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Influence of Job Involvement on Retention in Private Security Firms in Nairobi city County, Kenya

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ABSTRACT

The challenge of employee retention is a global problem that affects organizations in both developing and developed countries. Even though a lot has been done towards addressing the problem, the situation has continued to be experienced among private security firms in Nairobi City County, Kenya. The main objective of this study was to determine the influence of job involvement on retention in private security firms in Nairobi City County, Kenya. The work environment was used as a moderating variable. The study adopted a descriptive research design. The target population of this research was 50 private security firms in Nairobi City County registered with Kenya Security Industry Association. Primary data was collected using a close-ended

Questionnaire. Data was analysed with the aid of SPSS version 25.0 and presented using descriptive and inferential statistics. Simple and multiple regression analysis was used to establish the relationship between variables and the t-statistic at a 95% significance level was adopted in testing the hypothesis of the study. The overall significance was tested using F-test. The study established a positive significant effect of job involvement on retention with a regression coefficient of 0.722 and a p-value of 0.000 implying that job involvement affected retention. The interaction between work environment and job involvement had a regression coefficient of 1.583 and a p-value of 0.000 implying that work environment positively altered the relationship between job involvement and retention. The study recommends that private security firms ought to put strategies that encourage employees to remain loyal in performance of their work, to ensure increased employee retention. The findings of the research will contribute to theory, policymaking, and understanding of human resource management practices to ensure an increase in employee retention.

Keywords: Job Involvement, Retention and Private Security Firms

INTRODUCTION

Job involvement is the degree to which an employee identifies with the job, feels that it is meaningful, hence utilizing their talent and skills (Paullay *et al.*, 1994). Employees with increased levels of involvement in their jobs are said to be a significant asset to an organization hence the firms benefit greatly by retaining them (Fossey & Harvey, 2010). A study by Demir (2020), acknowledged that the more teachers' self-efficacy feelings improved, the more their job involvement in their duties increased. Involved employees will exercise additional effort on their responsibilities with a strong desire for excellence. When employees take part in designing their job and planning their development, they are always ready to work hard to achieve organizational goals (Boxall & Macky, 2009). Organizations with highly involved employees have a high retention rate since these employees will always find it difficult to leave their jobs and find other work (Ahmad *et al.*, 2010). Lambert *et al.* (2018) concluded that job involvement positively affected job satisfaction, while job stress did not affect it.

Job involvement was measured in terms of accountability, effort or hardworking passion for excellence (Rotenberry& Moberg 2007). Retention of workers is an important aspect of a firm's success (Ali *et al.*, 2019). It is the process whereby workers are encouraged to continue working for their organization for a long time possibly or pending the organization's completion of its objectives and goals (Singh&Dixit,2011).The Corporate Leadership Council(2004)in their research concluded that employee engagement reduces workers' intention to leave. The study concluded that a great number of engaged workers, 87% were less likely to move out of their current organization. The same study found that a hundred workplaces with a conducive environment had a normal voluntary exit of 13% rate compared 28.5% of firms in the same industries. Retention of employees is a great challenge to most organizations

worldwide such that, organizations face increased costs such as recruitment costs, training and development cost, increased organizational brain drain which may result in lowered morale for the remaining employees (Yazinski, 2009).

Lowers and Associates (2019) reported a global employee turnover rate at 9.6%, with the highest turnover experienced in the functions of finance 12.7%, sales 12.6 %, and human resource at 12.6 %. In Kenya, more than 68% of organizations are experiencing retention problems with a greater number of employees moving from one organization to another (PWC, 2013). Due to the continued competition in the labour markets and high demand for talents, organizations are faced with the obligation of designing strategies to ensure increased retention. Sutanto & Kurniawan, (2016) asserted that an employee retention rate of 90% or more is good for the organization. Khalid and Nawab (2018) concluded that employee participation positively influences employee retention. A study by Bala (2017) established that employee involvement, training, motivation, good employee-employer relationship, conducive environment, and job security had a positive effect on workers' retention.

Private security companies were registered in Kenya in the 1960s. Increases in insecurity rates coupled within capability of public safety services to

ensure enough protection have been the two key contributing aspects toward the massive growth of private security firms (Abrahamsen & Williams, 2005). Mkutu and Sabala (2016) in their study, indicated that there are nearly 2000 private security companies in Kenya, with many of them based in Nairobi City County Kenya. A study by Zheng and Xia (2021) found that there were approximately 300,000 private security workers employed by around 600 firms that are actively operating in Kenya. According to Kenya Security Industry Association (2020), Nairobi City County has 50 security firms which is largest number of registered firms compared to other counties.

Despite the continued growth of the security sector, there remains an outstanding low retention rate of private security employees who view their occupation as a stepping stone for absorption into different jobs. The employee retention rate in these firms remains below 5% (Kenya National Private Security Workers Union, 2020) per year due to poor employee engagement in terms of high absenteeism, lateness, lack of employee ownership of organization goals, and employee non-involvement in decision making. This low rate of retention has caused private security firms to offer poor services while others have been forced to close down due to poor performance (Zheng & Xia 2021).

According to Kenya National Private Security Workers Union (2020), employee retention in these firms remains below 5% with Nairobi City County not being an exemption. In Kenya, 50% of private hospitals experienced a high challenge of staff turnover, Kenyan banks 10-15% annually (PWC 2013) while the teacher's service commission of Kenya reported 45% of teacher's intention to quit (Oduor, 2015). Private security employees' unconducive working environments with minimal wages has brought about decrease in rates of employee retention by security firms (Minnar & Ngoveni, 2004).

Nasir and Mahmood (2018) stated that an employee can be loyal, committed, and accountable if they feel valued by the management of the firm they are working for. Low employee retention rate leads to increased operating costs for the organization, low morale for remaining employees, loss of customers, and poor performance and productivity. The retention of well-qualified employees' guarantees continued improved performance, customer fulfillment, contented workmates, and timely achievement of organizational goals and objectives. In addition, it encourages operative succession planning, leading to an engaged organization (Shivangee & Pankaj, 2011).

Ambani (2016) carried out a study whose objective was to establish the impact of worker involvement on work performance at the Kenya Medical Research Institute (KEMRI) in Kisumu and established that, empowering workers to take part and be involved in decision-making on that touch their job, will increase their performance and the organization performance in the long run. The research also revealed that workers of KEMRI had fine well-articulated mission and objectives and the workers undoubtedly comprehended how each employees' work affected other workers' jobs and the goals of the whole organization

Mgedezi *et al.* (2014) conducted a study on intrinsic motivation and work involvement in and concluded that committed, self-driven and involved staff were more willing to continue working in their place of work for long. The study also found that job involvement, intrinsic motivation, and worker retention had a significant association. This implied that job involvement impacted the workers' willingness to work longer in their firm. In another study by Judeh (2013) to establish the moderating impact of job involvement on emotional intelligence and retention, it was alleged that job involvement altered the connection between emotional intelligence and retention. It also noted that the connection between emotional intelligence and retention tends to vary following the heights of job involvement.

Nwibere (2014) investigated the interactive connection amongst occupation satisfaction, job involvement, organizational commitment, and organizational citizenship conduct, in Nigerian universities and revealed that job involvement positively influenced organizational commitment. The research also concluded that employees who are highly experienced are likely

to be highly involved hence management should aim at retaining them for a long period. Demir (2020) examined the function of self-efficacy on occupation satisfaction, job involvement, firm commitment and motivation and concluded that, as self-efficacy belief increased, organizational commitment, motivation, job involvement, and occupation satisfaction increased. The research also found that self-efficacy significantly influenced teachers' job involvement through mediating effects of motivation and job satisfaction.

The objective of this study was to investigate the effect of job involvement on retention of private security firms in Nairobi County. The null hypothesis was that there is no statistically significant relationship between job involvement and employee retention of private security firms in Nairobi County.

METHODOLOGY

The study adopted a descriptive research design and involved a census of all the 50 private security firms in Nairobi County while data was collected using a questionnaire. Simple and Multiple linear regression analyses were then conducted using SPSS software version 25.0 and results were presented

using descriptive and inferential statistics. Assumption of linear regression model of normality, multicollinearity and heteroscedasticity were tested before analysing data.

RESULTS AND DISCUSSIONS

Diagnostic Tests Test for Normality

Shapiro-Wilk Test and coefficient of skewness were used to test for normality (Aczel & Sounderpadian, 2002). The p-value of Shapiro Wilk Test was 0.243 which is greater than 0.05 (insignificant) hence a conclusion that the residual was normally distributed.

Multicollinearity Test

Incidence and degree of multicollinearity was tested using Variance Inflation Factor (VIF). The VIF value was 1.136 which is less than 10, therefore, multicollinearity was absent. Multicollinearity may lead to wrong results due to its effect of inflating the predictor variables (Cooper & Schindler 2003).

Heteroscedasticity Test

This study used P-P plot to determine if the residuals had constant variance because they are best in the presentation of spread of residuals. The results indicated no specific pattern and the widths were neither increasing nor decreasing as the variables rise. Therefore, heteroscedasticity was absent.

Job Involvement and Retention

Job involvement was measured in terms of accountability, effort or hard work and passion for excellence. The summary of descriptive statistics is shown in Table 1.

Table 36: Descriptive Statistics

	JI	R
Mean	4.0111	3.1837
Standard Deviation	0.6097	0.3203

Source: Primary Data (2022) Where: JI-Job involvement
R-Retention

As shown in Table 1, Job involvement had a mean of 4.0111 which implies that employees from private security firms were involved the mean for retention was 3.1837 for all the private security firms which represents the average private security firm's retention.

Pearson Correlation between the Study Variables

Correlation determines the direction of a relationship between any two variables Table 2. Table 37: Pearson correlation between study variables

Variables	R	JI
R	1	0.533
JI	0.533	1

Source: Primary Data (2022) Where: R-Retention

JI-Job Involvement

The results also show that job involvement had a Pearson correlation(= 0.533, = 0.000 < 0.05) inferring a positive and statistically significant association between job involvement and retention. This suggests that a surge in job involvement would lead to a statistically significant surge in retention rate.

Simple Linear Regression

This study determined the significance of job involvement on retention in private security firms in Nairobi County. A multiple linear regression was used to examine the relationship between job involvement and retention. Regression Coefficients for the model on job involvement and retention are tabulated in Table 3.

Table 38:Regression Coefficient for Job Involvement

Model	Unstandardized Coefficient	Correlations Zero-order	Collinearity Statistics
(Constant)			
Job Involvement		.533	

Source:Primary Data(2022)

Table 3 presents results indicating a statistically significant relationship between job involvement and retention (regression coefficient = 0.722, = 0.000 < 0.05) at a 5% level which means that one-unit increase in job involvement leads to a significant surge in retention rate by a factor of 0.722. The null hypothesis that there is no statistically significant relationship between job involvement and retention rate in private security firms in Nairobi City County, Kenya is not supported in the study and therefore the null hypothesis is rejected. This infers that job involvement has statistically significant effect on employee retention rate. This signifies that the respondents agreed that job involvement affects retention rate. $Y=1.142+0.722 X$
 =The dependent variable(retention)

3=Job Involvement

0.722= -Intercept (constant). Estimate the expected value of retention rate when employee commitment is zero(Constant).

1.142=an estimate of the expected increase in retention rate in response to a unit increase in job involvement.

The study found constant of regression was 1.142 implying that when other factors are held constant retention is equal to 1.142 units. The slope of regression model obtained was 0.722 and it implies that an increase in job involvement by one-unit results to 0.722 units increase in retention rate. The relationship between job involvement and retention rate was statistically significant with a regression coefficient of 0.722. The argument is that workers who view their duties to be more meaningful, apply more effort and are willing to pursue excellence will be willing to remain longer in their organization compared to those who do not. These results concur with Kahn's theory in that workers who are involved are an asset to retain in the firm. These results are in line with Mgedezi *et al* (2014) and Demir (2020) findings on job involvement, intrinsic motivation, and worker retention had a significant association with each other.

DISCUSSION

The objective of the study was to investigate the effect of job involvement on retention in private security firms in Nairobi County. The finding of the study established that job involvement had a positive effect on retention. This implies that private security firms should invest in ensuring employees are involved to their work since it increases retention of the employees.

CONCLUSION

The study concludes that there is a need for private security firms to develop human resource practices aimed at ensuring that their employees are involved in the organization to encourage them to remain longer in the organization.

RECOMMENDATIONS

The management should always involve employees to ensure they remain accountable, willing to work hard, and always aim for excellence to enhance retention.

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