom, et al. 2005 and Mitchell et al. 2001).

According to Catalyst (2016), about 59 million employees in the United States of America (USA) left their employment in 2015. Celayix (2022), states that in US, the year of 2020, voluntary turnover was approximately 25% across all industries. In the same year, as an industry, security companies saw average turnover of 34%, which is significantly higher than the national average.

Benson et al. (2002), states that in Chicago employees are motivated highly through manager employee engagement. This engagement makes employees feel part of the team resulting into minimized employee turnover. Wholley (2022), the Marketing Officer at Clear Company in the US states that according to Maslow's Model, employee's needs to be fully engaged if the company is to retain talent and generate more profits. Keller et al (2017), states that managers are in talent war in organization to avoid employee turnover. This means managers need to effectively employ Maslow's Hierarchy of Needs model to ensure they attract and retain talent, developing the available talent, managing performance and reducing organizational losses.

According to Gordon (2018) American firms establish training initiatives to retain a highly motivated talent who may be attracted to global job market for accelerating their career.

The United Kingdom

According to the Chartered Institute of Personnel Development (CIPD, 2016) in the United Kingdom (UK), the average turnover rate is approximately 15% every year. However, it is different according to the type of industry (CIPD, 2016). In 2022 UK Security industry had 34% employee turnover (Magenta, 2022). Schlechter et al. (2016) find that employee turnover is the biggest challenge faced by any type organisation or industry worldwide. GSI (2022) states that some notable reasons for employee turnover in security organizations are lack of opportunities for advancement, lack of feedback or rewards, ineffective leadership/supervision, lack of training, lack of job security, lack of benefits, lack of respect, and poor recruiting processes. Bassetti (2018) states that employee engagement and motivation at American Society for Public Administration is a key in making employees feel appreciated and valued in the work they do so the talent should be retained.

Employee turnover is one of the major concerns of human resource practitioners since resignation of value contributing employees affects the performance and competitiveness of the organization (Negash, 2004). That is why many researches could be conducted. According to Gabriel et al (2012) as cited in (Abbasi et al, 2000) employees are seen as a major contributor to organizations competitive advantage and to maintain this advantage employee turnover should be discouraged by management. Amble (2003), those organizations which are ignorant to employee turnover problem or retention of employees, they will get difficulty in achieving organizational objectives.

Cole (2012) in his study on employee retention practices, that was carried out at Tesco and Sainsbury organizations in the United Kingdom discovered that the employee retention practices are more effective at Tesco comparing to Sainsbury. Also, the study revealed that the practice of employee retention at Tesco is much more improved than Sainsbury resulting from provision of good working environment, extra benefits, taking employees onboard (respect) and attractive salaries.

Russia

In Russia most PSOs care for their employees to avoid high employee turnover. Elite Security operates as a legally compliant and progressive employer (Elite Security, 2022). Elite Security recognizes the need to protect their staff members and how training and career development plans help minimizes staff turnover and improve overall performance and client satisfaction. With such an organisation and approach, Elite Security ensures the services provided consistently meet the high standards demanded by our multinational client base.

Canada

The Trade Union reports from Canada indicate that security officers hired in airports to screen passengers easily leave their work. In his study, "unions say turnover rate high for new security officers as busy holiday season looms", Saba (2022) states that the findings indicate that employees leave while on training, a week soon after being employed or a few months in the course of employment due to insufficient wages and salaries. According to United Steelworkers Union (USU) and other unions which represents about 2000 airport security screeners at 41 airports, said only about a third screeners hired in a few month stay at work.

Kenya

High employee turnover is a major concern in many private security organizations in Africa. Kimosop (2007) conducted a study on labour turnover in private security firms a case of Future Force Security in Kenya. He noticed that among others employees leave the organization due to poor working conditions. According to Warden et al. (2018), major reasons for employee turnover in Africa are poor working conditions, lack of training, lack of competitive pay, managerial practices, recruitment and selection processes.

Management policies may also affect the direct environment such as employee benefits or whether the company is responsive to security guards' needs (Michelle, 2017). Maslow's hierarchy of needs, state for example, when employee's lower needs have been reached, they will then be looking for higher needs to be satisfied.

Githinji (2014) conducted a study on finance implication with regard to employee turnover from private security organizations in Kenya. He noticed that organizations are affected with operational and recruitment costs with regard to deployment of employees when others have left and replacement of workers who have exited an organization. Phillips et al. (2013) argue that

dysfunctional employee turnover can hurt organizational performance if top performers leave and replacement cost increases. For example, it has been estimated that on average, it costs an organization one-third of a new hire's annual salary to replace an employee (Scott et al. 2012).

With regard to several authors above, it is noticed that High Employee Turnover (HET) could take place due different reason including poor conditions of service. This has financial implications to the organization because recruitment for the replacement of employees who had left an organization maybe costly and again with regard to service organization like G4S, the may loss business because of failure to render the needed service that have arisen due to lack of manpower. It is for this reason that any organization needs to put in place strategies to retain employees.

Employee retention is one of the priorities for Human Resource Managers in African Private Security Organizations because they are labour intensive (Commer 2018). Employee retention has helped some security firms in Africa to stay competitive in their business industry. According to Tarique et al (2010) managers have a role in ensuring that talented employees are retained for the competitiveness of an organization. According to the study by Wainaina (2013) in Kenya, employees in security firms need to be respected and valued. They need to be recognized and be promoted to higher posts than recruiting people from the outside for the senior positions. Wainaina (2013) found that meeting employees basic needs through competitive pay and recruitment from within improved retention of employees in Private Security Organizations in Kenya.

Uganda

Kyomuhendo (2017) conducted a labour turnover study in selected security firms in Uganda. She noticed that due to high employee turnover, organizational productivity was negatively affected. According to Alex (2021), when employee turnover happens, companies may lose employee productivity, they are forced to recruit new workers, suffer from lower morale, miss some important sales opportunities, and have to deal with additional expenses that could have been avoided if they had just held onto the employee in the first place. Markovish (2019) concurred that high employee turnover may result in low employee morale due to overworking or working increased hours.

Ghana

According to Aleck (2019) in evaluation of the work of Ghansah, et al (2011) on the employee retention practices, the study which took place at Accra Brewery Limited (ABL) in Ghana pinpointed that lack of work-life balance and advancement opportunities and lack of recognition, rewards including salary and remuneration were the most common attributes accelerating employee turnover in ABL.

Tanzania

The study conducted by Kweka (2017) in Tanzania at Mafia District Council revealed that, the strongest motivational strategies that would aid to staff retention were two, these are; the provision of adequate living condition through provision of staff houses, transport facilities and health services whereas the second strategy was the availability of financial incentives including transport and hardship allowances. Conclusively, the findings indicate that, the council should motivate the staffs to stay by putting in place strategies that would enhance staff retention such as; the provision of staff houses, transport facilities and health services accompanied with appropriate financial incentives including transport and hardship allowance.

Mozambique

Sibindy (2016) states that Private Security which was once a booming sector in Mozambican economy, sunk into crisis which led to 2,300 workers in the industry losing their jobs because clients who were enjoying security services could not pay for them. This led to redundancies (involuntary turnover) and again failure by the companies to pay their remaining employees for a period of 11 months due to financial problems contributed to voluntary turnover.

According to Demirci et al. (2020), security guards leave their work to their companies' competitors due to lack of job satisfaction. Job satisfaction is the extent to which an employee is contents with the rewards he/she gets out of the job. Impact of low job satisfaction goes beyond employee turnover (Picincu, 2020). Khan et al. (2015), states that low job satisfaction is regarded as job insecurity in some cases. This drives people to leave an organization to other employers seeking for satisfying jobs.

In his study Mohajane (2017) states that managers do not take full control in private security organizations to contraol staff turnover. Pendel (2021) states that managers have a role to understand the challenges that employees face while on duty. Managers act as their liaison between Board of Directors (BOD) and the workforce (Root III, 2022). According to Juneja (2021), managers need to control employee turnover in security organizations because in the event that individuals leave any organization, they are more likely to join their competitors. Sometimes they tend to take confidential data along with them to create an impression in their new organization. This way the plans of the organization get leaked even before implementation and they fail to do anything great.

Zambia

Matindo et al. (2015), conducted a research on investigation towards factors affecting retention in Zambia, he identified among others that employee turnover results into loss of company knowledge – when employees leave, they carry with them valuable knowledge about the organisation, customers, current projects to the organization's competitors after spending a lot of money and time on the employees with an expectation of a future return thus the investment is lost. Interruption of customer service; some customers and clients do business with a company because of the relationships they have developed with people and thus if those people leave, the clients and customers may no longer be willing to conduct business with the organisation which then suffers a loss (Matindo et al. 2015); and loss of goodwill of the company- as it is usually maintained when the attrition rates are low.

According to Mudenda (2020), in his study conducted in Zambia at Varun Food and Beverage employees are motivated and retained in an organization when the company establishes polices and work environment that will see employees self-growth and esteemed, loved and valuable in an organization. Mudenda added that these will improve retention and reduce employee turnover.

Zimbabwe

It is therefore necessary to deploy strategies to retain employees to avoid losing business. According to Samuel et al. (2009), the main purpose of retention is to prevent the loss of competent employees from leaving the organisation as this could have adverse effect on productivity and profitability. However, retention practices have become a daunting and highly

challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment like the one being witnessed in Zimbabwe. One of the traditional ways of managing employee retention and turnover is through organizational reward system. Chiboiwa et al. (2018) explain reward as what employees receive in exchange for their contributions to the organisation. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available. Citing the work of Maslow (1943), Chiboiwa et al. (2018) in their study in Zimbabwe confirms that employees may be motivated to meet their needs to stay longer in their employment. These needs can be satisfied through adequate salaries, job security and social affiliation.

Malawi

Hunga (2022), his study conducted in Lilongwe; Baiting Life for Less a case on living and working conditions of private security guards in Malawi, he noted that in most private security organizations workers complain of poor conditions of service and working practices like long working hours (beyond 12 hours) which is contrary to Malawi Employment Act No. 6 of 2000, resulting into some workers leaving their organizations. Nkuonera (2015) states that employees in Malawi leave one security organization to the other firms seeking for better pay as for the case of Mr. Chabwela an experienced guard who said had worked for Pasimalo Security Services, 2GMN Security Services, Rangers Security and Loma Security firms among others; with an aim of getting a higher wage package.

According to Malema (2019), in Malawi Private Security Industry guards face numerous challenges that lead to their turnover; poor working conditions topping the list. Concurred by Makako (2017), problems faced by employed security guards in Malawian private security include: non-payment, delayed and/or under-payment of wages, unfair dismissals and non-placement of guard employees on mandatory pension schemes, among others.

As stipulated in The Times Group online (2022), security guards leave organizations anyhow because there are no regulations binding private security firms in Malawi. Mmana (2022) states that due to lack of regulation, quoted Textile, Garment, Leather and Security Services Workers

Union (TGLSSWU) (Workers Union for security employees in Malawi) General Secretary Charles Mikundi accused the Ministry of Homeland Security of showing no interest to set standards for the industry where security companies are employing even thieves. If one steals from company A, he is employed at company B because there is no regulation.

> *Mikundi added: "Some companies don't have well trained training officers who can train their officers before they start working. It is like customers are given half trained officers or no trained officers at all to protect their property."*

Gendron (2020) Training is vital to security guards because they are being equipped with knowledge which assists them to work according to expectations in their respective working places.

According to M'bwana (2021), Omega Protection Security Services lost a lot of employees due to non-payments in a period of nine months. This had an impact on their business as they also lost some businesses due to failure to meet contractual obligations on guard deployment (Nyoka, 2020) and also led to Credit Notes (Omega, 2020). On his argument Kasanda (2020), working as a security guard is, by the nature of the job, quite a challenge the world over. It is even more challenging in Malawi where most security firms ignore the government set minimum monthly wage of K50, 000.00 by underpaying their workers. This affects employees to meet physiological needs because they get a little pay on monthly basis.

Adesubomi (2018) indicates poor working environment as major contributing factor in private security industry employee turnover. Poor work environment could be a factor to job insecurity and employee turnover. Abolade (2016) in her study on work environment, employee job satisfaction and organisation efficiency establishes that internal work environment contribute significantly to employee satisfaction and organizational efficiency.

In a bid of meeting basic needs all organizations in Malawi, employers are mandated to pay their employees according to minimum wage (Wage Indicator Foundation, 2021). According Kasalika (2022), the tax band moved from K35, 000.00 to K100, 000.00 so that employees in all organizations including Private Security Organizations, should be able to meet physiological

needs because they take home a reasonable amount of cash. In a diverse work environment, Schmiedeknecht et al. (2015), in the study Predictions of Workforce Retention, found that several non-remuneration strategies may help improve retention of workers, such as adequate housing, advancement opportunities, and positive work environment.

In his writing in Nyasa Times, Nkhoma (2022), states that guards are committed to their employment at Target Security Company (TSC) because of the training offered to them. TSC invested in creation of safe and secure work environment by deployment of well-trained canine dogs, alarm systems, Mobile Rapid Response (MRR) and installation of Closed Circuit Television (CCTV). All these are meant to provide safety and security to their clients as well as to their employees on duty. In her writing, G4S (2022), the organization attract, develop and retain the right talent at all levels of an organization. As per their values "the safety and wellbeing of employees" G4S claims that it provides a working environment that protects the health and safety of employees, offer relevant training to enable employees to fulfil their potential, and respect employee union rights that ensures a positive employee relations climate. In the act of retaining employees, Gardaworld Malawi offers wealth of opportunities to individuals in their organizations to gain experience and develop professionally in their work expertise (Gardaworld, 2022).

2.6. Gap identified on employee turnover in PSOs

Several writers; Hunga (2022), Nkuonera (2015), Malema (2019), Makako (2017) and M'bwana (2021) among others had spoken about high employee turnover in PSO in Malawi but there were no clear factors that influence employees to frequently quit their work. This prompted the researcher to conduct a study at G4S Secure Solutions (Mw) because in this organization it was noticed that they had employee retention problems as well.

2.7. Common reasons of employee turnover in private security industry

Holliday (2021) cited several reasons that lead to employee turnover in security organizations. Among others; we have lack of recognition, lack of teamwork, incompatible management style quality of life issues, pay versus effort, poor recruiting, toxic culture, and lack of training and orientation.

2.7.1. Lack of recognition

When the hard working spirit for security gourds goes unrecognized, unacknowledged or not rewarded, they become disillusioned and demoralized. It kills the enthusiasm of those talented and highly performing security guards when they get little or no recognition for the success contributed (Cameron, 2022). This act engineers their mind to look for jobs elsewhere to show off their talent.

2.7.2. Lack of teamwork

Teamwork is critical in business success programs. If guards, managers/supervisors and clients cannot work together in the task of creating safe and secure environment, the workforce will be bored and demotivated. Bowels (2021) states that everyone has a role to play in creating safe and secure work environment; manager should give in enough resources, the client should support the guards deployed in their premises and then the guard should execute whatever has been put forward by his manger and client. This means everyone is in the operational chain.

2.7.3. Incompatible management style

Strategies employed by the manager can have negative or positive impact on the productivity of an employee, team and or the entire organization. Managers who exercise leadership styles that favor employees will take their organizations to productivity. Beck et al. (2015) states that mangers account for 70% of the variance in employee engagement, and can adversely or positively impact employees' commitment towards their work and the organization.

2.7.4. Quality of life issues at work

Quality of life (QOL) provides employees with motivation to perform well. Improving quality of life for security guards is a prerequisite to increase their productivity because there could be reduced absenteeism, low turnover, reduced burnout, improved job satisfaction and increased job satisfaction (Mosadeghrad, 2013). QOL enables members of organization to participate freely, actively and efficiently in shaping the organization's environment, methods and outcome. In another view poor quality of life issues at work could reduce work morale and then employees could opt for quitting.

2.7.5. Pay versus effort

Employees who get payment in response to their performance are usually motivated to do more and stay loyal to the organization. Peek (2022), states that workers who receive performance

based pay; they shall be encouraged to work extra harder because they get equivalent to what they contribute to the company. When employees are not paid according to their effort they are demotivated and eventually they opt to leave.

2.7.6. Poor recruiting

If you don't implement better Human Resource Management Recruitment Strategies (HRMRS) you end up hiring wrong people. Bad hires refer to employees who are either rude to customers and leadership, negative attitude or always late for duties (LFD) and leaving post unattended (LPU) which could affect service delivery. According to DOF (2022), poor recruitment processes compromise employees' morale and affect the engagement of workforce which results in a higher level of absenteeism, reduced productivity and poor retention.

2.7.7. Toxic culture

Toxic organizational culture is a great driving force towards employee resignation. According to Maurer (2022), toxic culture is characterized by employees feeling disrespected, unethical behavior, abusive managers and a cutthroat environment. Robinson (2022) states that one key feature of toxic culture is low compensation. Poor toxic culture leads to high employee turnover if left unattended to.

2.7.8. Lack of training

Studies have shown that whenever there is no training, workers do not understand what is expected of them for the jobs and none of goals are possible to be achieved. This leads to low morale among employees, which could in the end result into employee quitting their jobs. Gendron (2020) narrates that high-quality training (HQT) programs result into irrefutable paybacks including higher productivity, lower employee turnover, fewer safety accidents and satisfaction. Martinelli (2018) argued that inadequate trained personnel are likely to experience poor job performance and increased levels of work related stress which could result to low morale and later absconds.

2.7.9. Lack or Poor Orientation

Lack of orientation to new employees may affect performance and productivity in the organization because the member of staff who has failed to deliver according to expectation. This could reduce morale and may eventually lead to voluntary employee turnover as the new employee may feel unwelcomed into the company. Ahmed (2020) states that lack of orientation

may lead to poor initial performance, lack of morale, broken communication channels and higher turnover and or absenteeism.

2.8. Common Negativities of Employee Turnover

There are so many negative problems associated with employee turnover in a particular organization; decreased productivity, recruitment costs, lower company morale, lost sales, and access to company and brand knowledge.

2.8.1. Decreased productivity

Low productivity and poor quality may result from the decreased numbers of workers and or due to deployment of new members of staff (Markovich, 2019). In the case of a G4S at Secure Logistics segment, shortage of manpower shall mean the supply chain will be affected since time schedule for consignment delivery might not be mate.

2.8.2. High recruitment and training costs

ET leads to high recruitment and training costs as the company replaces those that have left (Crerar, 2022). In PSI, companies are labour intensive as they mainly rely on manned hours in their manned guarding segment. Once employees leave an organization, the company strives to recruit and train new employees so that they replace those that have left in order to cover the gaps with an aim of meeting contractual obligations. If there are high employee turnover, the company regular recruit and train people leading to some losses of finances.

2.8.3. Lower company morale

One of the disadvantages of employee turnover is that when one leaves an organization, mainly to the competitor, the remaining members of staff lose morale in the company and also want to quit (Alex, 2021). Employees lose appetite of working in this organization and also think of running to the competitors creating even higher employee turnover.

2.8.4. Lost sales

Due to decreased workforce in PSI, organizations suffer poor service delivery due to failure in meeting contractual obligations (Brouard, 2019). Instead of deploying 10 security guards for instance, it may only manage to post 6 security personnel; creating a gap of 4 employees. If every guard is charged MK10, 0000.00 per shift, the company loses K40, 000.00. This in the end will affect organizational monthly and annual revenue.

2.8.5. Access to company and brand knowledge

When experienced people leave an organization they go with the very critical and important information for the organization to the new employers who might be competitors (Brouard, 2019). For example if a security officer leaves G4S to GardaWorld, he may go with systems of operations which the clients like most. In the end GardaWorld will capitalize on that information to win the customers from G4S.

2.9. Common strategies to mitigate employee turnover

2.9.1. Find the Right Talent

Every company has a different hiring process. When you hire employees who have the right skills, but also align with the cultural and behavioral beliefs of your organization, you may be more successful. Nelms (2019) states that one tactic is to ask behavioral interview questions to identify a candidate's personality and character. For example, you can ask an interviewee how they handled a sudden change in their routine and what they learned from it. Their answer can give you valuable insight into their personality.

2.9.2. Encourage Retention Early On

Many experts believe that retention efforts should begin on an employee's first day of employment. HR professionals may be able to refine and improve the onboarding process (Ratanjee, 2018). One benchmark for successful onboarding should be giving new employees a clear understanding of the company's mission and how they can help add value to the organization.

2.9.3. Recognize and Reward Employees

Your employees need recognition and appreciation. This could be encouraged with thoughtful human resource training of each people manager. Happy employees are more productive than unhappy employees (Revesencio, 2015). When your employees do something to go above and beyond, give them the congratulations they deserve. Creating a positive work environment allows employees to thrive, feel acknowledged, and stay motivated.

2.9.4. Identify a Clear Career Path

Part of recognizing and rewarding employees involves promoting and investing in current personnel. Don't allow security guards to feel like their position is stagnant. Otherwise, they may

start to pursue other opportunities. According to Landry (2020), there is a need to encourage managers to schedule regular meetings with their team to discuss their goals and how the company can help them achieve their goals.

2.9.5. Encourage a Healthy Work-Life Balance

Offering unique perks like unlimited employee maternity and paternity leave for the first year of a child's life or a stipend for annual travel may help employers stand out. As put it by Nickels et al. (2002), the ability to utilize flexible work schedules and environments can also prove to be beneficial and reduce employee turnover.

2.9.6. Create Learning and Development Programs

Learning and development helps improve employee morale and benefits the organization. Saviom (2022), companies can establish clear learning and development protocols and give their employees the opportunity to pursue areas that interest them. For example, offer a budget to attend a conference or class annually. For these programs to be successful, you need to ensure the criteria are clear, fair, and widely understood by employees.

2.10. Employee Retention by Using Maslow's Hierarchy of Needs Model

Maslow's Hierarchy of Needs Model have five steps in a pyramid; physiological, safety, love/belonging, self-esteem/respect and self-actualization. Every step contributes differently to the motivation and eventually retention of employees in an organization.

Physiological needs

These needs are at the bottom line of the Maslow's Hierarchy of Needs Pyramid. They are food, water and shelter. For employees to meet these needs they need enough financial resources (Hired Magazine, 2021). An employee's salary should be able to meet expenses of food, water and shelter. It is for this reason that organizations need to have competitive pay if they are to retain their workforce.

Safety needs

This refers to occupational safety and health as well as financial security to employees. According to Hired Magazine (2021), money does not only meet basic needs of physiological, but also facilitates in issues of emergencies that a person should have a financial security to

avoid cases of bankruptcy. In the workplace, safety lays a vital role in ensuring access to quality healthcare and the assurance that employees are safe against accidents or injuries. If organizations fail to create safe and secure environments the end results could be injuries on duty and frequent sicknesses. This may lead to exodus of employees to competitors. It is therefore important to ensure that employers promote safety and security culture.

Love or belonging needs

Everyone needs to be part of the group. In a work place setup, employees are well motivated when they work as a team. In another concept, employees are highly motivated if they take part in decision making for the particular organization or department. Spillane (2022), states that peer interaction, and being part of the team enhance employee performance and retention. Belonging is an employee's sense that their uniqueness is accepted and even treasured by their organization and colleagues. Bond (2022), states that belonging is necessary for bringing out the best of everyone at work. If employees don't experience a sense of belonging, they are likely to feel insecure about their place of work and feel less freedom to be their authentic selves, and then they eventually leave for better workplace.

Self-Esteem needs

Self-esteem means self-respect. Employees need to see to it that they are respected at their place of work. As put it by Spillage (2022), a supervisor can build the self-esteem of their employees when they express respect and confidence in their employees' capabilities. Job titles like in Private Security Company (PSC), such as Senior Security Officer, Assistant Supervisor, Supervisor, Assistant Manager and Manager have a critical role at this cohort. Companies with employees at this leave will encourage them to participate in quality improvements and public recognition programs, especially if participation can result in earning awards, certificates and the admirations of their peers. Self-esteemed employees are motivated and think outside the box; and make improvements in performance for the betterment of the company. This will make employees at this level live longer in an organization.

Self-Actualization needs

At this level employee focus on the general realization of their own personal capabilities and potential. According to Maslow (1943), this centers on the ideal that once all other needs are met, people need to feel that they are reaching their full potential. The best way to tap this need within ones workplace is to provide career development, encouragement, and self-fulfilling work. Self-actualized employees' companies should be able to offer sabbaticals, encourage employees to pursue educational opportunities outside, engage in public speaking and author articles and papers. Employees are exposed highly. Since employees feel valued in an organization, they feel honored. This may lead to motivation and improved retention rate.

2.11. Employee retention through McClelland's Theory of Need

McClelland's theory takes Maslow's theory and delves deeper into the specific motivations that help us reach self-actualization. According to the theory, everyone has a primary need that drives their motivation for self-actualization; achievement, affiliation and power.

Achievement

The need for achievement means you're motivated by completing tasks you set out for yourself or that someone else sets out for you. Achievement motivated people often seek out situations and projects that highlight their skills and are neither too simple nor too complex. Tasks that don't present any challenge at all won't garner the recognition they desire while tasks that are outside of their comfort zone pose too much of a risk. According to BasuMallick (2021), employees who feel that they accomplish their challenging tasks, they feel motivated and wanting to stay longer in an organization.

Affiliation

This is being part of the team or group. The need for affiliation means you're motivated by your connections with others, a feeling of belonging and peer interaction. Affiliation and peer interaction motivate workers for interpersonal relationships and emotional connections (Spillage, 2022). Often, workers prefer working in groups rather than working independently in order to build those relationships. Affiliation driven individuals tend to avoid situations in which they may face rejection or uncomfortable boundaries within their relationships. Working with others means teamwork. According to Needle (2022), teamwork motivates employees as they feel

togetherness in all sorts of operations; there is strong bond amongst the workforce where they assist each other in any work and or personal situation. This may improve retention rate.

Power

The need for power means you're motivated by authority and control. People motivated by power seek positions and relationships in which they can demonstrate their leadership and be the primary decision-maker. Many people who are power-motivated enjoy competition and debate. Unlike those motivated by achievement and affiliation, those motivated by power do not avoid high-risk situations. Instead, they seek them out to show their superiority.

The need for power is directly associated with empowerment. According to Wong (2020), an empowering employee through greater autonomy has been directly linked to increased employee motivation. It is believed that employees who have more control over how, when, and where they do their job will work harder and find their work more engaging. For this reason they feel honored and may want to stay longer in an organization.

2.12. Retaining Employees using the Social Exchange Theory

Applying social exchange theory to your workplace is about creating effective relationship between employees and the leadership or employers. This leadership could lead to conducive working environment. According to Alnajim (2021), Social exchange theory considers what leadership efforts are required to produce intended employee results. Under this concept, we learn that employees often look at risk versus reward analysis before engaging.

Employee Engagement

Employee engagement "is the amount in which an employee is willing to invest in the success of an organization" (Hurtienne et al., 2021). As employees become more engaged, they will become more loyal to the organization and more enthusiastic about work (Bailey et al., 2011). We commit to the concept that employee engagement is an essential part of organizational sustainability (Hurtienne et al., 2021). Connecting social exchange theory and employee engagement calls for a sense of urgency due to employee performance and retention. We see through the lens of social exchange theory, that finding ways to increase employee engagement will provide reciprocal benefits for both employees and employers.

Employers need to use various tactics to retain employees. Indeed (2023) identified several tips that could be used by an employer to retain employees as discussed below by the writer.

Use rewards

Regularly reward employees for excellent work. This establishes a positive relationship between the employee and the organization.

Maintain friendliness

Demonstrate friendliness in all of your company interactions. Modeling appropriate behavior and expectations will guide other leaders and employees to follow your actions.

Support relationship development

Support employee friendships through workplace gatherings and activities designed to build rapport and connection.

Apply it to customer service

Organization needs to work on capacity building. Teach your customer service employees about social exchange theory and have them apply it to customer interactions.

Offer support

Support employees struggling with personal or professional challenges. Help them establish positive support systems at work to help them through difficulties.

Perform check-ins

Regularly check in with employees to make sure they feel heard, supported and recognized in their positions. The leadership in an organization needs to use proactive support because it is easier than reactive problem-solving.

2.13. Retaining Employees Using Equity Theory

Equity theory is a framework that explains how people perceive the fairness of their rewards and efforts in relation to others. According to Mulder (2018), employees compare their own input-output ratio (such as skills, time, and performance) with that of their peers or referents. If they perceive an imbalance or inequity, they may experience dissatisfaction, demotivation, or turnover intentions. On the other hand, if they perceive a balance or equity, they may feel satisfied, motivated, and loyal.

Equity theory can help you gain a better understanding of the different factors that influence your team's motivation levels. According to Indeed Editorial Team (2023), you may apply the equity theory in your workplace by using tips as discussed below:

Fair balance among team members

Since many employees make work contributions based on what they think they will receive, you can benefit your entire team by setting standards for fairness and equality. Make sure all team members receive the same compensation for equal amounts of work. You can also hold regular team meetings to guarantee everyone feels valued for their efforts.

Offer comparable compensation

The workforce may make different comparisons for inside and outside of the workplace. If an employee sees that they are receiving similar outcomes to others in their field with the same amount of experience, they will be more likely to stay satisfied in their position. When setting compensation standards, consider researching external positions for information about salary, benefits and incentives. Try to use like items so employees feel more comfortable with their roles.

Know what your team values

Employees will likely place different values on certain inputs and outcomes. Some may put a higher value on education, skills and training, while others may feel that their time and effort should receive a greater reward. When you show your team you appreciate their contributions fairly, you can help them stay motivated and happy in the workplace. It may be helpful to ask individual members what motivates them to form an actionable plan.

2.14. Conceptual Framework

Conceptual framework illustrates the relationship between variables. Also called conceptual model, different variables are included and reflect the expectation (Patrick, 2015).

In this study there are three types of factors that could lead to employee turnover as presented discussed dogmatically namely; employer related factors, employee related and external related factors. The three categories of factors and extraneous variables which shall be regarded as independent variables and employees' turnover will be dependent variable. If the company lacks proper policy of how to deal with independent variables automatically will result into organization losing its manpower. The Figure 2 provides a brief relationship between employer related factors, employee related factors and external factors on how they contribute to high employees turnover.

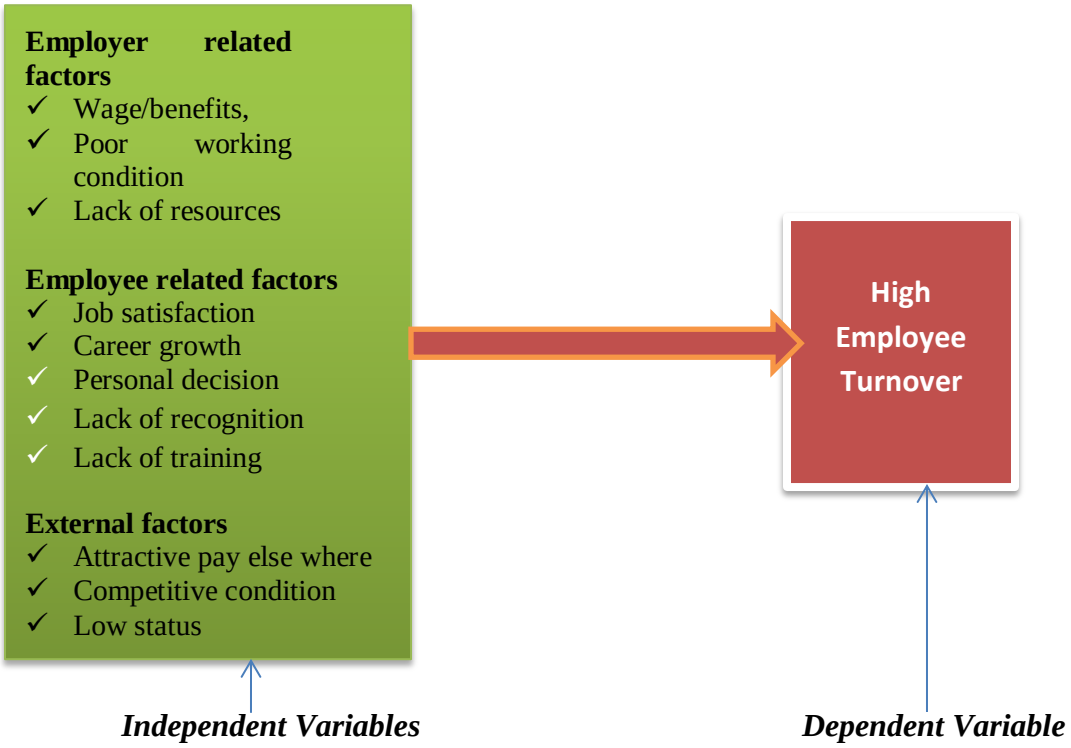

Figure 2: Conceptual Framework Diagrammatical presentation

2.14.1. Employer Related Factors

2.14.1.1. Wage/benefits

Every employee needs to get payment or benefits to meet their physiological needs of food, water and shelter. Low payments/wages make employees feel underappreciated and in the end employees opt of leaving the job for green pastures so that their needs should be satisfied. Effective salary review is crucial in this case if organizations are to retain employees and maintain their effective production.

2.14.1.2. Poor working conditions

A good working condition attracts new talent and makes the exiting members of staff to be loyal to an organization. Working conditions are most contributing factors to employee turnover intention. Researchers Haung et al. (2007) and Houkes et al. (2001) have established that voluntary employee turnover and determinants of working conditions connected to physiological, sociological and economic nature. If employees' expectations are not satisfied towards these, they eventually leave for another organization.

2.14.1.3. Lack of resources

Organizations need to allocate enough resources to the workforce for effective operations in their work stations. It is the use of resources that could lead to better performance of members of staff in an organization. In a private security industry setup, a security guard needs to have basic tools to aid him in the day-to-day tasks for safety and effective operations. For example the guards need tonfa batons, whistle, torch and a radio handset for communication. These tools help to create safe and secure work environment. This means if this is not attended to; guards may feel insecure which could lead to quitting the employment.

2.14.2. Employee related factors

2.14.2.1. Job satisfaction

Lack of job satisfaction means there is job dissatisfaction. Job dissatisfaction may mean heavy workloads, team conflicts, poor management and low payments or ineffective benefits (Picincu, (2020). If these factors are left unattended to; the end result could be low morale, diminished productivity and high employee turnover.

2.14.2.2. Career growth

Workers need job advancement in an organization. This could make employees to love their job. For example employees love promotions that demonstrate progression and come with a pay increase. Since offering promotions to the workforce to retain talent is not feasible for all organizations, instead, the beset companies recognize that their employees inevitably compare their development at their present employer with that what could be found in their competitors. Therefore if there is no career growth in an organization, employees could leave that particular organization.

2.14.2.3. Personal decision

People make decision to join an organization for various reasons; pay, career progression and learning new things. Some people think similar way to leave employment, however some decisions come in personally due to the fact that they are bored with work or they are running away from the toxic manager. The latter is very important if it comes to employee retention. Toxic managers may lead to high employee turnover since they make work environment unpleasant for employees. Spiritually, as put it by King Solomon (700BC), in Proverbs 29:2 when the righteous are in authority, people rejoice, but when the wicked bears rule, the people mourn. It's for this reason that bad leaders (toxic managers) will lead to high employee turnover since employees will not be comfortable working with them.

2.14.2.4. Lack of recognition

As explained in (2.11.2.1) above, employees tend to stay longer in their employment when there is job satisfaction. High employee turnover occurs when employees are not satisfied with their jobs. Job dissatisfaction takes place when workers feel that they are not appreciated, recognized and taken for granted by their employers. Failure to recognize employees on work done could lead to dissatisfaction which could lead to employee turnover. Parker (2019) states that the amount of recognition employees receive is linked to employee turnover rate. Failure to recognize employees could lead to high employee turnover rate.

2.14.2.5. Lack of training

Lack of training affects organizational productivity as a major point. Lack of training leads to lower quality of products and services since the untrained employee may finish the work with many more errors. Lower productivity leads to lost profits for the business as well. As put it by Donohoe (2019), effective training is very important in an ongoing business and development of employees. If employees feel that they make more mistakes due to lack of training, they will usually be quizzed by their supervisors and if not followed up with training they will be bored and eventually they will leave or be laid off.

2.14.3. External factors

2.14.3.1. Attractive pay else where

As per Maslow's Hierarchy of Needs Model, most people work to fulfil their basic needs first before any other needs. In Private Security Industry some employers pay their workers below the government's posed minimum wage while others pay beyond and above minimum wage (Mmana 2022). This is obvious that if employees see that in their current employer they get little compared to their competitors; they will quit and join those companies that pay more than their current employer so that they should be able to meet their needs as desired.

2.14.3.2. Competitive condition

Employees need competitive conditions in an organization. Among others employees needs high pay, good relationship with their supervisors and or /managers or peers, fringe benefits and safety work environment. If workers will see that their current employer pays them less those competitors, there is sour relationship with their management and lack of fringe benefits; employees may opt of leaving that particular organization to that which could create a competitive condition as they desire.

2.14.3.3. Low status

Low status is associated with low pay. In a Private Security Organization we see a low status employee as the one on the basic rank of a Security Guard (SG). Most employees in this PSI start their work at the most lower rank (SG) but they could move up to the rank of a Manager. If other guards move to senior ranks while some remain at the same lower level for several years, those

at lower level they may feel useless, bored, unrecognized and dissatisfied. The result could be leaving the employment.

2.15. Chapter Two Summary

In this chapter we have looked into conceptual definitions, and forms of employee turnover. Management and motivational theories have been discussed, relevant literature have also been reviewed with regard to global, continental, regional and national. Reasons and impact of high employee turnover and mitigation strategies, and conceptual framework have been discussed.

In chapter three had worked on research methodology which was utilized in the study such as research approach and design, area of the research, sample size, sampling design and procedures, variable measurement procedure, method of data collection, study's population, expected result of the study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter details the methodology adopted for the study which include; research design, study population, sampling and sampling technique, data collection instruments, pilot-testing, data analysis and presentation, ethical considerations, plan and budget for the study. A summary of the methodology was made at the end of the chapter.

3.2. Research Design and Approach

A research design is a framework or blueprint for conducting the research project. It details the procedures necessary for obtaining the information needed to structure or solve research problems (McCombes, 2021). In order to examine determinants of employee turnover, descriptive research design, and both quantitative and qualitative research approaches were used. Quantitative research was adopted to generate factual, reliable outcome data that could be generalizable to the lager population. Qualitative research approach was used to produce rich, detailed and valid process data based on those that participated.

3.3. Study Population

Kothari (2004) refers population as an aggregate or totality of all the objects, subjects, or members that conform to a set of specifications. An entire set of individuals or elements who meet the sampling criteria (Khembo, 2021). Ngechu (2004) observes that a study population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. Thus the population should fit a certain specification, which the researcher is studying. The targeted population of this study was 30% of 6,700 G4S Malawi employees being 2,010. The study involved former and existing employees to get the feeling from those that had left and the current situation from those still in service.

3.4. Sample Size and Sampling Technique

A sample is a sub-set or part of the targeted population; sampling is a process of selecting subjects or cases to be included in the study of the representative of the target population (Tuovila, 2020). Ngechu (2004) explains about the importance of selecting a representative sample through making a sampling frame. For this study Saunders Sample Size Table was used where we had looked at the targeted population of 2,010 employees, the confidence level was 95% with a marginal error of 5%, and the sample size set at 322 as per **Appendix 2**.

In this study non-probability sampling procedure was done with regard to judgmental technique where the respondents were chosen based on the choice of the researcher.

3.5. Data Collection Procedure

Data collection in this study comprised both primary and secondary.

3.5.1. Primary Data Collection

This is the data that the researcher collected direct from the source. In this study the researcher used the questionnaire and interviews (face to face and phone).

3.5.1.1. Questionnaire

The questionnaire is a research instrument that consists of open and closed ended questions to collect data from the respondents (Aryal, 2019). To enhance quality of data, Likert type questions were generated whereby respondents were required to indicate the extent to which the statements representing variables applied to the impact of employee retention in the organization.

In this study the researcher adopted closed and open ended questions. Closed ended questions were done through Likert scale survey (LSS) method. In LSS approach respondents had five choice opinions to answer a question; strongly disagree, disagree, don't know, agree and strongly agree(**Appendix 1**). This was employed to measure respondents' opinions, thoughts and experiences in line with the study.

Open ended questions were also be utilized to gather detailed information and see things on the respondents' point of view. Though it is time consuming but the data helped the researcher to get the exact perceptions and feelings from the respondents.

3.5.1.2. Interviews

This survey method is utilized when you want to get in depth information from specific targeted population (Sincero, 2012). Focus groups, personal and phone interviews shall be initiated.

The researcher also did personal interviews where he interacted with the respondent one-on-one basis. Lastly, phone interviews were conducted where the researcher got hold of responded through phone conversations.

3.5.2. Secondary data collection

Data that was collected by other people on different reasons were used to accomplish the study concept. In this study the researcher looked at books and reports.

3.5.2.1. Occurrence Books

The researcher inspected occurrence books which are used by guards on site where activities are recorded in chronological order with regard to human resource, day-to-day work operations and environment.

The books were also checked to examine visits made by managers and supervisors to review status of employee attendance with regards to turnover; and to appreciate management efforts to ensure that conducive working environment is created on site and make sure that the leadership is close to the workforce on ground.

3.5.2.2. Coverage and Manpower Reports

The researcher checked reports from the site supervisors and those of service consumers (G4S clients) to appreciate the nature of employee movement.

3.6. Data Analysis and Interpretation

Data analysis is the act of cleaning, transforming and modeling data with an aim of discovering useful information for business decision making (Johnson, 2021). According to In et al. (2017), data presentation involves summarizing data in tabular or graphical format to explore patterns in the data. An effective data presentation is defined by the quality factors like clarity, accuracy, objectivity and conciseness. In this study, data was analyzed and presented using Microsoft excels that comprised of descriptive bar graphs, pie charts, and percentages.

3.7. Limitation of the Study

Some of the challenges for the study were as followings;

3.7.1. Some former employees refused to share their experiences and were not willing to take part in the study.

3.7.2. Several former employees changed their contact numbers; it was difficult to get in touch with them.

3.7.3. Major data collection modes were questionnaire (64.3%) and telephone interviews (29.2%), while face to face interviews was only 6.5% only due to financial and time

constraints. This means some useful information may have been left out due to limited methods of data collection.

3.8. Ethical Considerations

Ethical consideration keep researchers accountable (Bhandari, 2021). The main ethical consideration that was adhered to in this study includes voluntary participation, confidentiality and not causing any harm to the research participants. Study participants were made aware of the study's intentions. The procedure of the study was transparent and participation was done in voluntary basis. Consent forms were shared with participants, and their concerns were addressed, including their right of withdrawing from the study with no repercussions being held against them. Coding was used to protect the identity of study participants, whereby codes substitute participants' names. Code symbol was **R** representing respondents and **Site** representing G4S Contracted Customer.

3.9. Study plan and Budget

The research was well planned and budgeted for so that it should be systematically conducted as per **appendix 3 and 4**.

3.10. Chapter Three Summary

In this chapter, we looked into research approach and design, study population, sampling and sampling technique, data collection instruments, data analysis and presentation, ethical considerations, limitations, plus plan and budget for the study. Chapter four is about study findings, presentation, analysis and discussion.

CHAPTER FOUR: STUDY FINDINGS, PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter envelops the presentation of responses, investigation and results of data collected from different sources; i.e. questionnaire, phone and face – to – face interviews.

The researcher in attempt to collect data relevant to the study distributed 212 copies of questionnaire to surviving and former employees for G4S. Out of those questionnaires only 198 were returned. Ninety (90) respondents were interviewed through phone while twenty (20) were interviewed on face to face. This means total respondents were 308 instead of 322 as per Saunders Sample Size table; **Appendix 2.** Based on this, data presentation, analysis and conclusion of the study were made on the 308.

4.2. Background of Data

Data was collected from both G4S serving and former employees, site documentations, and site supervisory reports.

4.2.1. Profile of Respondents

Respondents that took part in the study covered most of the ranks in G4S Secure Solutions. These were managers, officers, senior supervisors, supervisors, assistant supervisors and standard guards. There were 65 female participants while males were 243. From these figures there were 264 and 44 serving and former employees respectively.

4.3. Data Presentation and Interpretation

Data presentation was done according to numbers and percentage in gender, categories of respondents, levels of education, years working with the organization and how they responded to the questionnaires and interviews.

4.3.1. Data Presentation on gender, category, and status levels of serving and former employees

Out of 308, there were 65 female participants representing 21.1%, while males were 243 representing 78.9%. 6 were from managerial (Managers) level of which 2 (0.6%) were still serving while 4 (1.3%) left their employment. 4 of the participants were Officers; 1 (0.3%) still working with G4S while 3 (1%) left. 8 were Senior Supervisors; 1 (0.3%) was still serving while

7 (2.3%) left employment. 37 participants were Supervisors of which 22 (7.1%) were still working while 15 (4.9%) left. 19 of the respondents were Assistant Supervisors where 13 (4.2%) were still working while 9 (2%) were former employees. Lastly, 264 were Standard Guards S/G) of which 225 (73%) were serving employees while 9 (3%) left their employment. In total 264 (85.7%) were serving employees while 44 (14.3%) left the organization. Figures **3, 4, 5,** and **6** graphically present gender, status and category of serving and former employees.

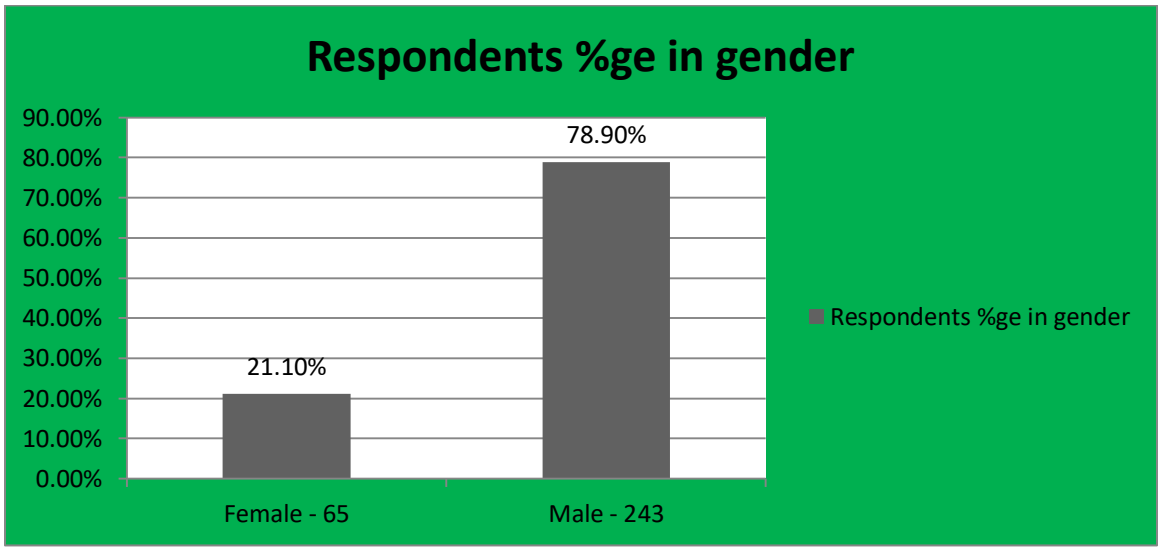

Fig. 3: Graph for respondents in gender bar graph

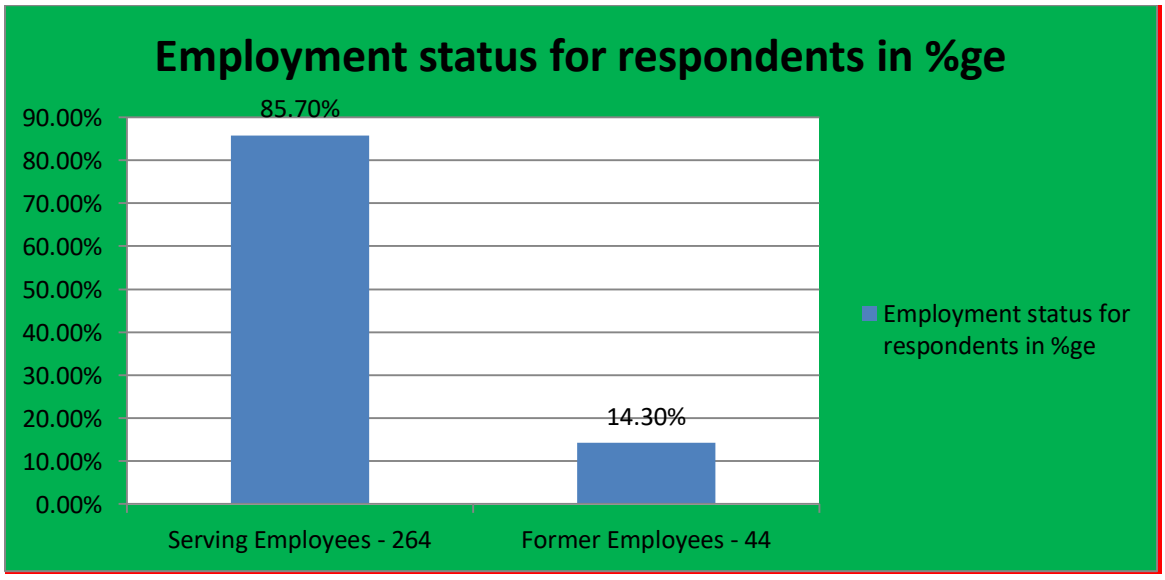

Fig. 4: Employment status for respondents' bar graph

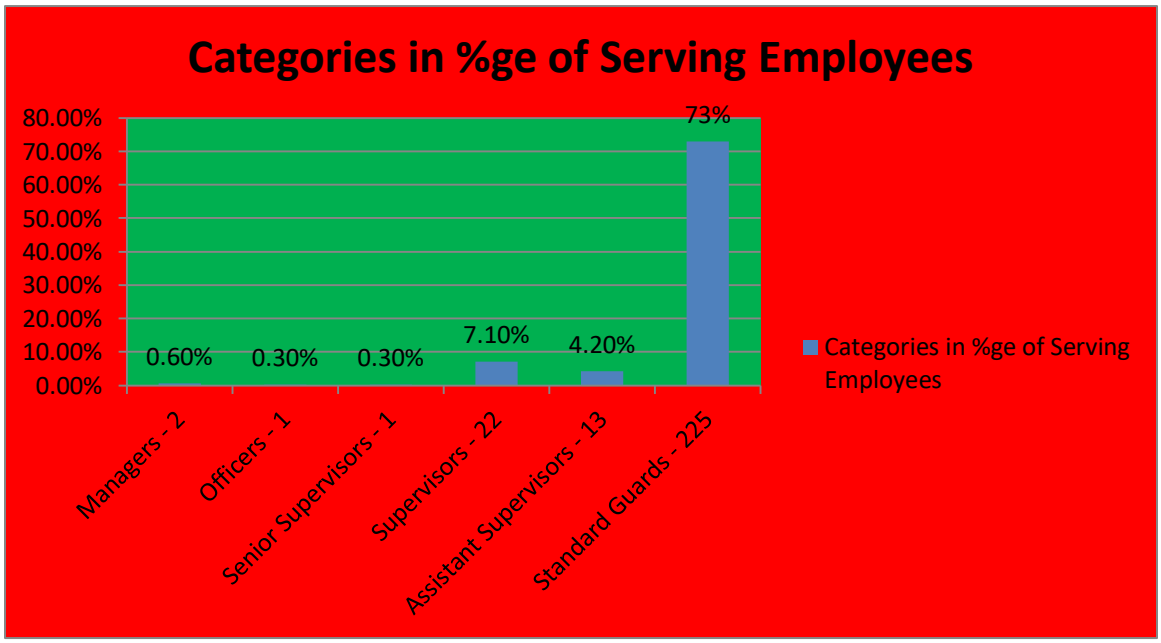

Fig. 5: Categories of serving employees' bar graph

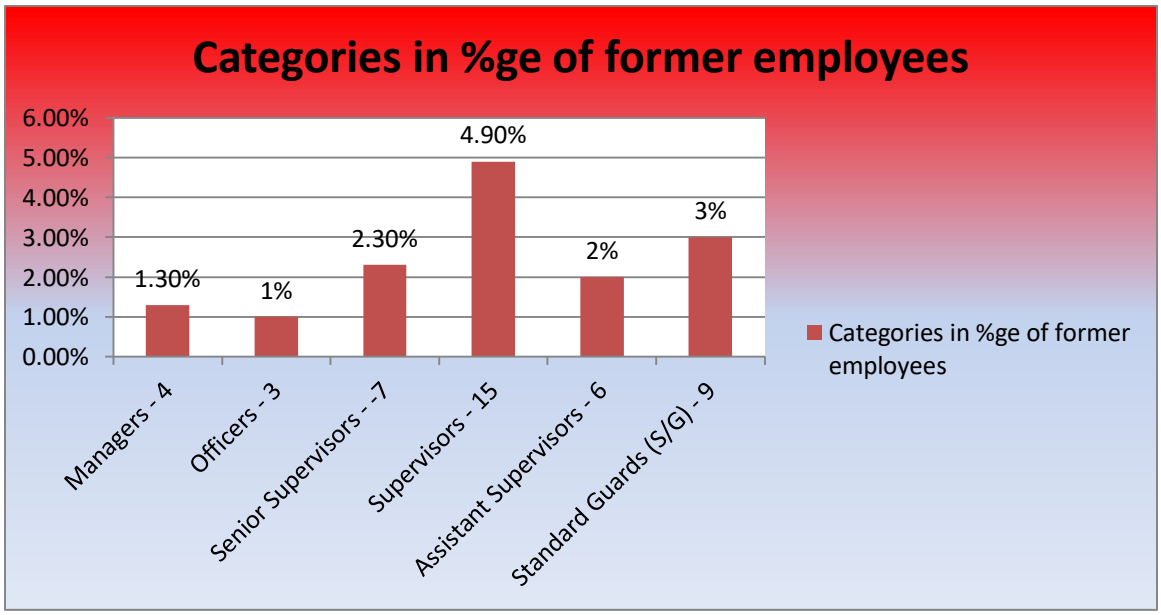

Fig. 6: Categories of former employees bar graph

4.3.2. Data presentation with levels of education

Respondents 12 (3.9%) had Primary School Leaving Certificate, 281 (91.2%) had reached Secondary Education, 10 (3.2%) respondents had Diplomas while 5 (1.6%) of respondents had obtained Degrees as graphically presented in **figure 7**.

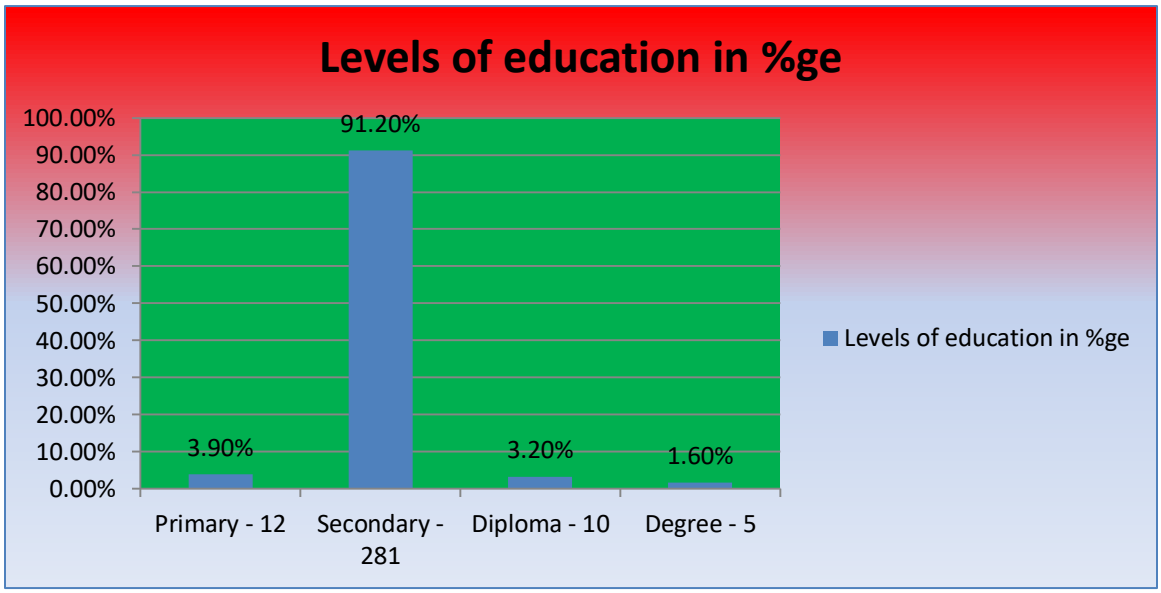

Fig. 7: Levels of education bar chart

4.3.3. Data presentation with regard to years of service

Serving employees; 50 (16.2%) were within 0 – 2 years, 79 (25.6%) 2 – 5 years, 54 (17.5%) 5 – 10 years, and 81 (26.3%) had served in the company above 10 years. From former employees; 7 (2.3%) were within 0 – 2 years, 3 (1%) 2 – 5 years, 7 (2.3%) 5-10 years while 27 (8.8%) left their employment after serving above 10 years as graphically presented in **figures 8 and 9.**

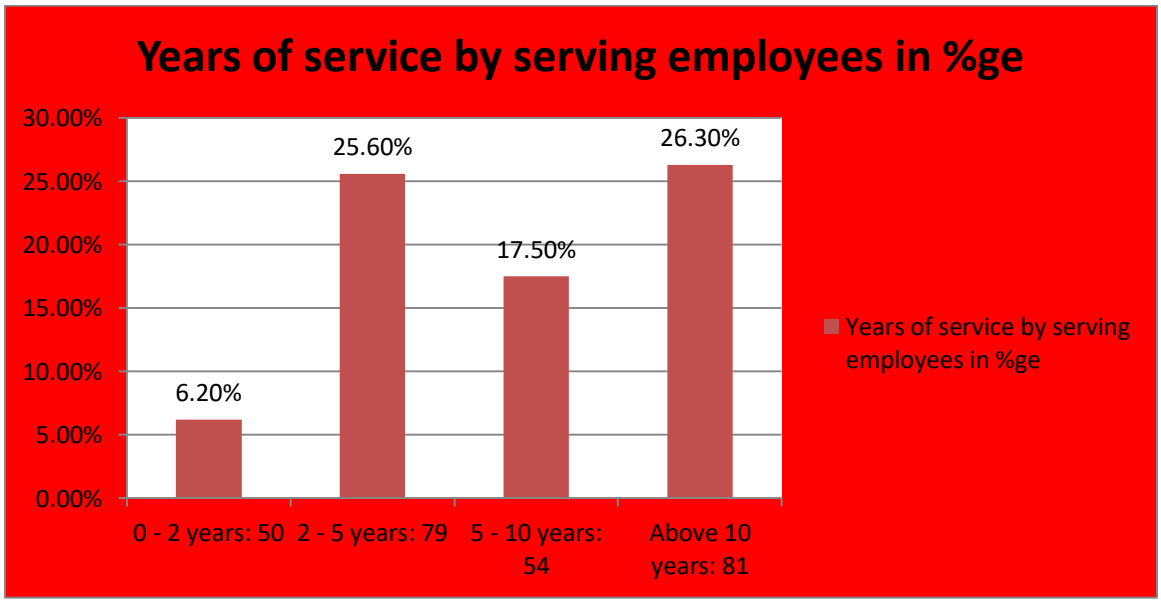

Fig. 8: Years of service for serving employees bar chart

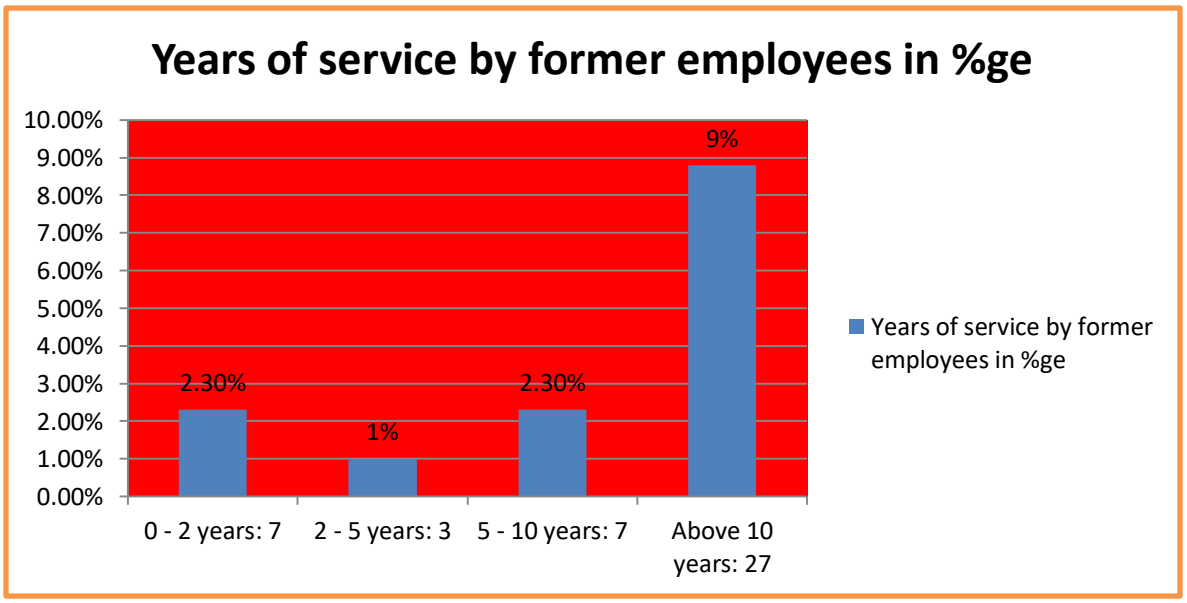

Fig. 9: Years of service by former employees bar chart

4.3.4. Data presentation through respondents' perceptions

The researcher gave some general factors that contribute to high employee turnover in various working industries and organizations. Respondents were supposed to answer the questionnaire by ticking; 1. Strongly Disagree, 2. Disagree, 3. Don't know, 4. Agree, and 5. Strongly agree on whether they affect G4S Secure Solutions.

4.3.4.1. Employees usually overwork

Respondents were asked to indicate as to whether employees usually overwork at G4S. In their responses; 113 (36.7%) strongly disagreed, 72 (23.4%) indicated disagree, 11 (3.6%) don't know, 65 (21.0%) agreed while 47 (15.3%) indicated that they strongly agree.

Figure 10 below is a graphical presentation for respondents' perception as to whether employees indeed overwork at G4S.

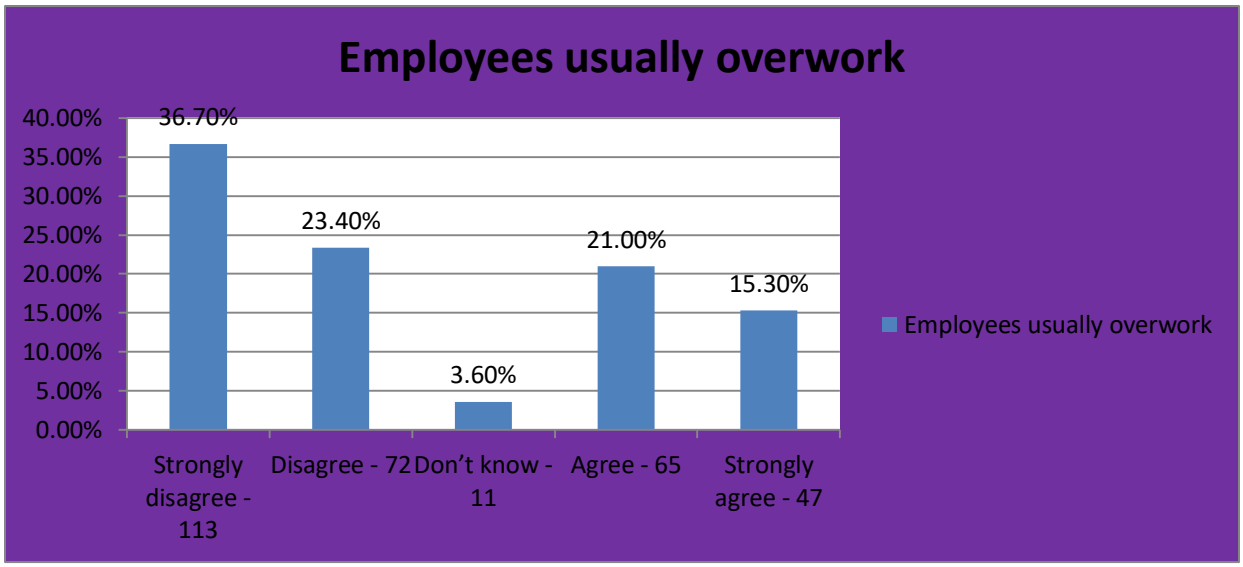

Fig. 10: Employees usually overwork bar chart

4.3.4.2. Lack of recognition to employees

Respondents were requested to indicate as to whether employees are not recognized or appreciated for good job done. In their responses 32 (10.4%) indicated that they strongly disagree, 72 (23.4%) indicated that they disagree, 18 (5.8%) don't know, 111 (36%) indicated that they agree, and 75 (24.4%) presented themselves that they strongly agreed as shown in **figure 11.**

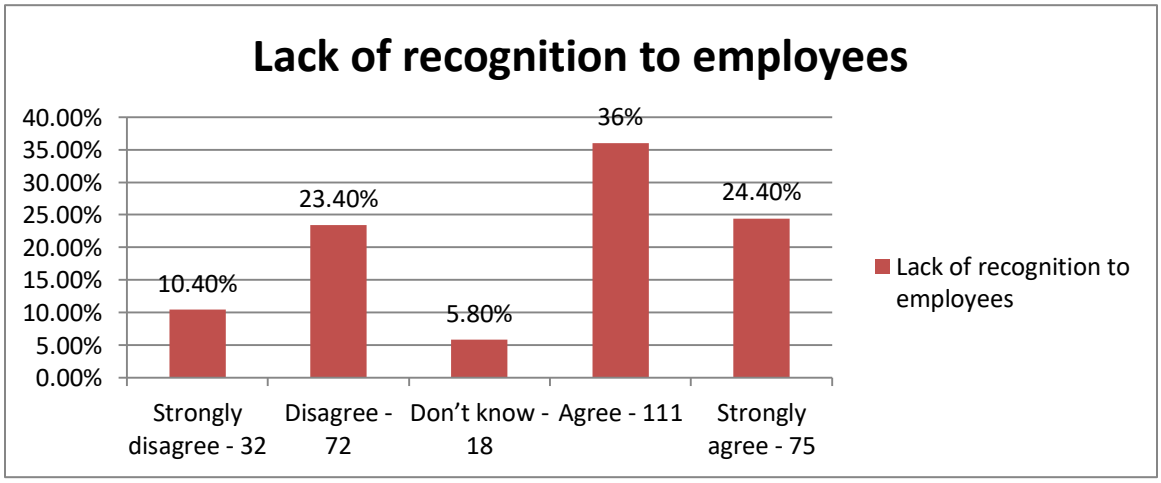

Fig. 11: lack of recognition to employees' bar chart.

4.3.4.3. Employee – manager poor relationship

The researcher wanted to examine as to whether the relationship between employees and managers was poor. In their responses; 42 (13.6%) strongly disagreed, 67 (21.8%) indicated that they disagree, 17 (5.5%) don't know, 110 (35.7%) indicated that they agree, while 72 (23.4%) they said that they strongly agree as per **figure 12.**

Fig. 12: Employee - manager poor relationship bar chart.

4.3.4.4. Unfavorable working culture

The researcher wanted to know as to whether employees at G4S leave due to unfavorable working culture. In their responses; 13 (4.2%) indicated strongly disagree, 77 (25%) indicated that they disagree, 25 (8.1%) presented that they don't know, 119 (38.7%) shown that they agree, while 74 (24%) respondents said that they strongly agree as per **figure 13**.

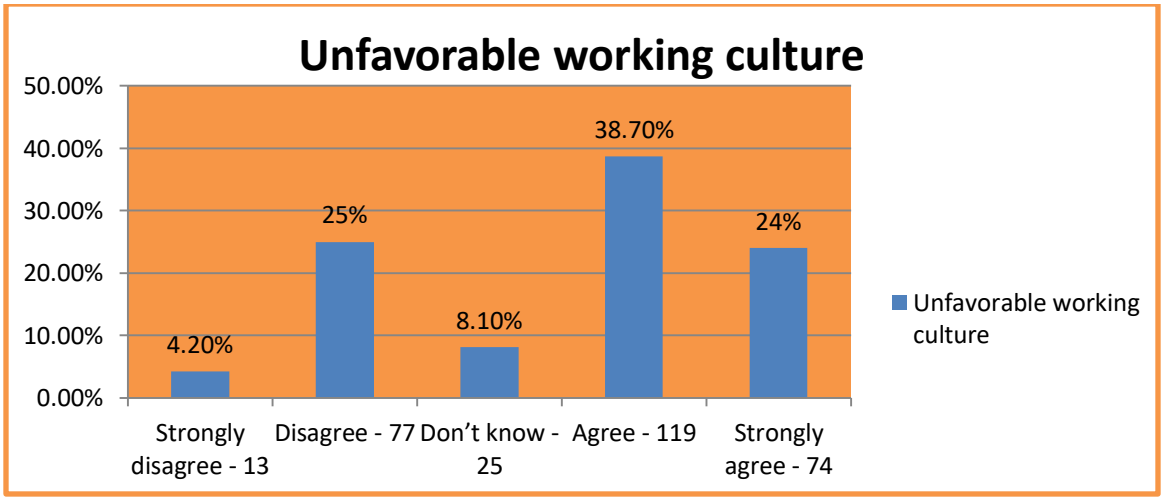

Fig**. 13: Unfavorable working culture bar graph**

4.3.4.5. Employees lack flexibility at work

Respondents were asked to establish as to whether employees lack flexibility at work. In their responses; 20 (6.5%) indicated that they strongly disagree, 83 (27%) indicated that they disagree, 34 (11%) presented that they don't know, 127 (41.2%) said that they agree, while 44 (14.3%) indicated that they strongly agree.

Figure 14 is a graphical presentation of respondents'' perception on employees lack of flexibility at work**.**

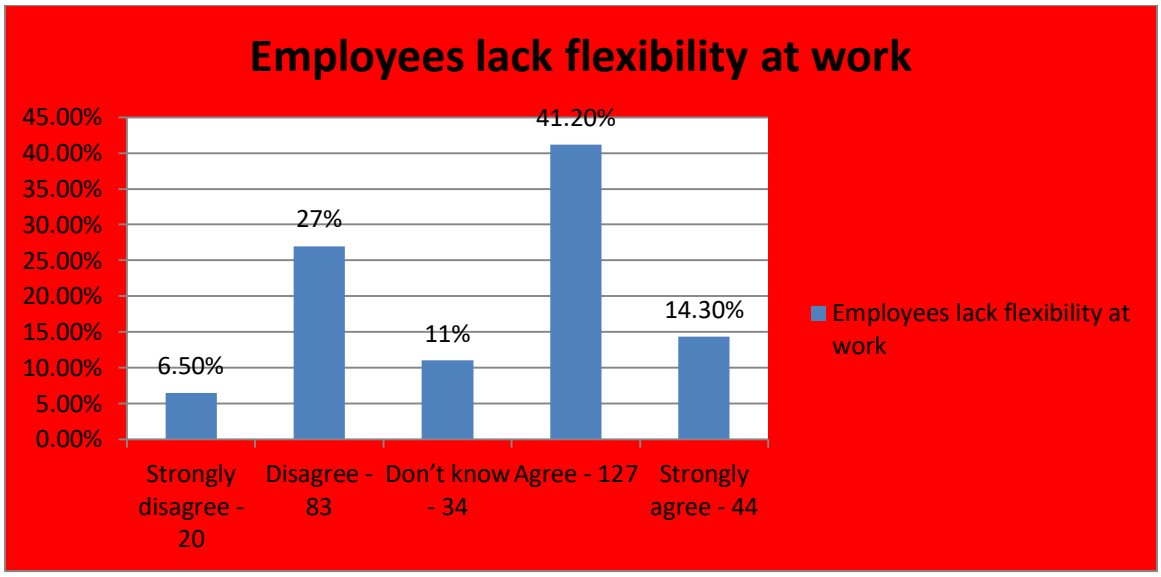

Fig. 14: Employees lack flexibility at work bar chart

4.3.4.6. Employees not satisfied with payments

The researcher wanted to be appraised as to whether employees leave G4S because they were not satisfied with their payments. In their responses; respondents 6 (2%) indicated strongly disagree, 10 (3.2%) were on disagree, 3 (1%) on don't know, 111 (36%) indicated that they agree, while 178 (57.8%) indicated strongly agree as shown graphically in **figure 15** below**.**

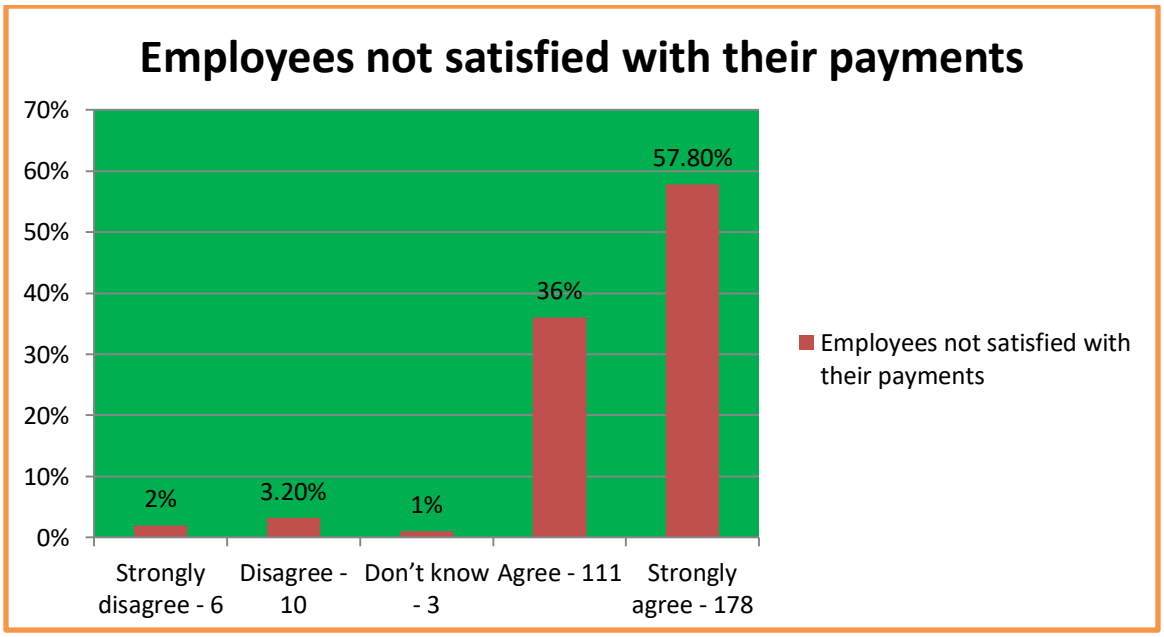

Fig. 15: Employees not satisfied with their payments bar chart

4.3.4.7. No or poor learning and development opportunities

The researcher enquired from respondents as to whether worker quit G4S due to no or poor learning and development opportunities. In their responses; 17 (5.5%) indicated strongly disagree, 72 (23.4%) disagree, 16 (5.2%) don't know, while 112 (36.4%) indicated agree and 91 (29.5%) were on strongly agree. **Figure 16** is a graphical presentation of perceptions on respondents about no or poor learning and development opportunities at G4S Secure Solutions.

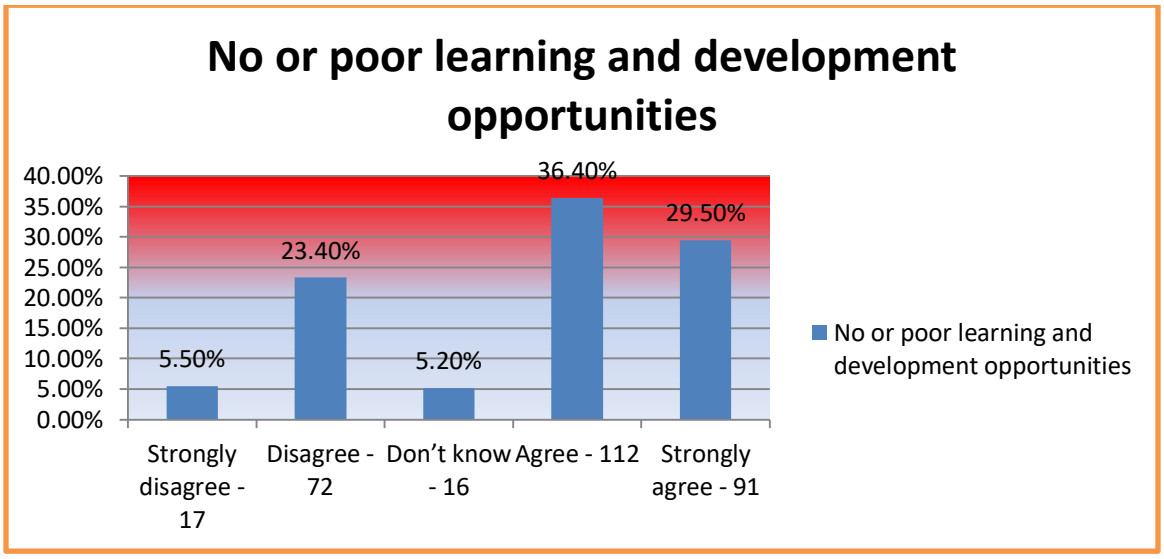

Fig. 16: No or poor learning and development opportunities bar chart

4.3.4.8. Poor conditions of service

The researcher wanted to examine respondents as to whether employees leave G4S due to poor conditions of service. In their responses; 18 (5.9%) indicated strongly disagree, 62 (20.1%) disagree, 21 (6.8%) don't know, 135 (43.8%) agree while 72 (23.4%) had indicated strongly agree.

Figure 17 is a pie chart presentation of respondents' perceptions as to whether employees leave employment due to poor conditions of service.

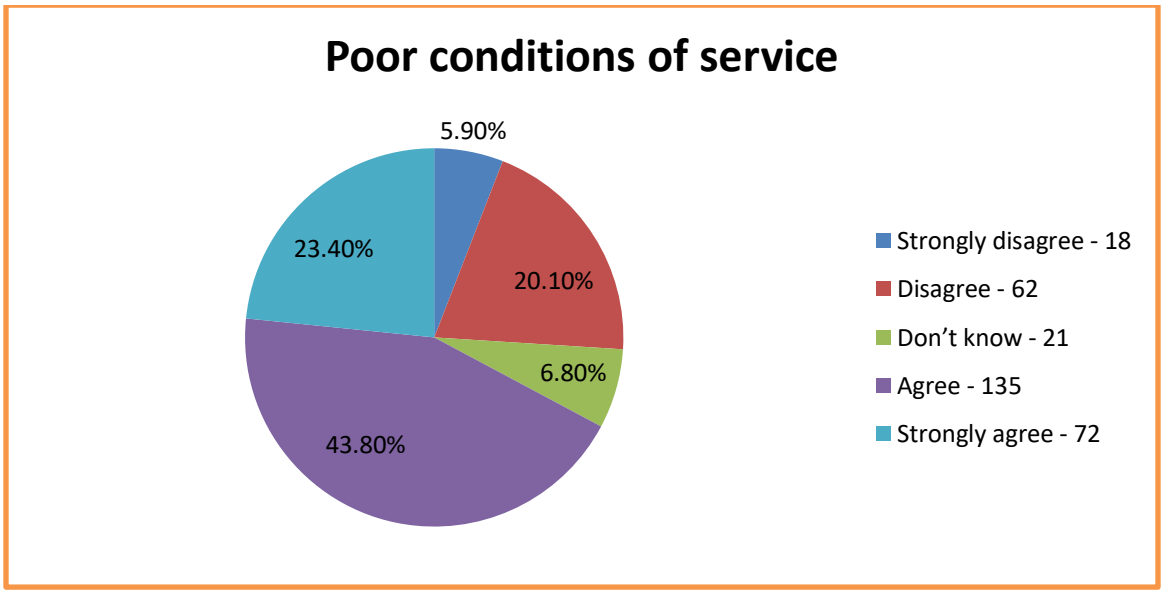

Fig. 17: Poor conditions of service pie chart

4.3.4.9. Non-conducive working environment

Respondents were asked to indicate as to how non-conducive working environment contributed to high employee turnover at G4S. In their responses; 13 (4.2%) indicated strongly disagree, 59 (19.2%) agree, 28 (9.1%) don't know, 139 (45.1%) agree, while strongly agree we had 69 respondents representing 22.4%). Figure 18 is a pie chart showing presentations of respondents' perceptions with regard to unconducive working environment.

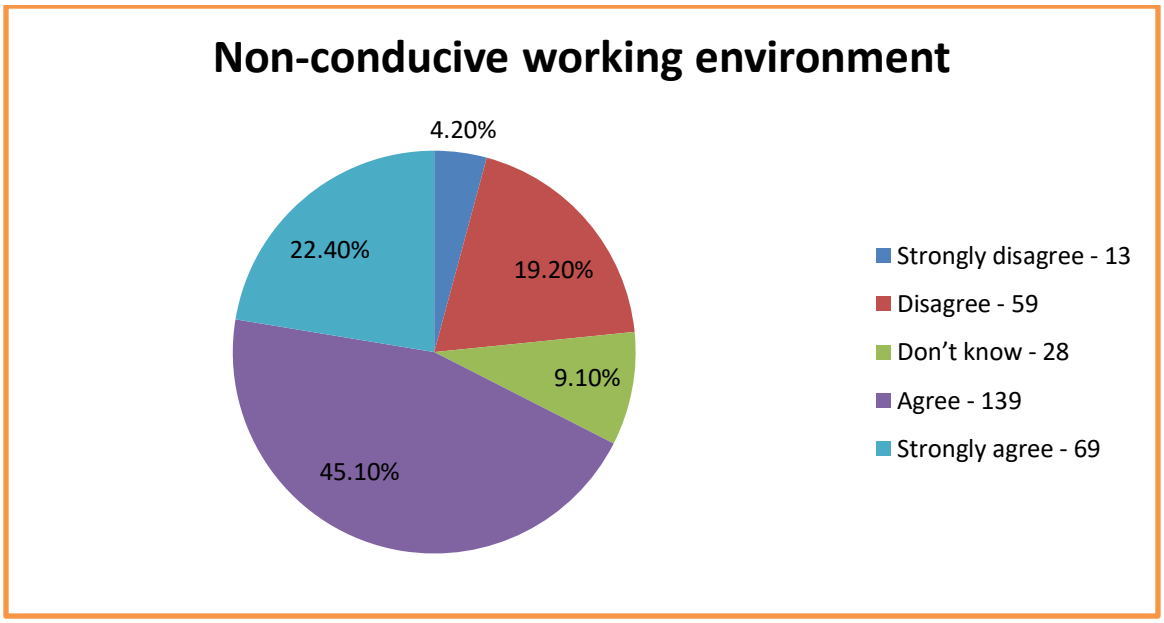

Fig. 18: Non-conducive working environment pie chart

4.3.4.10. Lack of resources

The researcher wanted to know the impact of lack of resources with regard to employee turnover at G4S secure solutions. In their responses; respondents 13 (4.2%) indicated strongly disagree, 50 (16.2%) agree, 26 (8.4%) don't know, 151 (49%) agree, while 68 (22.1%) indicated that they strongly agree. **Figure 19** below is a graph presentation with regard to lack of resources.

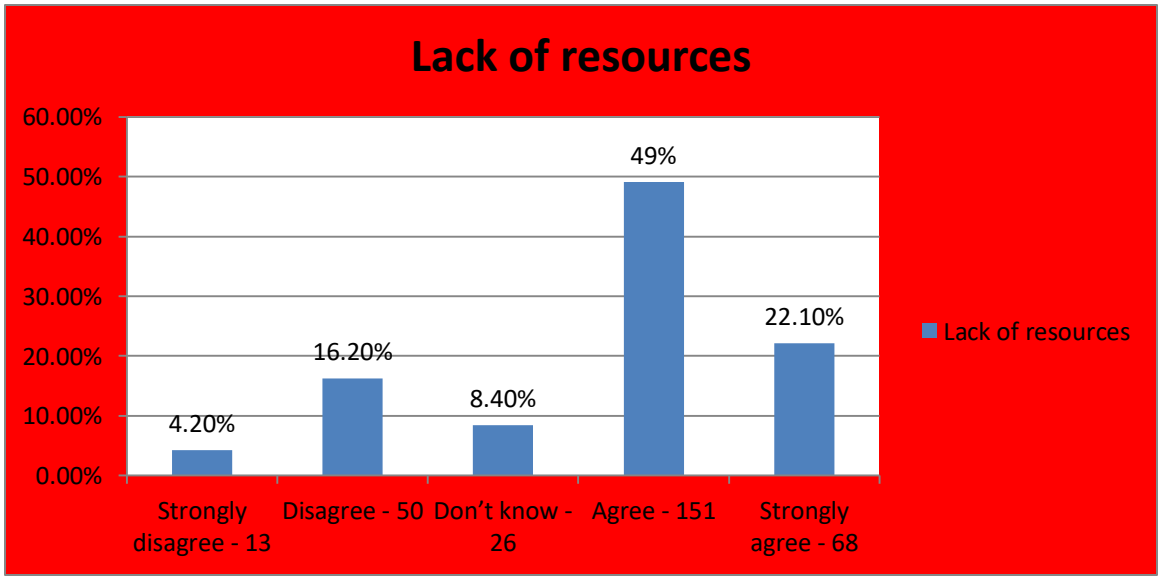

Fig. 19: Lack of resources bar graph.

4.3.4.11. Poor supervision

Respondents were asked as to whether poor supervision had an impact on employee turnover at G4S. in their responses; 17 (5.5%) indicated strongly disagree, 73 (23.7%) disagree, 14 (4.5%) indicated don't know, 133 (43.2%) were on agree, while 71 (23.1%) had indicated strongly agree as graphically presented in **figure 20.**

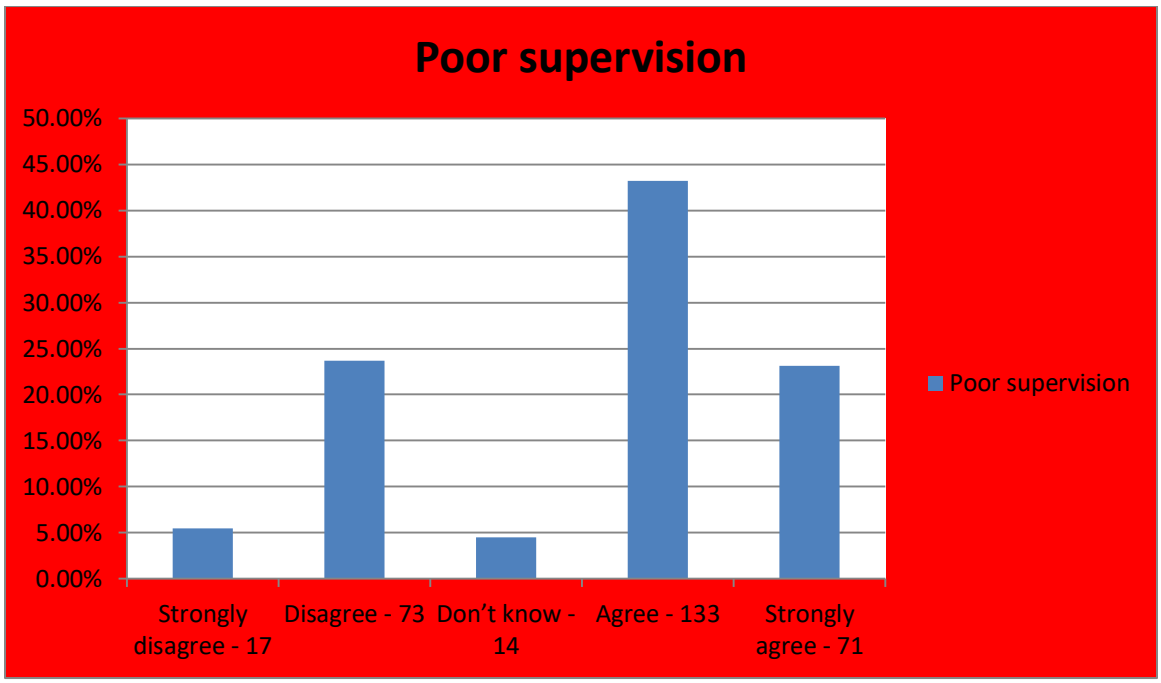

Fig. 20: Poor supervision bar chart.

4.3.4.12. Lack of Teamwork and collaboration

The researcher asked respondents to present their perceptions as to whether lack of teamwork and collaboration had an impact on employee turnover at G4S. In their responses; 22 (7.1%) indicated strongly disagree, 75 (24.4%) disagree, 21 (6.8%) don't know, 113 (36.7%) agree and 77 (25%) strongly agree as presented graphically in figure 21.

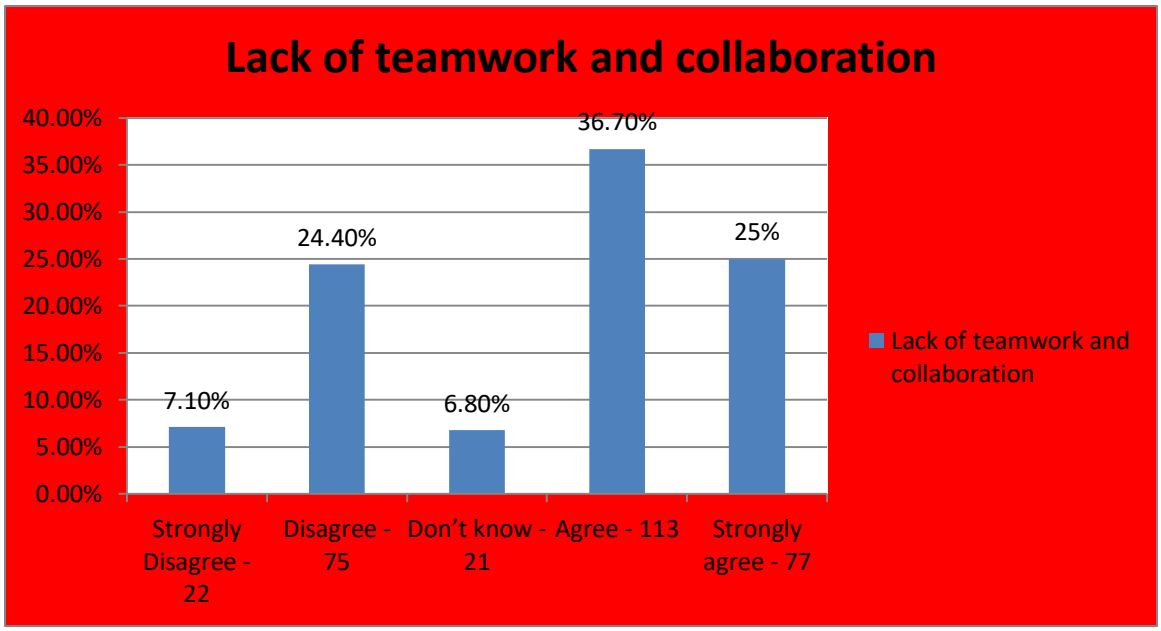

Fig. 20: Lack of teamwork and collaboration bar chart

4.3.4.13. Poor recruitment and orientation

Respondents were asked to indicate as to whether the was poor recruitment and orientation at G4S which might have led to high employee turnover. In their responses; 120 (39%) strongly disagreed, 104 (33.8%) indicated agree, 35 (11.4%) don't know, 24 (7.8%) agree and 25 (8.1%) being strongly agree as shown in **figure 21** below.

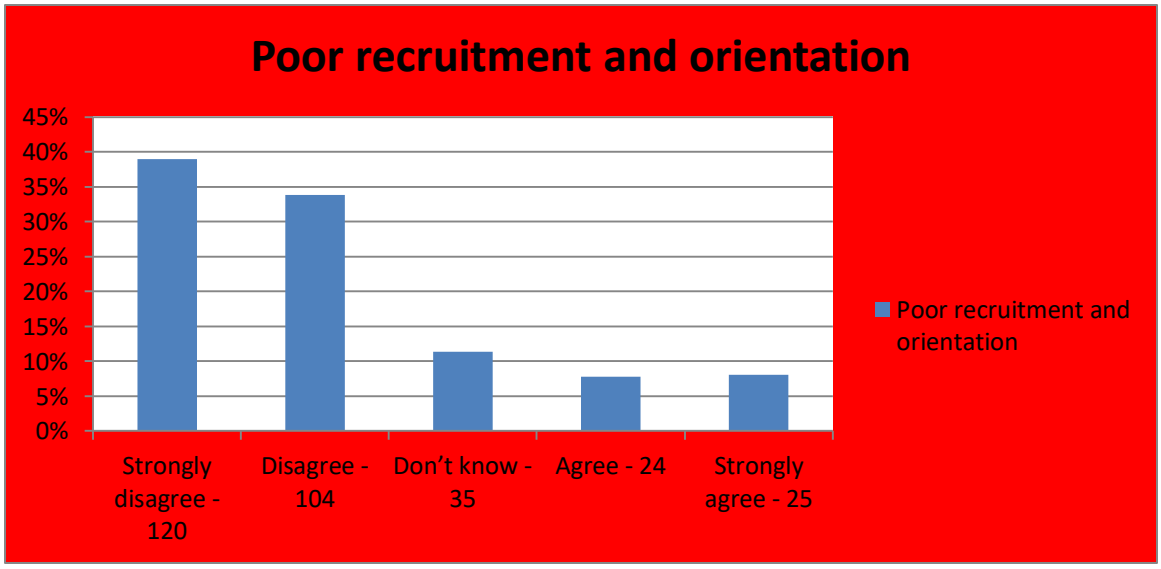

Fig. 21: Poor recruitment and orientation bar chart

4.3.5. Categories of Employee Turnover

The researcher wanted to examine as to whether each of the four categories of employee turnover impacted G4S Secure Solutions. Respondents were supposed to answer the questionnaire by ticking; 1. Strongly Disagree, 2. Disagree, 3. Don't know, 4. Agree, and 5. Strongly agree.

4.3.5.1. Voluntary employee turnover (VET)

The researcher wanted to examine as to how affect the organization. In their responses; respondents 8 (2.6%) indicated strongly disagree, 27 (8.8%) disagree, 11 (3.6) don't know, 146 (47.4%) agree, while 116 representing 37.6%) indicated strongly agree.

Figure 22 is graphical presentation about VET status as per respondents' perceptions.

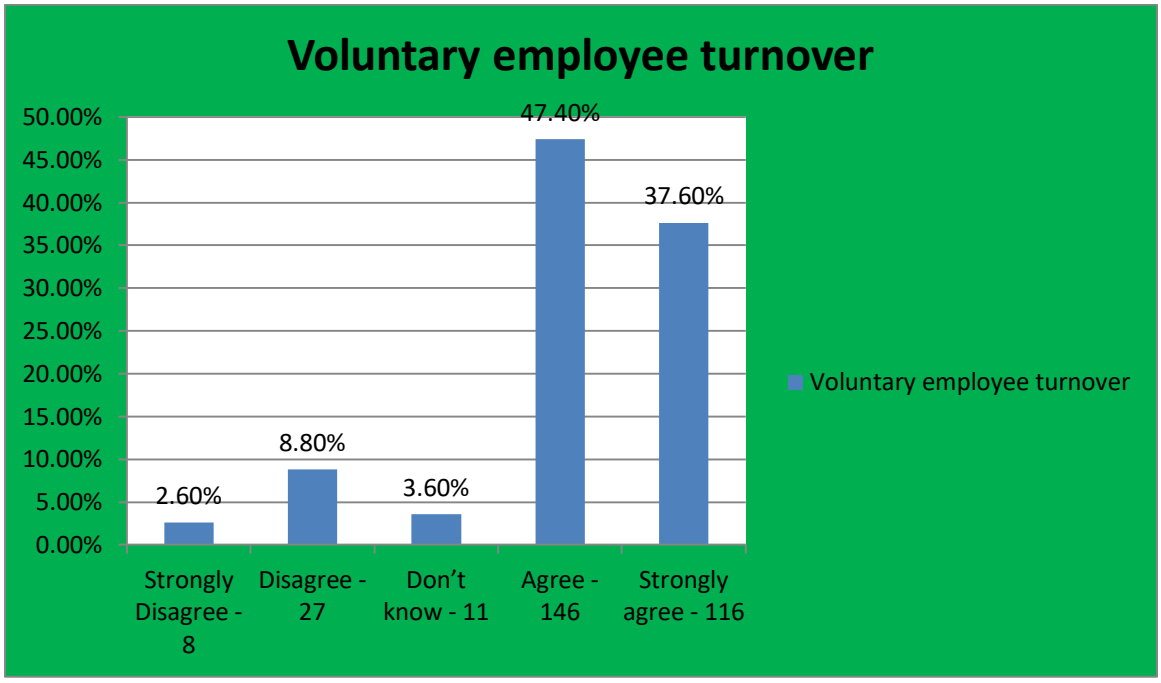

Fig. 22: Voluntary employee turnover bar graph

4.3.5.2. Involuntary employee turnover

Respondents were asked to indicate as to how involuntary employee turnover affect G4S Secure Solutions. In their responses; 16 (5.2%) indicated strongly disagree, 25 (8%) disagree, 12 (4%) don't know, 146 (47.4%), and 109 (35.4%) presented strongly agree.

Figure 23 is a graphical presentation of the respondents' perceptions.

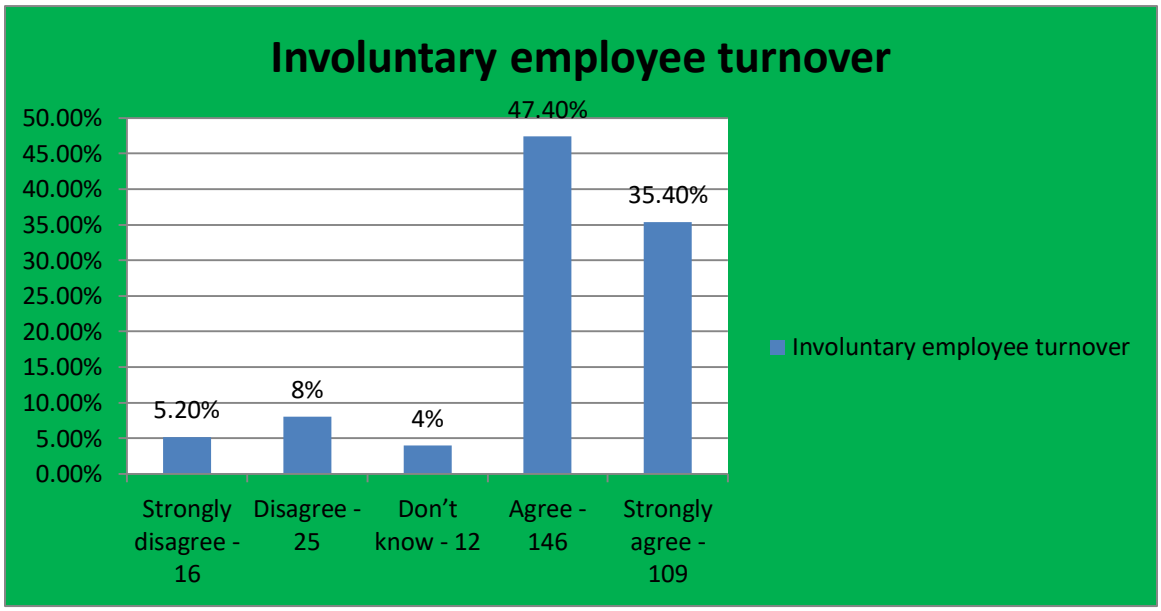

Fig. 23: Involuntary employee turnover bar graph

4.3.5.3. Functional employee turnover

The researcher asked respondents to indicate as to whether functional employee turnover also affect G4S Secure solutions. 7 respondents representing 2.3% indicated strongly disagree, 34 (11%) disagree, 6 (2%) don't know, 137 (44.5%) were on agree while 124 (40.2%) indicated strongly agree. **Figure 24** is a graphical presentation on functional employee turnover with regard to respondents' perceptions.

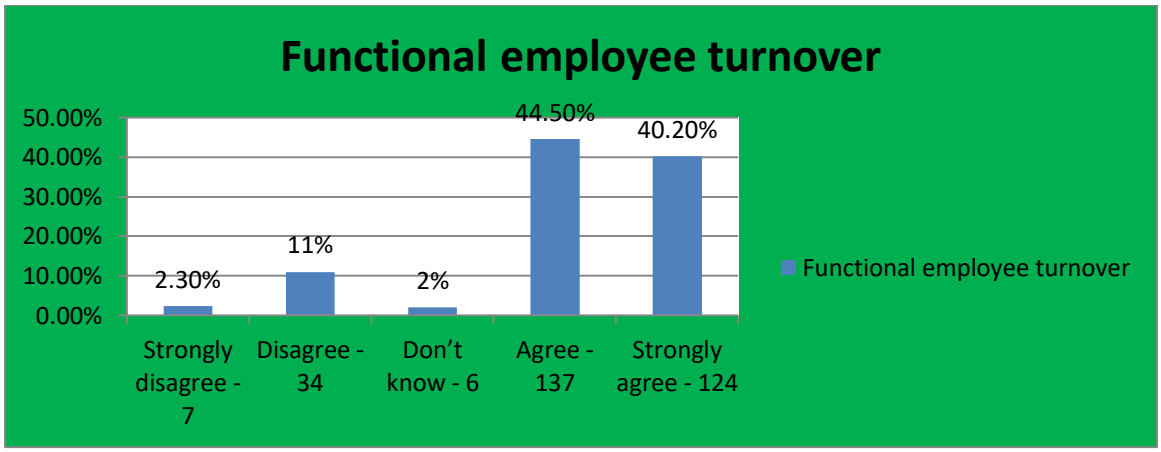

Fig. 24: Functional employee turnover bar graph

4.3.5.4. Dysfunctional employee turnover

Respondents were tasked to indicate as to whether dysfunctional employee turnover also had an impact in G4S Secure Solutions. In their responses 8 (2.6%) indicted strongly disagree, 16

(5.2%) disagree, those that indicated don't know were 22 representing 7.1%, 148 (48.1%) indicated agree, and 114 (37%) were on strongly agree. Figure 25 is a graphical presentation on dysfunctional employee turnover as per respondents' perceptions.

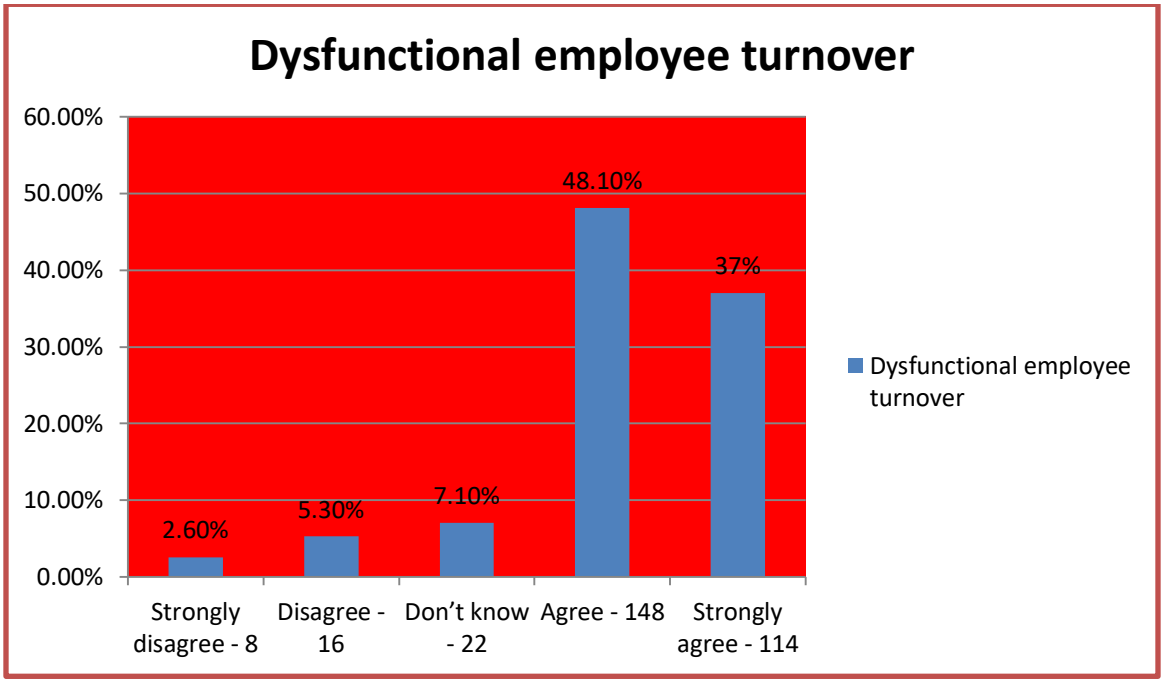

Fig. 25: Dysfunctional employee turnover bar chart

4.3.6. Impact of employee turnover towards G4S Performance

Respondents were asked to rate the impact of employee turnover to G4S with regard to some key points of contracts terminations, low monthly and annual revenue and difficult to attract good talent.

4.3.6.1. Contracts termination

Contract termination is the process of ending a contract before the obligations within it have been fulfilled by all parties. This means that one or more parties have made the decision to conclude the contract earlier than they had originally agreed when drafting and signing it. Respondents were required confirm as to whether employee turnover at G4S could lead to contract terminations since the organization is in service provision. In their responses 160 (52%) indicated strongly agree, 122 (40%) agree, 16 (5.2%) indicated don't know, 6 (1.4%) disagree while 4 (1.3%) had indicated strongly disagree.

Figure 26 is a graphical presentation for contracts termination as an impact of employee turnover.

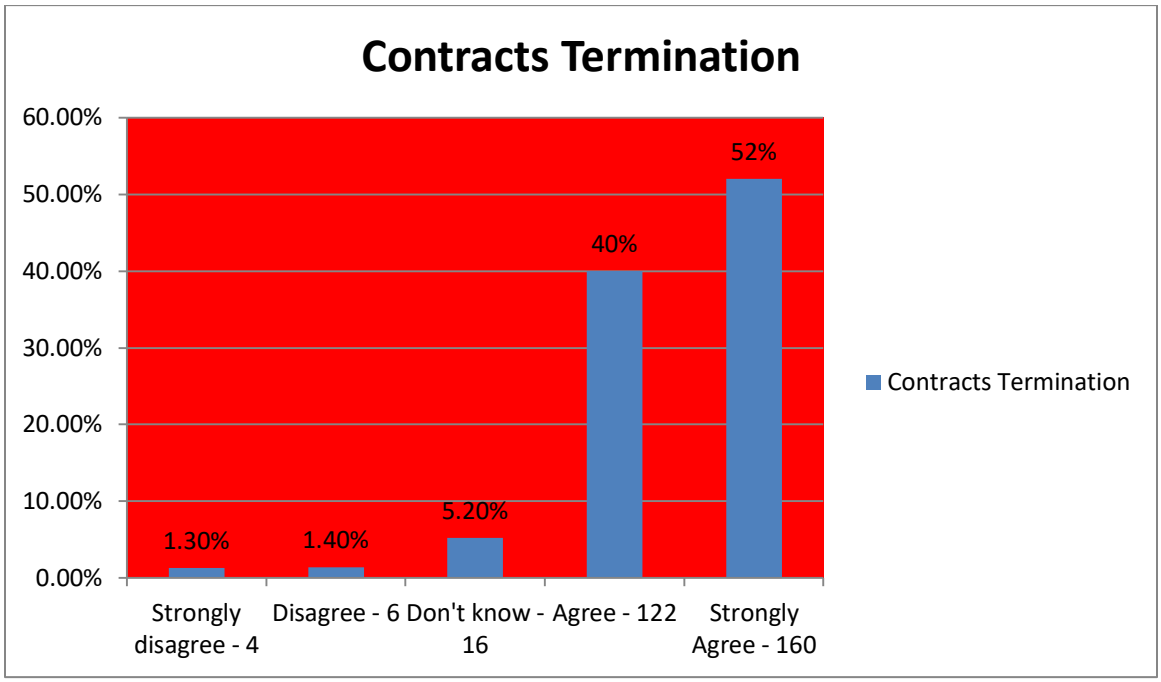

***Figure 26:* Contracts Termination**

4.3.6.2. Low monthly revenue

Monthly revenue is the income generated by a company in a particular month after sales. Due to failure to deliver services as per agreement, the company may end up getting less than planned. Respondents were asked to indicate as to whether low monthly revenue could be an impact of employee turnover at G4S Secure Solutions. In their responses; 158(51.3%) indicated strongly agree, 118(38.3%) indicated agree, 15(4.9%) were on the position of don't know, 10(3.2%) of them indicated disagree while 7(2.3%) stated that they strongly disagree.

Figure 27 is a graphical presentation for low monthly revenue as an impact of employee turnover.

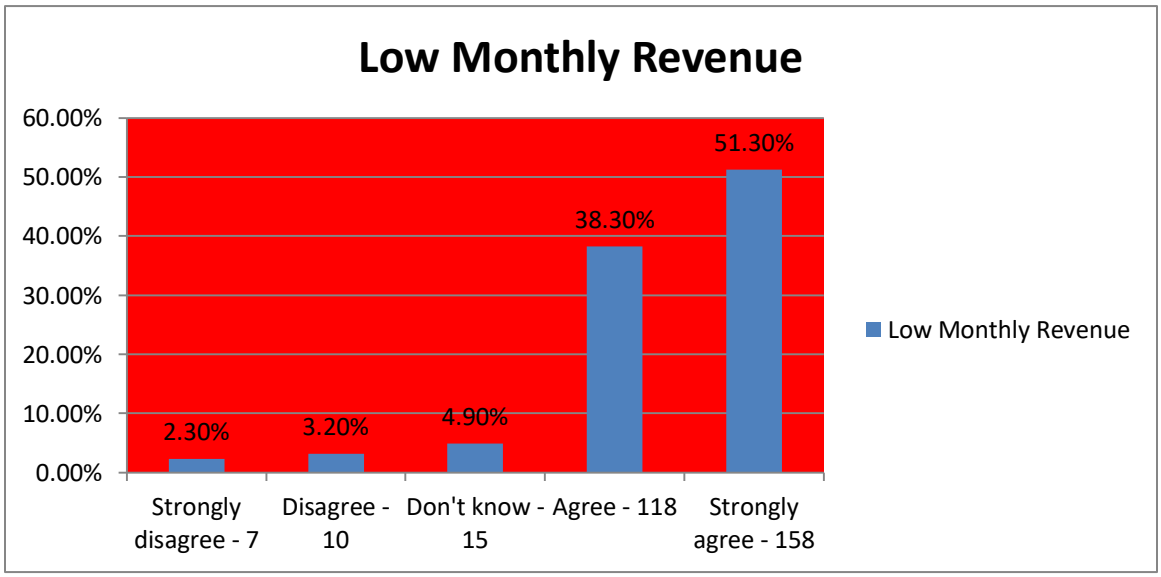

Figure 27: Low monthly revenue

4.3.6.3. Difficult to attract talent

Respondents were tasked to indicate as to whether difficult to attract talented people could be one of the impacts of employee turnover at G4S Secure Solutions. In their responses; 120(39%) indicated strongly agree, 152(49.4%) were on agree, 18(5.8%) wrote don't know, 10(3.2%) hand indicated disagree while 8(2.6%) indicated strongly disagree.

Figure 28 I a graphical presentation on difficult to attract talent as one of the impacts of employee turnover at G4S Secure Solutions.

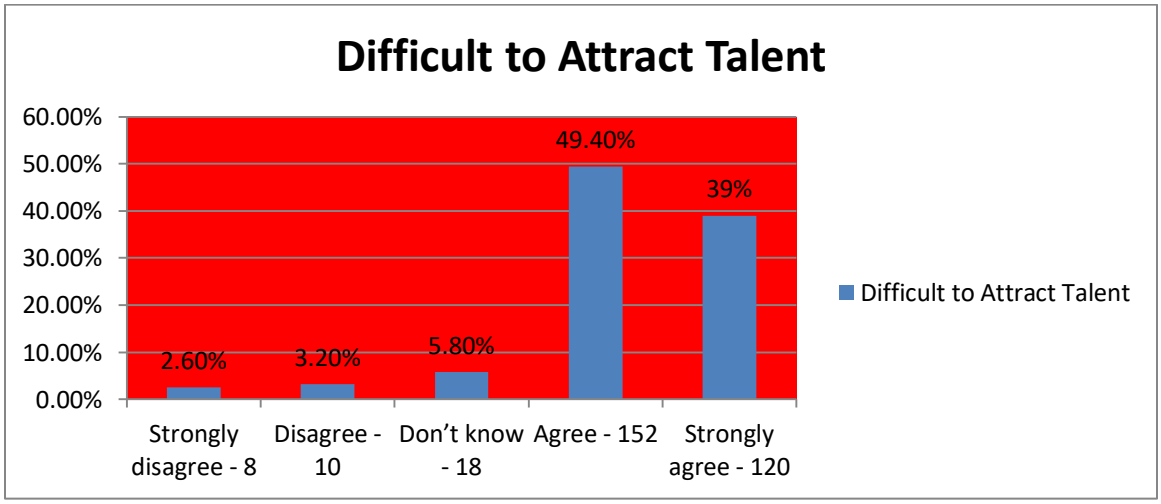

Figure 28: Difficult to attract talent

4.3.7. Causes of employee turnover at G4S as per respondents' opinions

Respondents were asked to present their own opinions as to what could be the causes of high employee turnover at G4S Secure Solutions (Mw). The researcher has listed down some points or views that respondents cited as the contributing factors to high employee turnover.

Table 3 has outlined identified causes to employee turnover by respondents (R).

RESPONDENTS' CODE NO.	IDENTIFIED CAUSES TO EMPLOYEE TURNOVER
R98, R177, R179, & R173	Junior employees were not put on any medical scheme. Senior ranked employees only have access to medical schemes in the organization.
R110, R176, R178, R180, & R183	Deduction of equal to 15 days on one day absent from work.
R100	Loud reprimanding of subordinates in public by supervisors.
R37 & R91	Unapproachable leadership. Employees do not feel comfortable working with them.
R37, R51, & R113	Poor office practices and or management. Not being responsive to employees' queries.
R34, R41, R46, R74, R91, R206	Unfair treatment by superiors and cruel or harsh supervisors.
R73, R93, & R95	Nepotism in guard posting and or deployment processes and other administrative activities.
R36 & R112	Poor communication. Employees not being given feedback when it is due and again their queries not reach the intended offices as delivered.
R74 & R102	Lack of job security. Employees can be dismissed anyhow.
R34 & R180	Lack of employee care. When an employee is in need to be assisted, for example in times of disaster, the leadership simply does not care at it may take weeks before responding and at times no response at all.
R74, R95 & R101	Dismissal due to misconducts. Other employees move away

	from the organization after going through disciplinary action due to misconduct.
R38, R74, R91, R100 & R206	Ill-treatment by managers and supervisors.
R100, R176, R178 & R180	Forced emergency leave of up to five days when one wants less than that. Employees not allowed taking emergency leave days less than 5 days. This affect workers morale as they are forced to go for extended leave without their consent.
R70, R79 & R99	Favoritisms by supervisors.
R71 & R99	Corrupt supervisors. Supervisors get bribes for better place of work to their subordinates.
R38, R99, R206	Oppressive supervisors. Too pompous supervisors don't mind as to whether their employees suffer because of their dealings. They don't listen to subordinates' queries.
R59	Looking for competitive fringe benefits.
R201	Lack of personal protective equipment (PPE).
R200	No bank guarantee or company loans to juniors employees. Junior employees not allowed to access loans from the company or banks.
R67 & R207	Poor leadership principles where employees are not engaged or involved in decision making. Employees could be informed to resign or leave employment if they complain for assistance.
R203	Incompetent site supervisors. Cannot induct their subordinates effectively and end result is poor performance leading to some misconducts and eventually dismissals or client complaints.
R48	Career change and looking for greener pastures.
R82 & R203	Untrained supervisors.
R71	Perception that security work in PSOs is temporal.
R68 & R71	Security work in private security organizations regarded as job for uneducated people.
R207	Leadership fond of gossiping in line of duty.

R33 & R53	Lack of annual salary increments.
R68, R200 & R201	Guards and supervisors getting same salary.
R49	Lack on needs assessment and identification. Employees not assisted according to the current and future needs.
R66, R88, R98, & R106	Poor employee welfare. In case of eventualities to employees not assisted as workers for the organization.

Table 3: Causes of employee turnover as per respondents' opinions

4.3.8. Respondents' opinions on impact of employee turnover

The researcher asked respondents to present in their own point of view as to what they thought could be the impact of high employee turnover to G4S Secure Solutions. The researcher tabulated them down in summary form some of the cited negative impacts of employee turnover to the organization.

Table 4 has details of impacts of employee turnover to G4S Secure Solutions as identified by respondents.

RESPONDENTS' CODE NOs.	IDENTIFIED IMPACT OF EMPLOYEE TURNOVER
R34, R35, R45, R58, R74 & R78 & R106	Clients lose trust in the company due to failure to provide the contracted services. This results into loss of contracts.
R33, R35 & R200	Theft at workplace by new employees. Due to pressure of filling gaps due to those that had left, some recruited employees may have bad characters.
R38, R42, R48, R202 & R203	Failing to meet contractual obligation in deployment of security guards.
R59, R74	Recruitment costs.
R58, R74	Operational costs.
R33, R40, R74	Loss of talent and experience.
R36, R38, R74, R200	Loss of revenue in form of credit notes due to gaps.
R202	Customer complaints due to uncovered gaps and thefts.
R33, R200	Poor performance by new employees. Unexperienced

	employees not able to deliver according to the company and clients' needs in similar way experienced workers can do.
R38	Failure to attract new customers. Due to gaps in service delivery, existing customers complain. Due to these complaints, prospective customers shun to enter into contracts with the company.
R38, & R88	Loss of productivity. Due to poor performance and failure to deliver according to contractual obligations.
R42 & R46	Failure to attract new graduate professionals due to lack of effective employee retention plan, hence difficult to find the required talent.
R34, R106 & R131	Company brand image and reputation negatively affected.
R205	Contribution to high unemployment rate in the country.

Table 4: Impact of employee turnover

4.3.9. Cited Strategies to Mitigate High Employee Turnover at G4S

The researcher cited some strategies that could assist to control employee turnover at G4S Secure Solutions. Respondents were supposed to answer the questionnaire by ticking; 1. Strongly Disagree, 2. Disagree, 3. Don't know, 4. Agree, and 5. Strongly agree.

4.3.9.1. Find the right talent

Respondents were tasked to indicate as to whether finding the right talent could assist G4S to retain employees. In their responses; 11 (3.6%) indicated strongly disagree, 6 (2%) disagree, 4 (1.3%) don't know, 164 (53.2%) agree, and 123 (39.9%) indicated strongly agree. Figure 29 is a graphical presentation for respondents' perceptions.

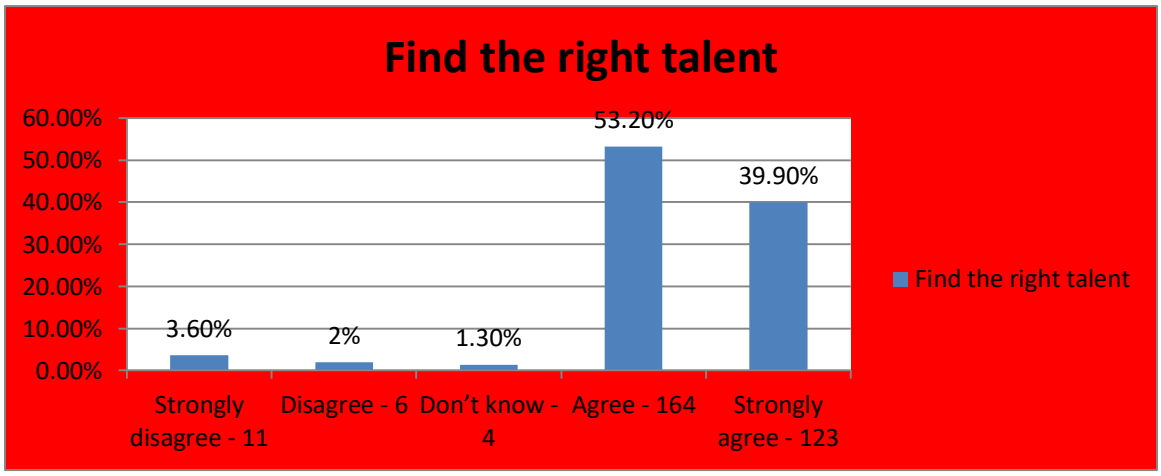

Fig. 29: Find the right talent bar chart.

4.3.9.2. Recognition and rewarding employees

Respondents were requested to indicate as to whether recognition and rewarding employees when the do a good job could assist G4S to retain employees. In their responses; 7 (2.2%) indicated strongly disagree, 6 (2%) disagree, another 6 (2%) don't know, 143 (46.4%) agree and 146 (47.4%) strongly agree as presented graphically in **figure 30** below.

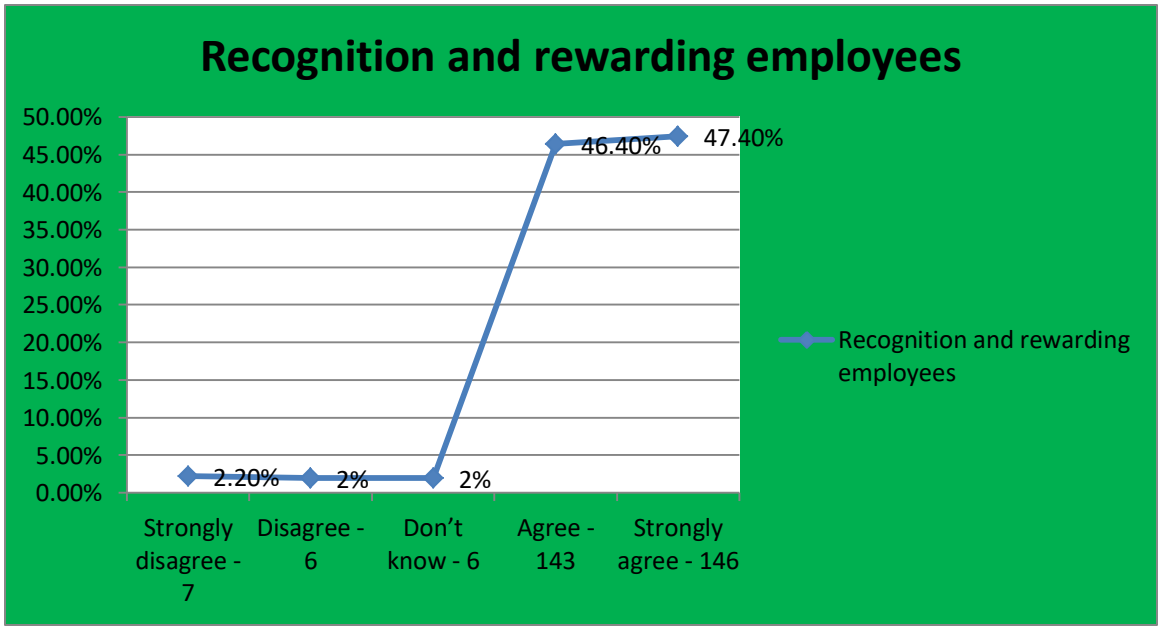

Fig. 30: Recognition and rewarding employees' line chart

4.3.9.3. Identifying a clear career path

The respondents were asked to indicate as to whether identifying a clear career path could help in employee retention at G4S. In their responses; 8 (2.6%) indicated strongly disagree, 9 (2.9%) disagree, on don't know there were 13 (4.2%), 156 (50.6%) indicated agree while 122 (39.6%) said strongly agree. Figure 31 presents respondents' perceptions graphically on identifying a clear career path strategy.

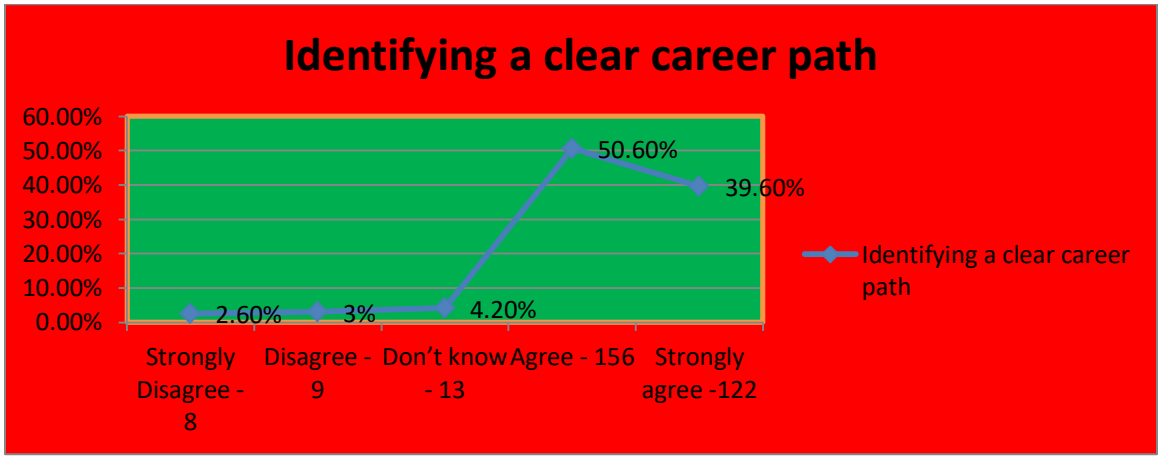

Fig. 31: Identifying a clear career path line chart

4.3.9.4. Encourage a health work-life balance

The researcher enquired from respondents as to how they perceive on the contributions about encouraging a health work-life balance with regards to employee retention plan. In their responses; 8 representing 2.6% indicated strongly disagree, 9 (2.9%) disagree, another 8 (2.6%) don't know, 153 (49.7%) agree, and 130 (42.2%) said strongly agree. **Figure 32** graphically presents respondents' perceptions on the positivity of encouraging a health work – life balance regarding employee retention.

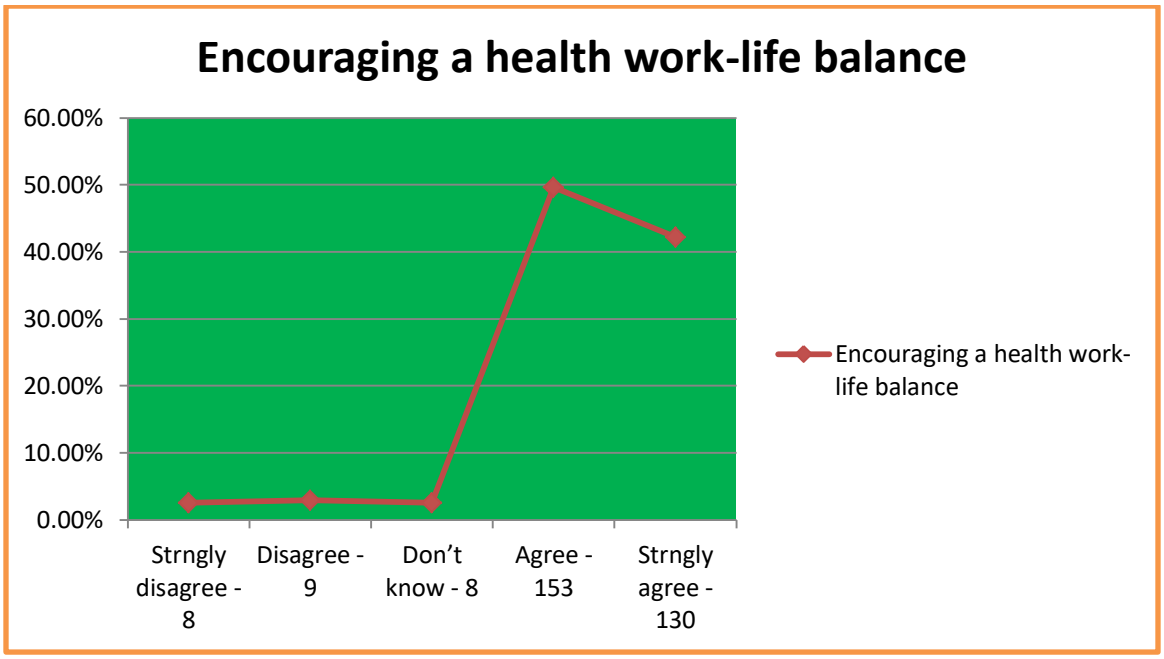

Fig. 32: Encouraging a health work-life balance line chart

4.3.9.5. Improved manager/supervisor– employee relationship

Respondents were asked as to whether improving employee-manager/supervisor relationship could help in employee retention plan at G4S. In their responses; 6(2%) indicated strongly disagree, another 6 (2%) pointed disagree, 5 (1.6%) don't know, 151 (49%) agree, while 140 (45.4%) was at strongly agree as presented in **figure 33** graphically below.

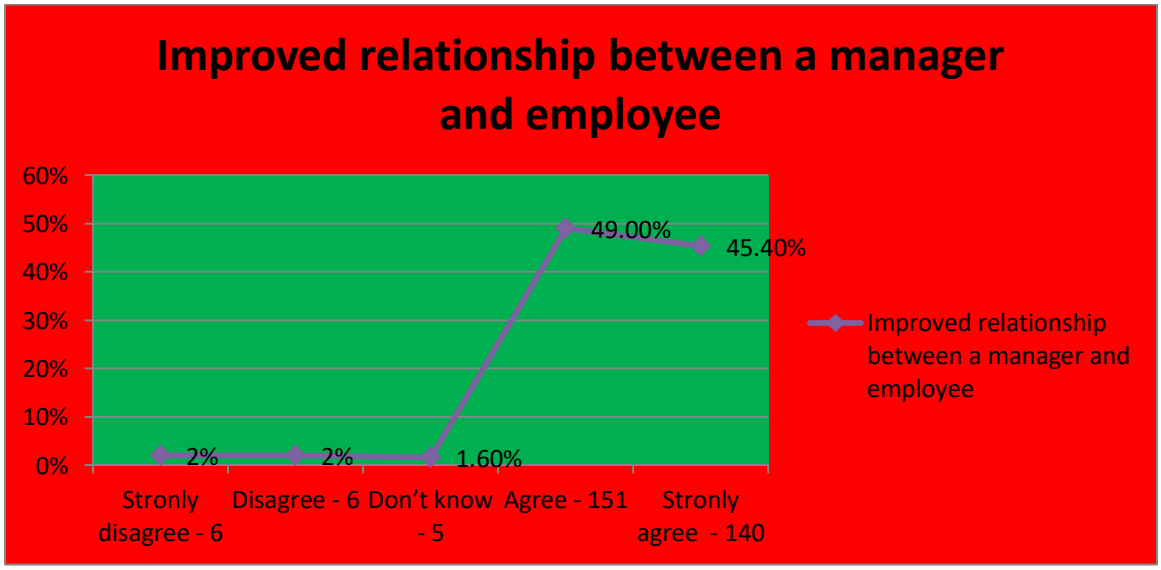

Fig.33: Improved manager – employee relationship line chart.

4.3.9.6. Create learning and development programs

Respondents were tasked to indicate as to whether creation of employee learning and development programs can be a better strategy of retaining employees in G4S Secure Solutions. In their responses; 5 (1.6%) pointed strongly disagree, 9 (3%) disagree, 6 (2%) don't know, 152 (49.4%) indicated agree, while 136 (44%) were on strongly agree.

Figure 34 is a graphical presentation of respondents' perceptions as to whether creation of learning and development programs could be a strategy for employee retention at G4S.

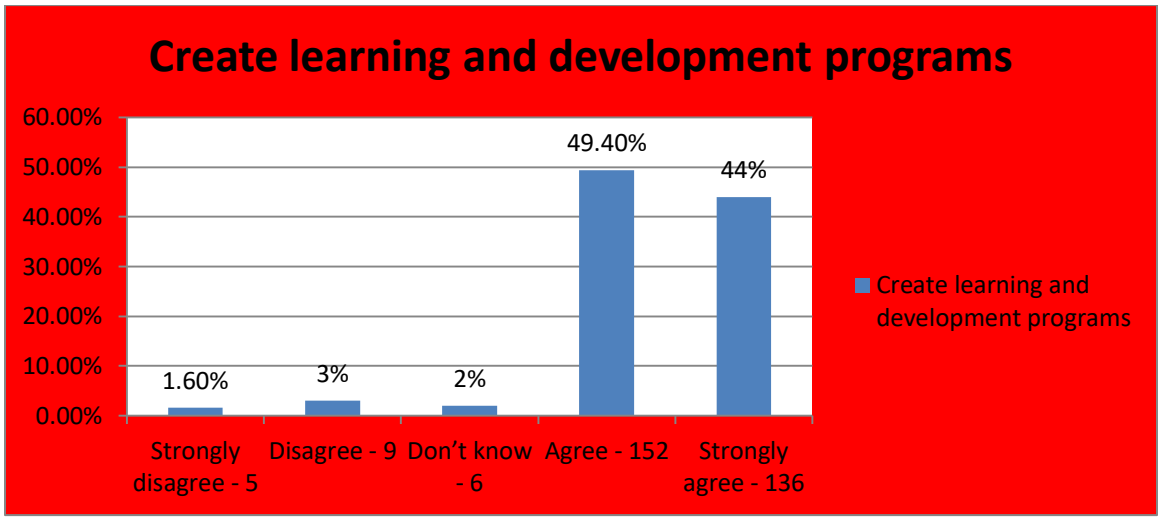

Fig.34: Create learning and development programs bar chart.

4.3.9.7. Introduction of competitive pay

Respondents were asked to indicate as to whether introduction of competitive pay could be a better employee retention strategy at G4S. In their responses; 7 (2.2%) indicated strongly disagree, another 7 (2.2%) disagree, 11 (3.6%) don't know, 140 (45.5%) agree, and 143 (46.4%) indicated strongly agree.

Figure 35 is a graphical presentation as to how respondents perceived on introduction of competitive pay as a retaining strategy.

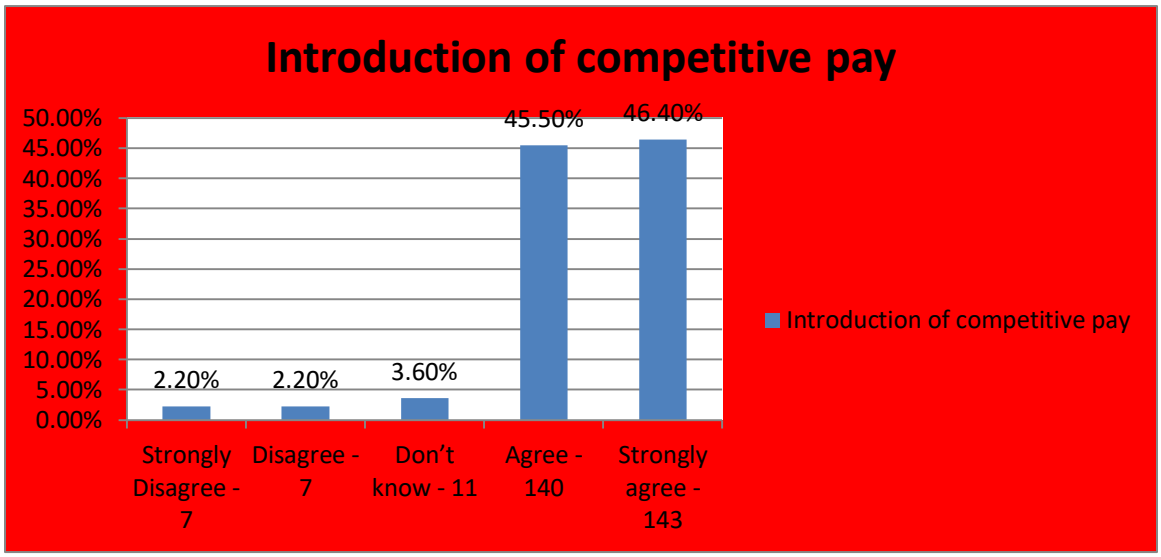

Fig. 35: Bar graph on introduction of competitive pay

4.3.9.8. Improved conditions of service

The researcher asked respondents to determine as to whether improved conditions of service can be a good strategy to retain the workforce at G4S Secure Solutions. In their responses; 6 (2%) indicated strongly disagree, 3 (1%) disagree, 18 (5.8%) don't know, 148 (48%) agree, and 133 (43.2%) pointed strongly agree.

Figure 36 is a bar graph presenting respondents' perception as to whether improved condition s of service could be a retention strategy at G4S.

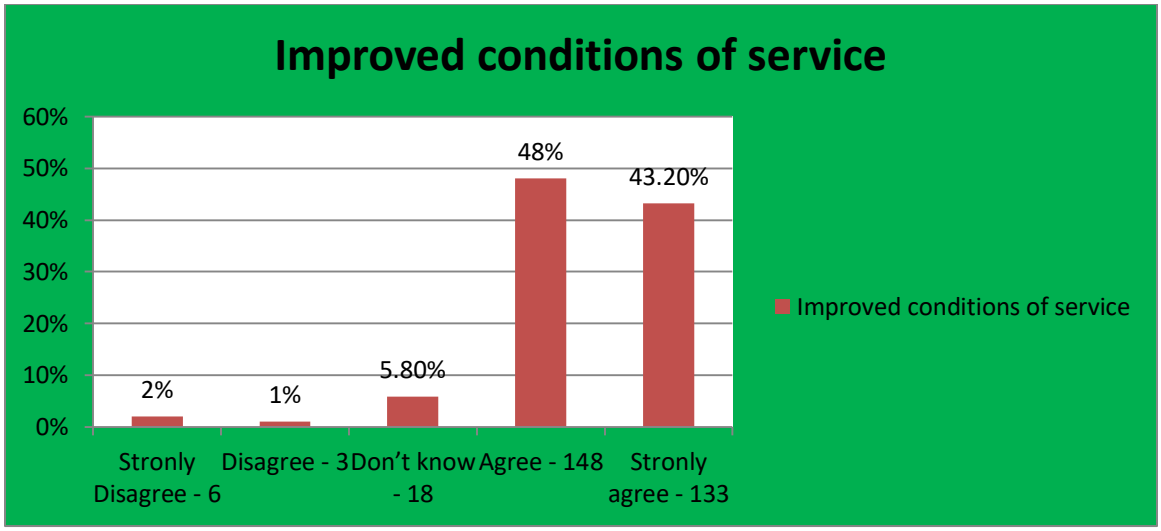

Fig. 36: Bar graph on improved conditions of service

4.3.9.9. Creation of a conducive working environment

Respondents were interviewed to state as to whether creation of conducive working environment could be an employee retention strategy in G4S. In their responses; 7 (2.2%) indicated strongly disagree, 10 (3.2%) disagree, 6 (2%) don't know, 156 (50.6%) agree, while 129 (42%) indicated strongly agree.

Figure 37 presents respondents' perceptions with regard to creation of a conducive working environment graphically as to whether it could be one of the employees' retention strategies.

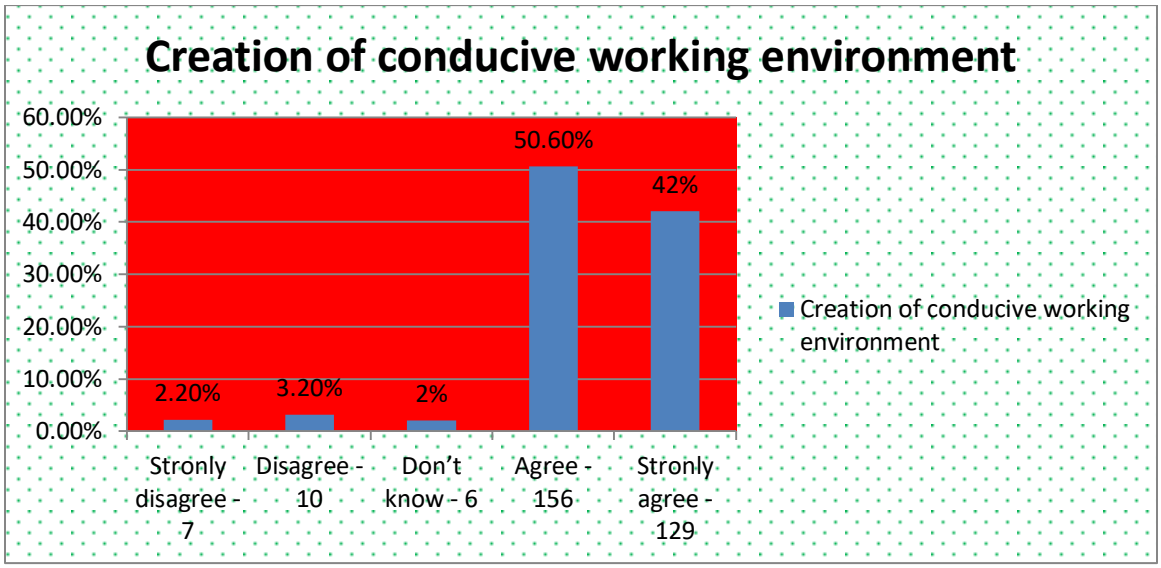

Fig. 37: Graph for creation of working environment to be conducive

4.4. Findings from secondary data

Visits were made in a few sites to check information with regard to the study.

General Site Procedures for **G4S Contracts (Sites)** indicate that a manager shall visit the site once at night and 4 times during the day in a month, making 5 monthly visits. This information means in 11 months managers could make 55 visits at a site so that he should be close to the workforce and build the relationship at the same time being close to the customer. **G4S Site Procedures** also indicate that the company shall ensure deployment of officers is done according to contractual obligations. Among other findings; documentations indicate that there were problems with management visits to the sites visited except two, and again there were several employees who left their job mainly through voluntary turnover except two of them.

Information from occurrence books from **Site A** indicated that G4S was contracted to deploy 15 guards during the day, and 8 during the night. From January through December 2022, 10 guards have been replaced due to resignations and abscond. This means at that contract the organization had 43.5% employee turnover. It was also found that managerial visits to this site from 1st January to 1st December 2022, the managers had visited 3 times only; making 5.5% of contractual managerial required visits.

Information from **Site B** in occurrence books indicated that G4S was contracted to deploy three guards during the day, and two during the night. In the period of January to November 2022, 4 out of 5 employees moved. This comes to 80% employee turnover for that particular contract. Data also shows that from January through November 2022, managers visited the site only 7 days; making 12.7% of the total contractual managerial required visits.

Information from **Site C** shows that company was contracted to provide 4 security officers; two in each shift. Two of the employees had quit their jobs between June and November 2022 due to uncompetitive wages. This makes 50% employee turnover for one site. The information also shows that managers visited the site 10 times from January to November 2022; making 18.2% of the total managerial contractual required visits.

Data in occurrence book from **Site D** (a residential contract) indicated that within January to December 2022 all three guards were moved due to non-performance. The reason was that due to personal quitting employment by first guards that started the contract, new guards have been poorly performing to the extent that thefts took place thrice, leading to customer demanding for a change. In addition the information from the site documents indicates that from January to November 2022, managers visited the site only 3 times; making 5.5% of contractual managerial required visits.

Site E is contracted to have 36 employees. In this contractual figure G4S was obliged to deploy those numbers every day 18 employees per shift. Out of these numbers 7 employees were new members because from January 2022 through November 2022, 7 left employment without saying any word to their supervisor or management. This means the company had to employ other people to replace those that had left – incurring recruitment costs so that they maintain meeting customer obligations. Managerial visits to this site were made beyond the contractual requirement of 5 per month.

Records at **Site F** indicate that in the period of January to November 2022, no employee left the job. The managerial visits indicate that managers had visited the site 20 times from the same period. This means managers had made 36.4% of contractual visits in the 11 months.

Records at **Site G** indicate that G4S was contracted to deploy 8 officers in a day. From January to November 2022 two of them left due to indiscipline and ad hock contract termination. This makes a 25% involuntary employee turnover. Management visits information indicates that from the same period, managers visited the site 9 times only. It means in Site G management made 16.4% of contractual visits in the 11 months.

Documentation for **Site H** indicate that for the 11 months; January to November 2022 no one left employment on a contract of 3. It also indicates that managers had visited the site 52 times in the 11 months. This means management made 94.5% of contractual visits. In **Site I** no managerial visit in the same period; this is 0% on visits.

4.5. Analysis and Discussion on results

The results from the figures 8 indicate that G4S had more employees who were still in service from year 0 but less than ten years. Out of 264 serving employees only 81 of them had worked beyond 10 years. This really shows that employees leave employment regularly (employee turnover). The findings from the figure 8 reveal that employee retention has been a problem. According to Juneja (2022), every organization should ensure that employees are retained to avoid wasting money through regular recruitment. Juneja (2022) says that when the company fails to retain employees, productivity decreases because it loses expertise.

In figure 9 we see that we had more people who had left employment after serving G4S beyond 10 years where we had 35 out of 44 respondents on the level of Assistant Supervisor and above (figure 6). This means G4S lost most of its key employees (dysfunctional employee turnover). Dysfunctional employee turnover hurts the organization because most of the employees leaving are key performers (Kraft, 2022). In this case G4S suffered in the role of supervisory and managerial functions because some of the employees who left had key positions.

The researcher examined respondents' perceptions into various factors as to how they contribute to employee turnover for the organizations. Results indicate that most of the factors indeed contributed to employee turnover in G4S Secure Solutions as discussed hereunder.

Employee overworking

One factor that contributes to employee turnover in most organizations is to do with overworking. The findings in this study reveal that G4S employees do not actually overwork in most of the time. The results show that a few respondents agree and strongly agree that they overwork but the large number strongly disagreed.

According to Employment Act No. 6 of 2000, Section 36, sub-section 2, no employer shall require or permit a guard to work for more than forty –eight hours in a week, excluding overtime. Subsection 3 states that an employer may require a guard to work for more than forty-eight hours where circumstances so demand: provided that any hours worked in excess of forty-eight hours shall be treated as overtime and paid at the rate of fifty per cent of the guard's basic pay. According to the findings, this means in most cases G4S legally abide by the Act.

Employee recognition

Employees need to be recognized for good work done or for working long time in the organization. Employee recognition refers to all the ways an organization shows its appreciation for employees' contributions. In this area, the study revealed that there is a big problem in G4S Secure Solutions. The findings indicate that employees are not recognized whenever it is due. Recognition may be given to employees in form of a word of thank you or indeed a letter of appreciation and most importantly cash incentives.

The most important type recognition that motivates employees to stay longer and work hard in an organization is that of cash incentives. According to Milkovich et al. (2011. pp 12-13) normal incentives motivate employees to work extra harder. Long term incentives are intended to focus employee efforts on multiyear results. If the company can introduce this mode of recognition, employees could stay longer so that they get their long term incentives or rewards.

Recognition helps employees see that their company values them and their contributions to the success of their team and the company's overall (Hastwell, 2021). This is particularly an

important and effective key when organizations grow or change. It helps employees build a sense of security in their value to the company, motivating them to continue great work.

Employee – manager relationship

Employee – manager/supervisor relationship is one of the factors that motivates or demotivates employees in organizations. Results in this study found sour relationship in G4S Secure Solutions. In organizations, managers represent the employer. This means that employee-manager relationship is similar to employer-employee relationship. The relationship is concerned with practical issues and processes that affect employers and employees. Organizations win the hearts of external and internal customers if their line management is in good relationship with their workforce. According to Rose (2004), cordial relationship between employees and line managers help to sort out issues as they arise because the line management is familiar with issues on the ground than the top management level.

Sour relationship between management and employees could demotivate the workforce leading to employee turnover; while in the other hand good relationship could lead to participative leadership approach where employees could voice out their views in decision making. Participative leadership seeks to involve subordinates in the decision making process, and to furnish them with the skills and information they need to make contributions required to arrive at said decisions. According to Wilson (2019) by involving employees in company decisions you raise their awareness, encourage their contributions, and raise their morale.

Working culture

Working culture shapes the entire workplace environment in an organization. Work culture is a collection of attitudes, beliefs and behaviors that make up the regular atmosphere in the work environment. BasuMallick (2020), states that work culture is a cumulative effect that leadership practices, employee behavior, workplace amenities, and organizational policies create on a worker or internal stakeholder. It can be measured as positive or negative work culture. In this study it has been found that G4S lacks a healthy working culture. The results indicate unfavorable working culture or negative work culture. In positive work culture (Juneja 2022), employees are treated as one, employees are satisfied with their work processes, top performers are appreciated, workplace discussions are encouraged, and team building activities are promoted resulting into high productivity.

Poor company culture maybe created due to poor communication, focus of profit and leaving an employee outside and hyper-competition, micromanagement and bullying by the leadership. Poor work culture affect work environment or affect the business for an organization in many ways. According to Benstead (2021), consequences of negative culture include gossiping, low employee engagement, higher rates of absenteeism and presenteeism, lack of empathy, lack of flexibility and high employee turnover. In addition, poor culture at workplace promotes unethical behavior which destroys trust to stakeholders. It is for this reason that work culture needs to be managed well for the efficient of organizational operations and employee well-being.

Workplace flexibility

The study looked in workplace flexibility as to how it affects employee turnover at G4S. Workplace flexibility emphasizes the willingness and ability to adapt to change, particularly regarding how and when work gets done. The study results have however found that G4S lacked workplace flexibility. Doyle (2022) indicates that workplace flexibility is a strategy for responding to circumstances and expectations. Employees who approach their job with a flexible mindset are typically more highly valued by employers. In a similar way, employers who cultivate a flexible work environment are attractive to employees.

Hastwell (2022) states that workplace flexibility helps workers to achieve greater work-life balance, leading to increased employee satisfaction and improved morale. This means employee turnover is reduced. In the contrary, Webber (2022), her study found that lack of flexibility at workplace pushes half of women employees to consider leaving the job. Colington (2021) also found that due to lack of flexibility at work, half of employees at the workstation perceive to leave their job. Workplace flexibility needs to be well managed to ensure employees are retained.

Employees not satisfied with their payments

Most people say that motivator number one is money. It is for this reason that employees work to get a better pay. However ineffective payment structures become another factor that leads to huge employee turnover in organizations. The results in this study indicate that employees at G4S are not satisfied with their payments because of being at lower side. Employees are motivated with cash compensation. Milkovich et al (2011), defined cash compensation as a base

wage an employer pays an employee for the work performed. It tends to reflect the value of the work and skills but it generally ignores the differences attributable to different employees.

Good and competitive pay lowers employee turnover, promotes higher productivity, leads to increased profits, and promotes organizational loyalty. Walters (2022) states that poor wages and salaries leads to high employee turnover, poor company culture, poor brand reputation, low morale, poor performance, low loyalty, and missed opportunities to hire quality talent. As put it by Villanova University (2022), good wages aren't the only good reason employees find satisfaction in their jobs, but they typically rank high on the list. Competitive pay generally makes employees feel valued, happy, honored and gives them less reason to look for other employment elsewhere.

Learning and Development programs

Learning and development to employees in an organization creates behavior change which leads to improved productivity and operational efficiency. The goal of learning and development is to align employee goals and performance with that of an organization. However results in this paper indicate that there is no or poor leaning and development programs in G4S Secure Solutions. High quality training results into irrefutable paybacks that include higher and improved productivity, lower employee turnover, fewer safety accidents, low machine or tool breakdown and increased job satisfaction. According to Gendron (2022), if organizations fail to develop and implement learning and development programs, it simply means that the organization is neglecting all areas of the company because training is imperative in running a successful organisation.

Organizations that effectively implement their learning and development programs attract, develop, and retain high performing employees which results in high performing organization which customers could admire. In the contrary where learning and development programs are poor or lacking, employees show weaker performance and again there is low rate of employee retention. Gendron (2022), states that employees who are well trained with the necessary skills to perform their job will deliver high quality work and have a positive impact on the organization which also leads to boost confidence in workers. Employees that effectively do their tasks remain greatly satisfied with their job which also leads to improved employee retention.

Barry (2019), states that lack of employee development drives talent away. Employees want learning and development opportunities more than before from their employers. They want to feel empowered to learn more, develop leadership skills and have the tools at hand to be the best in their organizations. It is therefore beneficial that G4S should promote learning and development culture or programs to have improved employee retention that will also lead to greater quality of work which is often translated into customer satisfaction and improved relationships with all other stakeholders.

Conditions of service

Conditions of service envelopes much more factors that lead to employee retention or indeed employee turnover. The results in this study show that there are poor conditions of service at G4S Secure Solutions, hence high employee turnover. Conditions of service stipulate what employees should expect from the employer and what the employer expects from the employee. CMST (2020) states that condition of service highlights about the rules, requirements, and policies and employer and employee agree to abide by during the employee's service to the organization and or institution. It mentions as to how employees will be managed and also stipulates about their rights and obligations.

One of the elements of poor conditions of service is poor employee benefits such as health insurance, lack of parental leave, lack of education support. A poor benefits package greatly reduces employee morale and may cause employees to quit in favor of companies that offer better benefits to their workforce (Pulpstream, 2021). Another example of poor conditions of service is a poor workplace culture which includes lack of motivation, lots of work politics, loud reprimanding of employee in public and lack of recognition for a good job done. Whilst good conditions of service could help in improving employee retention and influence employee productivity and morale, in the contrary, poor conditions of service may lead to unmotivated employees, poor productivity, and high employee turnover.

Non-conducive working environment

In relation to good conditions of service, there comes working environment which is conducive to the workforce. The two work hand in hand for the benefit of the organization and employees therein. This study shows that non-conducive or negative working environment affected G4S

hence employee turnover. Badgujar (2022), a negative work environment is a toxic ambiance in the workplace created by the employees, the job, culture or values of the company. Effects of negative or non-conducive work environment among others are communication gaps, poor leadership, work-life imbalance, and low employee engagement which could lead to low employee retention.

Communication gaps

When we have communication gaps in an organization, it is difficult for an organization to effectively communicate about policies, procedures and or get employees views and queries without hindrances. Khan (2021), states that poor communication often creates a tense environment where people are not motivated to be productive and not inspired to collaborate. This lack of motivation then affects how employees relate to clients and potential customers, negatively affecting the bottom line. The tense created due to poor communication could see employees going home stressed and work-out, which impacts their families as well (Kinsey, 2019). Instead of resting with their families, the family will be busy with the stressed person to get him rested. This could lead to boredom and eventually willing to quit employment.

Poor leadership

Poor leadership in an organization leads to toxic working attitudes, bad behaviors, staff segregation, and loss of high performing employees and creation of unattractive organizational working culture that is unlikely to inspire results from employees while creating a cycle of poor staff retention (Khan, 2021). Leadership is a hub of organizational success. It is therefore every important view that effective leadership principles are employed to aid in retention practices and grow the business profitably.

Work-life Imbalance

Work-life imbalance is the effect of failure to align personal life and work. In many careers and organizations of any setup, it's challenging to strike a balance between work and personal life. However, the consequences of a poor work-life balance can cause your health to deteriorate, strain personal relationships, and reduce your productivity at work. When you understand how having a work-life imbalance affects areas of your life, you may be able to avoid the detrimental effects (Ahmed, 2020). If these are left unchecked the obvious results are that employees could have low work morale, absenteeism and eventually quitting employment.

Low employee engagement

Effects of low employee engagement disrupts employee retention plan resulting into defective organization operations and productivity. Employee engagement has an element of workplace culture that may create conducive or unconducive work environment. Employee engagement has a symbiotic relationship with workplace culture, and that workplace culture has a direct correlation to their on-the-job engagement (Riley, 2021). If the culture is encouraging and supportive, employees are likely to feel more engaged, whereas a dysfunctional culture can lead to widespread disengagement across the workforce. But the relationship works both ways: disengaged employees are more likely to be absent from work, leading to company-wide understaffing, burnout, decreased morale, and employee turnover (Munavar, 2019). Engaged employees, on the other hand, not only show up to work, but contribute more strongly to their roles, teams, and workplace culture. They feel appreciated by their organization and leaders, and are therefore more inclined to give back in a positive way and improved employee retention.

Lack of Resources

Resources in the organization are important because they make job easy for the workforce. However the study reveals that G4S Secure Solutions lack effective resources. Resources are essential for every business. According to Nwadike (2022), business resources build a value proposition and helps deliver the services or products to customers. These key resources are necessary for any business which marks its success. Usually, they rely on both tangible and intangible business resources. Also, sustainability, along with the profitability of any organization, is based on the availability of resources. Every organization must be capable of telling whether the physical resources are enough to fulfill the business's expectations or not. If resources are not enough for the workforce, they fail to deliver according to expectations, and the end result could be low morale, demotivation, absenteeism, and eventually employee wanting to quit.

Poor Supervision

Supervision is an extremely vital part of a workplace that intends to maximize its success potential. However the study results in this paper reveals that there is poor supervision in G4S. According to Oppermann (2007), poor supervision in a workplace is among the primary

obstacles to achieving potential successes by a business. After all, employees, no matter their task, must have the proper instruction and training to ensure that they are doing their jobs correctly, and with minimal risk of error or injury.

Kline (2002) states that supervision that assists employees to grow negatively impacts morale and performance. If supervision is not good, then it is poor. Lack of skill or unwillingness of a supervisor, are two major reasons for poor supervision. It leads to good employees to leave, and develops dissatisfaction with the job among employees that choose to stay. Job dissatisfaction leads to poor performance and work relationships. It is a chain that begins with poor supervision of employees and leads to losses for employees, the supervisor and the company. It is therefore imperative for G4S to improve in supervision so that it retains the workforce.

Any supervisor good or bad has the direct impact on the on employee performance, job satisfaction, productivity, employee and revenue turnover, and overall health of the organization or business entity. According to Watts (2020), most workers quit their employment in organizations because of bad leadership. Poor supervision could promote discrimination at workplace, gossiping and lack of employee recognition. According to Career Addict (2020) discrimination, gossiping and lack of employee recognition from supervisors removes work morale from employees, resulting into quitting.

Teamwork and collaboration

Balancing teamwork and collaboration help to ensure that organizational goals are effectively met and again that projected tasks are cordially completed. Both teamwork and collaboration involve a group of people working together to complete a collective and or shared goal. The results in this study indicate that G4S Secure Solutions lack teamwork and collaboration in its operations.

With the right leadership, collaborative teamwork can help to achieve a goal more efficiently and effectively by sharing out the workload in all levels at least equally and delegating some tasks to those with the most suitable skills. Watkins (2022), teamwork and collaboration are widely recognized as critical ingredients to business success. When you combine collaboration and teamwork, you get a team whose members have distinct skills set and have the ability to effectively and productively work together for organizational success.

There are several defects of lack of teamwork and collaboration. Morale and team cohesion is affected as people get stressed which could lead everyone maybe taking care of personal career. We also see that failing to create a collaborative environment at work results into mission out of benefits (Bosler, 2022). Stefirta (2022), lack of teamwork also results into siloed and fractured workflows that affect productivity in the end. The worst defects of lack of teamwork and collaboration is that employees feel sidelined, isolated, segregated, and ruined which results into reduced morale and wanting to quit.

Recruitment and orientation

Effective recruitment and orientation serves organizational financial and time resources. In this study results indicate that G4S Secure Solutions has effective recruitment and orientation processes. These findings therefore imply that recruitment and orientation function is not poor in G4S and does not affect much in employee turnover. It is however important to note that though most respondents confirmed that we have good orientation and recruitment processes at G4S, a few respondents were skeptical. This means G4S needs to still improve in this area to avoid affecting their operations. There should be sustainability in recruitment and orientation because employees who receive insufficient onboarding are more likely to leave an organization which is particularly detrimental (Saver, 2022). It is therefore important for G4S to keep on improving in their best strategies for recruitment and orientation.

Findings on categories of employee turnover

According to results in this study; figures 22, 23, 24, and 25 indicate that all fours categories of employee turnover **(voluntary, involuntary, functional and dysfunctional)** had affected G4S Secure Solutions. Any category of employee turnover has negative effect to the business; decreased productivity, recruitment costs, lower company morale, lost sales, and difficulties to attract new talent (Alex, 2021). It is therefore important that organizations need to guard its human resource from employee turnover at all cost.

Voluntary employee turnover is most expensive category of employee turnover of the four categories. Employees may just leave an organization without notice after absenteeism from work for some days which is called absconding from duties. Van Vulpen (2022), states that voluntary employee turnover is when employees depart an organization on their own decision

rather than the employer's decision. Some of the workers may resign or indeed request for early retirement. In this category some workers go without any notice; this is what makes it more or worst expensive because the company is pushed into recruitment without formal plan to replace those that had left.

Involuntary employee turnover is the departure of employees from an organization through retrenchments, dismissals, or any other terminations of employment contract. According to Barret (2022), this could be a result of an employee's inability to meet the set performance targets, for breaking a company policy, inability to manage their subordinates or if they are unable to work with the current management. Involuntary employee turnover could be done due to lack of personal improvement after a series of coaching, insubordination, poor attendance, being under influence of intoxicating substances, theft or misappropriation of properties, and harassment or bullying among others. The organization may need to improve in onboarding, mentoring, coaching and hiring experience to avoid costs associated with involuntary employee turnover.

Functional employee turnover is when low performing employees leave an organization (Matriano, 2018). The company may not lose much when these employees leave but however as a business or profit making organization, when employees leave they need to be replaced. Some of these employees may be low performing because of poor leadership that leads to poor coaching and mentoring that result into poor performance of the person and an organization and failure to meet superordinate goals that can be met only if the members of two or more groups work together by pooling their skills, efforts, and resources (Hochli at al. 2018). It is for this reason that organizations should guard for this employee turnover as well through intensive leadership and supervisory monitoring.

Dysfunctional employee turnover is the departure of high or good performing employees from an organization (Csentino, 2022). According to results from figure 6, out of 44 former employees interviewed, 29 of them were Assistant Supervisors, Supervisors, Senior Supervisors, Officers and Managers. This means G4S was indeed affected with dysfunctional employee turnover. Major effects of dysfunctional employee turnover is the loss of talent to competitors, loss of experience, and loss of institutional memory which could be difficult to replace even if you

employee new ones. According to Himani (2022) this happens due to workplace dissatisfaction, unhappiness with income, and bad organizational policies among others. Employers need to guard for this to ensure that they remain competitive.

Respondents Opinions on Causes of Employee Turnover

A lot of points were raised as contributory factors to employee turnover at G4S Secure Solutions in Malawi. Some of them have indirectly or directly discussed in other parts above but the researcher has discussed respondents opinions hereunder; poor employee welfare, pay deductions of equivalent to 15 days while one stayed away from work only for a day, harsh and unapproachable leadership, nepotism and favoritism, corrupt supervisors, and poor leadership principles.

Poor employee welfare demotivates employees because they put their trust in their employer to be assisted in case of some eventualities. For example; welfare looks into the care an organization put on their employees in case of illness and disastrous situations. The findings indicate that only senior officers were able to access medical schemes and loans from the company or commercial banks. This also indicates that their management was practicing segregation or discrimination and gossiping in the organization. Gossiping leads to attrition due to good employees leaving the company because of unhealthy work environment (Wilkie, 2022). Miller (2020), states that employees that receive discrimination develop ill health, lower psychological health, higher blood pressure, lower well-being, lower self-esteem, resulting into wanting to quit their jobs. As put it by Duncan (2021), if the company doesn't deal with welfare issues, it faces the costs of having gaps in terms other members of the staff take time off for health and or other well-being issues apart from the costs of workers compensation claims that may follow.

Absent on duty is an offence in almost all work environments and or organizations. However according to employment act 2000 and No. 17 of 2021 never stipulates that employees may be deducted wages for a day equal to 15 days. Money is a motivator in most of the employment set-up, as such unlawful deductions demotivates employees. According to Power (2022), unlawful deductions from wages refer to money taken from workers' wages by their employer without proper authority. According to Edwards Duthie Shamash Solicitors (2022), employer has the

right to deduct employee whenever is absent to that particular day. This means therefore failure to handle employees' deductions lawfully, the company may continue losing employees.

Unapproachable or and harsh supervisors affect work environment and removes morale from employees as they affect communication towards work operations. Harsh supervisors and unapproachable leadership may not be able to get feedback from employees regarding work progress. They can also not ably train or coach their subordinates according to Standard Operating Procedures due to the gap created amongst them. Accleston (2011) states that unapproachable leaders make life difficult for employees and results to quitting without notice; and as per McGurgan (2021), harsh managers removes morale from employees while increasing in stress, and employee turnover.

Nepotism and favoritism are the acts of loving someone in the cases of relationship or other special social or ill-friendships. Nepotism is a favor based of kinship while favoritism is unfair support towards one person in a group by someone in authority. The two have negative impact to the workforce as they remove enthusiasm and appetite to work which could lead to low morale and eventually quitting employment. According to Chalabi (2017), favoritism can create an environment where people feel like they have to compete for favor, rather than being judged on their merits. Nepotism can lead to resentment and divisions as people not related to the person in authority and or power may feel like they will never get a fair chance. These may in the end promote chances of leaving jobs to those not in favors.

Corrupt supervisors in the workplace affects organizational and personal performance as this may lead to poor performers being given senior positions due to bribes. According to Sumah (2017), corruption destroys the legitimacy of the state or even an organization; and bribery increase insecurity in the organization or indeed in the country. According to Attila (2008), corruption is ultimately economically inefficient for companies and negatively affects firms' growth, productivity, investment patterns and efficiency.

Poor leadership principles is characterized with six common traits of a bad leader as poor communication, poor influencing from the top, lack of strategic thinking, poor time management and delegation, poor conflict resolution skills, and lack of leadership development. All these

have impact to organizational human resource and service delivery. According to GBS Corporate training (2017), with poor leadership principles; employees do not have direction due to lack of vision, improvement slow down due to the creation of culture mediocracy, and employees have low morale. It is mostly the later which could ably trigger employees to leaving their employment if not perfectly guarded to.

Impact of employee turnover

Respondents also pointed out several negativity impacts of employee turnover to G4S. Some have indirectly of directly discussed above, however the researcher had looked into; loss of contracts and revenue, recruitment and operational costs, loss of talent and experience, and loss of productivity.

Loss of contracts has negative impact to the business as it losses revenue. The impact of loss of contract to for-profit organization is huge as at the same time the image is affected such that to attract new talent and new customers could be very difficult. When contracts are lost; prospective customers feel the company does not care about its customers, and prospective new talented grandaunts think there is no job security in that particular organization. Customers who have had bad experience become detractors in the marketplace as they are highly to say something negative to a friend or colleague about their interaction (Ragab, 2016). The loss of business results into decreased or loss of profits (Vitez, 2019). This is then translated into the loss of revenue since it is calculated into how profitable the business is.

Whenever employees leave an organization, the company needs to replace them. Advertisements take place through recruitment to training and orientation. In this processes there are losses of time and money (Branham, 2000). Secondly during the time the company does not have enough manpower, it struggles to cover the gaps. In this case G4S runs up and down seeking for relief guards; wear and tear plus fuel costs, and at times other employees may need to work extra hours- where they may need to be paid overtime as per Employment act of No 6 (2000), section 39, subsection 2(a); ordinary overtime, which shall be time worked on working day in excess of the hours normally worked by employee in the undertaking concerned.

Loss of talent and experience may affect performance of an organization since those that are well knowledgeable and experienced have left the job. New employees may not work similar to long serving employees. In PSI change of guards leads to customer complaints because they believe that old serving members work better than new members of staff. Loss of talent and experience makes and organization face stiff competition since those leaving may join your competitors in the industry (Bonnie, 2021).

Another impact of employee turnover to G4S is loss of productivity as pointed out by some respondents. Loss of productivity comes in due to failure to deploy according to contractual obligations because of insufficient manpower or indeed as a result of deploying new employees who might not have the enough experience and knowledge of the work- resulting into performing poorly. Loss of productivity has negative impact to business growth (Saviom, 2021).

Findings from secondary data

According to findings from the sites visited, employees leave their job frequently. It was also found that managerial site visits were not done according to their site procedures laid down in their contracts.

The two found problems; one affects the other then lead to the results of employee turnover. As per factors leading to employee turnover, respondents confirm that manager-employee relationship also leads to high employee turnover.

Since it was noticed that managers did not visit their contracts according to requirements, they stayed away from the workforce. This led to sour relationship between managers and employees. This means even if employees needed assistance from their managers, they did not find time to express their issues due to that. These findings therefore confirm that acts by managers contributed to high employee turnover in G4S Secure solution.

Strategies to control employee turnover

The researcher cited some strategies which G4S Secure Solution could put in place to retain employees. The results in this study indicate that G4S can use each one of them, it may easily

retain employees or indeed minimize employee turnover to an acceptable level. The cited strategies have been discussed here under.

Find the right talent

Right talent is the source of business growth. It is very paramount that G4S should ensure that indeed they strive to find the right talent so that they can easily be trained and retained. Right people in an organization ensures that they grow with you, contributing to your overall objectives towards success of the business and reducing the need to hire again and again for each new leadership position the organization may develop down line. According to Alien (2022), right talent in an organization reduces turnover costs because they don't usually quit, and increase team building activities and morale because they contribute to the natural cohesion of the organizational best team unlike new employees.

Recognition and rewarding employees

Employee recognition and reward programs motivates people to work extra harder in the organizations. If G4S can only look into setting the program live and sustainable it could reduce or control employee turnover to an acceptable level. Spiegel (2020), states that incorporating a reward and recognition program helps to increase employee engagement, leading to many benefits for the company, such as increased productivity and retention. Rewards and recognition increase motivation, show appreciation, encourage friendly competition, improve productivity, creates a positive workplace, and most importantly it boosts employee retention. According to Dhamdhere (2022), it is vital to implement recognition and rewarding programs in business because they improve organizational values, improve employee happiness and satisfaction, increase customer satisfaction and motivate employees to go an extra mile in their career.

Identifying a clear career path

Career pathing helps workers to work longer for the same employer since switching employments is insecure. Changing jobs can be emotionally, professionally, and financially stressful for an individual. According to Hastings (2021), employees with a career path may feel more secure working for an employer who wants to keep them interested, challenged, and professionally curious. Career pathing gives surety to workers that their employer wants to form a long term and symbiotic partnership. Employees who have long-term view about their

relationship with an employer are more likely to be invested in helping the company succeed, and career pathing can play a key role as such (Reeves, 2021). It is therefore imperative that G4S could adopt career pathing to ensure their employees have a long term relationship with the organization.

Encouraging a health work-life balance

Health work-life balance improves employees' productivity and retention process. Wedgwood (2022), states that maintaining a healthy work-life balance is important for health relationships and also improves employee's productivity and ultimately performance. Business that gain a reputation for encouraging work-life balance have become very attractive to the new talent and to their customers as well especially when you consider how difficult it can be to attract and retain younger workers nowadays. If G4S can focus on work-life balance, they will be helped to draw a valuable talent – pool for new recruits and boost retention rates. The organization will save time and money while ensuring and building a high level of in-house talent.

Improved manager - employee relationship

The act of manager –employee relationship in an organization encourages the employee engagement and participation in some decision making processes. These relationship cerates positive working environments since workers feel to be part of the team and honored with regard to their contributions towards decisions. According to Fountain, (2021) positive manager-employee relationships in the workplace encourage productivity and cooperation among workers. Thus a mutual level of respect between the manager and an employee brings more willingness from both sides to offer support and perform better.

Caramela (2022) manager – employee relationship has benefits; heightened employee loyalty where employees don't leave their jobs, increased motivation which promotes employee retention, and ensures a better workplace culture which could lead to attract new talent and retain existing ones. If G4S can adopt a manager – employee relationship effectively, employees will be loyal to the organization and may opt to stay longer; reducing turnover and costs associated to that.

Create learning and development (L&D) programs

Learning and development changes behavior for the workforce for better performance and improves retention processes of employees. The goal for leading and development programs is to align learning and development goals to employee performance with that of an organization. According to Vinikas (2022), an empowered learning and development team improves employee retention rate. Learning and development helps companies gain and retain top talent; it improves productivity, and generates more profits.

Dahiya (2021), states that L&D is important to any type of organization because of; attracting and retaining talent since you invest in them they become more knowledgeable and wanting to stay, capability development due to the knowledge acquired during the learning process, motivation and employee engagement is promoted, and continuous improvement. Based on these, G4S may benefit a lot from the employees if the can be trained and developed since there will be talent retention and high performance.

Introduction of employee competitive pay

Competitive pay is a key motivator to employees because they work for money in the first point, the rest comes later. It is one of the best ways to attract and retain talent. Whenever an organization pays its employees competitively, they become motivated; this triggers hard working spirit which in return promotes high productivity and profitability for the organization. Half (2022), states that a competitive pay rate can influence an employee's overall job satisfaction.

Workers that feel they're being paid fairly are more likely to stay motivated and go the extra mile to help your company achieve its goals. Competitive salaries can also lead to low employee turnover, high morale and an overall positive vibe. It is important that G4S regularly benchmarks the salaries they offer against the broader market to ensure the organization is in-line with or exceeding employees expectations in order to attract and retain the best talent.

Improved conditions of service

Improved conditions of service gives employees freedom to freely associate, be promoted, participate and engaged on all issues concerning the workforce and organization at large. Good working conditions also include emotional protections such as the right to an environment free of harassment and discrimination. According to Gartenstein (2018), good conditions of service

protects the rights of workers to work in an environment free of hostile, unwelcome conduct, especially when the slights and discrimination are based on race, religion, age, disability or gender. Such discrimination is explicitly illegal when an employee is forced to endure it as a condition of employment or when the situation is severe enough that a reasonable person would find the work environment abusive or hostile.

Although workplace harassment often comes from a disproportionate distribution of power such as between an employer and employee, it can also include behavior coming from anyone in the workplace, including coworkers and even customers. The person filing the complaints doesn't even need to be harassed personally. If you witness hostile behavior directed at a coworker that makes you feel deeply uncomfortable, you have a legal right to file a complaint and seek outside remediation. On the opinions (**Table 3**) of the respondents, it was heard about nepotism, favoritism, ill-treatment and corruption among others by supervisors; these affect the conditions of service at G4S. It is therefore important that the organization should work towards improvement on the same since good condition of service helps in reducing the number of absenteeism and wastage.

Conducive working environment

Work environment promotes the wellness of an organization and could lead to attraction of talents of drive employees away. According to Career Builder (2022), a conducive work environment is more than just ensuring a comfortable physical space; it is also about creating the 'heart ware'; aims at strengthening office ties not just among employees, but between managers and employees. Your work environment can greatly influence how you feel about your job so it's important to find an employer that fosters a positive atmosphere. When you have a positive work environment, it can help improve your job satisfaction, increase your productivity, motivate employees and improve in retention rate (Herrity, 2020). It is therefore paramount that g4s should consider improvement on the working environment.

Chapter Four Summary

In this chapter the researcher worked of data presentation findings and analysis. It was found that G4S had major problems with introduction of competitive pay, manager-employee relationship, lack of recognition, working culture, flexibility at work, learning and development opportunities,

conditions of service, working environment, lack of resources, supervision, teamwork and collaboration, and recruitment and orientation. It was also noted that there were problems with corruption, nepotism, poor leadership, and favoritism among others. Strategies proposed were to work the aforementioned factors positively. In Chapter five, the researcher looked at conclusion, challenges and recommendations.

CHAPTER FIVE: CONCLUSION, CHALLENGES AND RECOMMENDATIONS

5.1. Introduction

In this chapter the researcher highlighted conclusion from the findings of the study on the factors contributing to employee turnover at G4S Secure Solution (Mw). The conclusion was based on the purpose, research questions and results of the study. Recommendations were based on the conclusions and purpose of the study.

5.2. Summary of the Study

The study was descriptive which adopted qualitative and quantitative approaches to achieve the objectives. Opened and closed ended questions on the questionnaire, face to face and phone interviews were done to the respondents to get detailed and factual information of data. Saunders Sample Size table was utilized to determine the needed sample of targeted population to be selected for the study.

The study was conducted at G4S Secure Solution (Mw) in the bid of understanding reasons as to why employees leave their work in Private Security Organizations. Most G4S ranks; Managers, Officers, Senior Supervisors, Supervisors, Assistant Supervisors and Standard Guards took part in the study. Few former employees in the stated ranks were also represented. Overall, there were 85.7% and 14.3% serving and former employees respectively that took part in the study of which 21.1% were ladies while 78.9% being male.

5.3. Conclusion

Every organization, not – for – profit or for – profit, relies on the efforts rendered by the workforce employed in those particular organizations. Effective service delivery lies on the performance of the employees and systems developed in an organization.

This study reveals that there were several causes for employee turnover in G4S Secure Solutions (Mw) depicting PSOs. Among others, according to the findings G4S had problems in areas; lack of recognition, employee-manager relationship, working culture, flexibility at work, payment, learning and development opportunities, conditions of service, working environment, lack of resources, poor supervision, and teamwork and collaboration. It was also found that all four categories of employee turnover; voluntary, involuntary, dysfunctional and functional affected G4S Secure Solutions.

The researcher found that some of the reasons that lead to employee turnover in G4S are nepotism, corrupt leaders, harsh treatment, poor communication, poor employee welfare, poor leadership principles, lack of personal protective equipment (PPE) and favoritism among others.

The researcher noted that once G4S works on all identified areas of concern, it may ably retain employees and enjoy the benefits of experienced and talented employees in an organization. According to Watson (2022), benefits of employee retention are cost savings, increased productivity, stronger customer relationship, higher employee engagement, improved trust and collaboration, more positive workplace culture, preservation of institutional knowledge, higher employee morale, more effective recruitment, and reduced stress and burnout. Looking into the benefits of employee retention, we see that there could be a business growth in an organization.

5.4. Challenges

Data collection was mostly collected through questionnaires and phone interviews due to financial constraints. Only 20% of the respondents were physically met for face to face interviews so that the researcher should have exact and detailed perceptions from the respondents. This means some of the detailed and factual information that could have been shared by other respondents through face to face interviews might have been left out in this study.

Former employees in G4S might have the exact feeling with regard to reasons leading to employee turnover in PSOs. Some of the identified former employees refused to take part in the study while others had their phone numbers unreachable. This led to only 14.3% being former employees in this study.

The conducting of interviews had some interruptions. Since the interviews were conducted during working hours at the participants working places, there were various interferences. This happened despite of making all efforts taken to reduce interruptions such as being called by their superiors and or indeed colleagues coming at the place just for a chat.

The researcher formerly worked for G4S Secure Solutions and most of the participants knew him. The participants might have withheld some of their in-depth personal experiences with regard to the study purpose. This might have affected the results of the study.

5.5. Recommendations

5.5.1. Based on the findings in this study, G4S should ensure that they create an environment where all levels of employees could be able to approach the management and express their views with regard to general experience they face while on duty with the organization. This will be an eye opener to management to be aware as to what do employees go through and what they know about reasons that lead to employee turnover.

5.5.2. Specifically, the organization should address problems associated with lack of recognition, employee-manager relationship, working culture, flexibility at work, payment, learning and development opportunities, conditions of service, working environment, lack of resources, poor supervision, and teamwork and collaboration. This could be done through development of policies (if not available) or effective implementation of the already developed policies to address the highlighted shortfalls.

5.5.3. The researcher also recommended that G4S Management should ensure that it is close to the workforce so that they know situation from the base before it creates a toxic culture. For example issues of corruption, nepotism, harsh treatment, and oppression by the supervisors can only be noticed if regular meetings or visits are made by managers.

5.6. Areas for future studies

The researcher recommends for further studies at G4S Secure Solution, among others are;

5.6.1. HRM Strategies to ascertain and determine how HR processes work in the company in line with the organizational goals and employee relations.

5.6.2. Principles of Supervision to improve employee productivity and human relations aspects.

5.6.3. Efficiency of Organizational Culture to improve staff development and employee retention.

5.6.4. Correlational Study of Manager-Employee Relationship to maintain a productive and a happy workforce who may stay longer with the organization.

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Appendix 1: Questionnaire

I am Paul Binhum Nyoka, a Masters of Business Administration (MBA) Student at Exploits University.

As a requirement for the qualification of MBA, I am doing a study; *"**Investigating on factors contributing to high employee turnover in private security organizations: A case study of G4S Secure Solutions (Mw).**"*

This research is a requirement for the completion of the award of Masters of Business Administration (MBA).

You are kindly requested to complete the attached questionnaire at the earliest opportune time possible.

Kindly note that data collected will be used for academic purposes only and will be treated with strict confidentiality.

Once again, thank you very much for your time and cooperation.

PART A: RESPONDENT INFORMATION

Questionnaires should be answered by ticking the appropriate box whichever applicable.

1. Gender
   a) Male ☐
   b) Female ☐

2. Level of education
   a) Primary ☐
   b) Secondary ☐
   c) Diploma ☐
   d) Degree ☐
   e) Postgraduate ☐
   f) Other (specify)_____

3. Indicate status of your employment; whether you are still working or you are a former G4S employee
   a) Still working with G4S ☐
   b) Left G4S ☐

4. If you marked (a) in No.3 above, indicate your current rank in G4S
   a) Manager ☐
   b) Officer ☐
   c) Senior Supervisor ☐
   d) Supervisor ☐
   e) Assistant Supervisor ☐
   f) Standard Guard (S/G) ☐

5. If you marked (b) in No.3 above, indicate your last rank at the time you were leaving G4S
   a) Manager ☐
   b) Officer ☐
   c) Senior Supervisor ☐
   d) Supervisor ☐
   e) Assistant Supervisor ☐
   f) Standard Guard (S/G) ☐

6. For No. 3 (a), how long have you been working at G4S?
   a) 0 – 2 years ☐
   b) 2 – 5 years ☐
   c) 5 – 10 years ☐
   d) Above 10 years ☐

7. For No. 3 (b), how long did you work at G4S?
   a) 0 – 2 years ☐
   b) 2 – 5 years ☐
   c) 5 – 10 years ☐
   d) Above 10 years ☐

PART B: CLOSED-ENDED AND OPEN ENDED QUESTIONS

8. Listed below are causes of employee turnover. Indicate how each of them contributes to employee turnover at G4S Secure Solutions.

Answer them by ticking; 1 = S**trongly Disagree, 2 = Disagree, 3 = Don't know, 4 = Agree, 5 = Strongly agree.**

RATING	1	2	3	4	5
Employees usually overwork					
Lack of recognition to employees					
Employees have poor relationship with managers					
Unfavorable working culture at G4S					
Employee lack flexibility at work					
Employees are not satisfied with their payments (wages and salaries)					
No or poor learning and development opportunities					
Poor conditions of service					
Unconducive working environment					
Lack of resources affect work capabilities					
Poor supervision removes work appetite from employees					
Lack of teamwork and collaboration					
Poor recruiting and orientation					

9. Listed below are categories of employee turnover. Indicate whether each category of employee turnover impact G4S Secure Solutions

Answer them by ticking; 1 = S**trongly Disagree, 2 = Disagree, 3 = Don't know, 4 = Agree, 5 = Strongly agree.**

RATING	1	2	3	4	5
Voluntary employee turnover					
Involuntary employee turnover					
Functional employee turnover					

Dysfunctional employee turnover					

10. Listed below are some impacts of employee turnover in general. Indicate whether each of them could affect G4S Secure Solutions.

Answer them by ticking; 1 = S**trongly Disagree, 2 = Disagree, 3 = Don't know, 4 = Agree, 5 = Strongly agree.**

RATING	1	2	3	4	5
Contract termination					
Low monthly revenue					
Difficult to attract talent					

11. Briefly explain in your own words what influence employee turnover at G4S Secure Solutions (Mw).

_____

_____

_____

_____

_____

_____

_____

_____

_____

12. Discuss in your view as to how employee turnover affect G4S Secure Solutions?

_____

_____

_____

_____

_____

_____

_____

13. Listed below are strategies that companies execute to mitigate employee turnover. Indicate whether each of them could help G4S in controlling employee turnover

Answer them by ticking; 1 = S**trongly Disagree, 2 = Disagree, 3 = Don't know, 4 = Agree, 5 = Strongly agree.**

RATING	1	2	3	4	5
Find the Right Talent					
Recognition and rewarding employees					
Identifying a clear career path					
Encourage a health work-life balance					
Improved supervisor/manager – employee relationship					
Create learning and development programs					
Introduction of competitive pay					
Improved working conditions					
Creation of conducive working environment					

Thank you for your time.

Appendix 2: Saunders Sample Size Table.

Required Sample Size

Confidence = 95%				
Population size	Margin of Error			
	5.00%	**3.00%**	**2.00%**	**1.00%**
50	44	48	48	50
100	79	91	96	99
150	108	132	141	148
200	132	168	185	196
250	151	203	226	244
300	168	234	267	291
400	196	291	343	384
500	217	340	414	475
750	254	440	571	696
1,000	278	516	706	906
2,000	322	696	1091	1655
5,000	357	879	1622	3288
10,000	370	964	1936	4899
100,000	383	1056	2345	8762
1,000,000	384	1066	2395	9513
10,000,000	384	1067	2400	9595

Saunders Sample Size Table (Saunders et al, 2009. pp. 219)

Appendix 3: Study plan time frame (2022-2023)

TASK	Mar	Apr	Jun	Jul	May	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar

Concept Paper													
Proposal													
Data Collection													
Data Analysis													
Data Interpretation													
Data presentation													
Report writing													
Report submission													

Table 4: Study Timeframe.

Appendix 4: Budget for the Study

S/N	ITEM	FREQUENCY	UNIT COST IN MK	TOTAL COSTIN MK
1	Stationary	2	10,000.00	20000
2	Allowances for regional participants	30	5,000.00	150000
4	Transport and Accommodation (South and North)	2	40,000.00	80000
5	Food (9 days)	9	3000	27000
6	Dissertation Fees	1	550,000.00	550000
	TOTALS			**827,000.00**

Table 3: Study Budget.

Appendix 5: Data Collection Letter

Knowledge. Application. Mastery

Exploits University

P.O. Box 31507

Lilongwe

26th November 2025

Dear Sir/Madam

TO WHOM IT MAY CONCERN

The bearer of this letter is our student by the name of **Paul Binhum Nyoka** who is studying for a Masters in Business Administration (MBA). The named student is about to start collecting data for his dissertation.

We are writing to kindly request if the student can be allowed to collect data at your ORGANISATION. If you want to know more, do not hesitation to conduct the undersigned.

Kind regards,

Peter Ngulube Chinoko (PhD}

DIRECTOR OF POST GRADUATE STUDIES

Mobile: +265 (0) 99270660