SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE

COMMITMENT IN SECURITY PLUS UGANDA LIMITED

BY

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DECLARATION

I, Katushabe Maureen Namiyingo declare to the best of my knowledge that this research dissertation entitled "**SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE COMMITMENT IN SECURITY PLUS UGANDA LIMITED"** is my own original work and it is a result of my personal effort and that it has never been submitted for the award of any qualification to any higher institution of learning.

Signature …………………………………………..

Name……………………………………………….

Date……………………………………………….

APPROVAL

This dissertation by Maureen Katushabe Namiyingo entitled "**SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE COMMITMENT IN SECURITY PLUS UGANDA LIMITED**" has been submitted for examination with our approval as Uganda Management Institute supervisors.

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DR FLORENCE BAKIBINGA SAJJABI (MRS)   **DATE**

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MRS GLADYS   MUHAMA   **DATE**

DEDICATION

This work is deeply dedicated to my husband Samuel Emokor, Mother Ruth Kaahwa and Children Jonathan, Elizabeth, Samantha and Morris.

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ABSTRACT

Despite efforts to put in place HRM practices of faire recruitment, training and rewarding, employees still demonstrated low commitment levels, such as abscondment from duty, pilferage, late coming for work. The study investigated the relationship between human resource policies and employee commitment at Security Plus (U) Ltd. Specifically, the study objectives related to investigating the relationship between recruitment, training and reward policies on employee commitment at Security Plus (U) Ltd. The study used a mixed methods design using both quantitative and qualitative approaches. The study population comprised of Managers, Supervisors, Security guards and Support staff of Security Plus (U) Ltd. Data was collected using a questionnaire survey and interviewing methods and was analyzed using measures of central tendency, correlation and regression analyses. The study found a significant positive relationship between recruitment and employee commitment ($r = 0.814$**) and it was the second strongest significant predictor of employee commitment in the company ($\beta = 0.385$, $t = 4.397$, Sig $= 0.000$). There was a significant positive relationship between training and employee commitment ($r = 0.791$**), but the multiple regression results revealed that training had no significant impact on employee commitment in the company ($\beta = 0.088$, $t = 0.963$, sig $= 0.338$). Reward practices had a high and positive significant relationship with employee commitment ($r = 0.819$**) and it was the strongest predictor of employee commitment in the company ($\beta = 0.534$, $t = 8.989$, sig $= 0.000$). To enhance employee commitment in Security Plus, the study recommends that the management of the company, in liaison with the human resource function, should adopt the use of a multiplicity of advertising platforms, including print media, online and social media in complement with radio announcements and use of existing staff. The Human Resource function should conduct a salary survey and establish an equitable pay scale in the security industry and consider the higher pay level in the industry. The company should also consider giving annual bonuses to all staff based on income generated in that financial year. The above should be complemented by giving staff loans for their spouse to invest in income generating activities to supplement income.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In many organizations both in the Private and Public Sector across the globe, employee commitment poses a big challenge to Management. Many studies have been conducted on the subject, but no conclusive positions have been reached or acceptable to the majority researchers (Firend & Sofyan, 2013; Korir & Kipkebut, 2016). Therefore, this study aimed at investigating the relationship between human resource policies and employee commitment. Human resource policies were studied in terms of recruitment, training, and rewards, while employee commitment was looked at using affective commitment, continuance commitment and normative commitment. This chapter provided the background to the study, the research problem, the main purpose of research, research objectives, research questions, hypothesis, theoretical and conceptual frame work, significance and scope of the study.

1.2 Background to the Study

This major subsection presents the historical, theoretical, conceptual and contextual perspectives of the study.

1.2.1 Historical Background

Employee Commitment had its origin in Sociology (Kanter, 1968) and Social Psychology (Keisler, 1971) and gained prominence in the Organizational behavior literature as a potential predictor of employee turnover (Mowday, Porter & Steers, 1982). Meyer and Allen (1991) re-emphasizes the role of commitment in organizations to be competitive and requiring more from their employees than just the basic yield of formal employment contract, the minimal exchange of labor for wages.

Organizations require their employees to work with initiative and enthusiasm and personal responsibility in maximizing results.

In the past, high levels of commitment may have been fueled by the reciprocal loyalty through the psychological contract of employment security. Replenishing employee commitment at this time seems more important than ever. Kim and Mauborgne (1998) re-affirmed that extra-role behavior and attitudes are strongly associated with innovation and entrepreneurship, which are likely to be in greater demand in dynamic environments. Ironically, it may be that a time when employee commitment is becoming more important, it is also facing greater erosion because of premium for committed action on the part of employees.

The problem of low employee commitment is notably in more resource-constrained countries of the developing world, such as those of the Sub-Saharan Africa. According to the existing literature, the policies employed by the private sector bodies are believed to be closely associated with the problem of employee commitment (McNeilly, 1995). Employees start to consider searching for other opportunities once the organizations they are working for do not offer better services at hand. They may emotionally or mentally withdraw from the organization, leading to increased absenteeism and minimal enthusiasm and effort on the job (Russ; Hsu, 2002).

Many African governments, Uganda inclusive, over the years embraced human resource policies as a way of obtaining the best and qualified personnel in most private and public organizations. Uganda, specifically enacted employee-related laws to protect their workers' interests and provide for better terms and conditions of services, but the problem of high staff turnover arising from low employee commitment still bogs private companies (Human Resource Managers Association of Uganda-HRMAU, 2014). Private security firms in Africa and Uganda, in their sector review, point

out that the greatest challenge in the delivery of their mandate has been the high employee turnover (Gumedze, 2007). This has necessitated organization-specific research on the Human Resource policies and their effect on employee turnover to develop and update policies to help mitigate for employee turnover in private security firms.

1.2.2   Theoretical background

This study was underpinned by the Organizational Support Theory (OST) by Eisenberger, Huntington, Hutchinson, and Sowa (1986) which asserts that Perceived Organizational Support (POS) would increase employees' obligation to help the organization reach its objectives, their affective commitment to the organization and their expectations that improved performance would be rewarded. Behavioral outcomes of POS would include increases in role and extra role performance and decreases stress and withdrawal behaviors such as absenteeism and turnover. The theory underpinned this study as it suggests the key concepts of employee commitment and retention, which could be arising from the organization support offered by the supervisors through recommendations for promotions and improvement in salary scale.

1.2.3   Conceptual Background

Human resource management practices are broad and cannot be covered in one single study (Armstrong, 2009). This study therefore focused on recruitment, training and rewarding.

Employee recruitment simply refers to the process of attracting and choosing candidates for employment guided by the detailed recruitment and selection policies for hiring new employees (CIPD, 2012). Recruitment policies, according to scholars, may take the form of internal or external recruitment. It may also take the form of formal recruitment methods involving newspaper advertisements, job centers and other employment agencies, whereas "word of mouth" methods such as "referrals" by existing employees are examples of informal recruitment methods (Yahaya

& Ebrahim, 2016). Recruitment methods can be either internal or external (DeCenzo& Robbins, 2013), but most organizations tend to focus on three external methods, namely advertising, online recruitment, and the use of employment agencies which are found to increase the probability of recruiting talented employees. This study borrows from the above definition and conceptualized recruitment to include the advertising job openings and the consequent selection processes as established by the company practices on recruitment.

Various scholars have defined training in different contexts however this study will adopt the Armstrong (2009) perspective, which defines training as any learning activity which is directed towards the acquisition of specific knowledge, skills or attitudes for the purpose of an occupation or task. Scholars have conceptualized training to include off-the-job training, such as further education and workshops or seminars, and on the job training practices such as induction, coaching, mentoring and apprenticeship. This study however conceptualized training to include initiation-training efforts, notably induction and in-service training.

Employee rewarding is defined by the American Compensation Association ACA (1995) as the deliberate utilization of the pay system as an essential integrating mechanism through which the efforts of various sub units or individuals are directed towards the achievement of an organization's strategic objectives. Reward is broken down into two indicators: basic pay and incentives received by the employee. Basic pay comprises salary and salary increment, while incentives comprise promotion, merit awards, bonuses and allowances (ACA, 1995; Armstrong, 2009). This study borrows from the above definition and conceptualizes employee reward practices to include monetary and non-monetary rewards enjoyed by the staff.

The widely used definition of employee commitment is that by Allen and Meyer (1990) who conceptualize employee commitment to include three dimensions of affective, calculative or continuance, and normative commitment. Affective commitment is defined by Allen and Meyer (1990) as the identification with and emotional attachment employees have with organizations and which occurs because employees want to stay in their organizations. Continuance commitment is defined as the extent to which employees feel commitment to their organization when they consider the cost of leaving the organization and usually when individuals feel a need to stay in an organization. Normative commitment on the other hand is defined as a feeling of moral obligation to remain within an organization as a norm (Allen & Meyer, 1990). This study equally adopted the three dimensions of commitment to include affective, continuance and normative to evaluate the level of employee commitment in Security Plus.

1.2.4   Contextual background

This study sought to investigate the HRM practices that Security Plus (U) Ltd can establish in order to reinforce employee commitment. The Study was carried out within the context of Security Plus (U) Ltd. It is located at Bugolobi Plot 26 Bandali rise, Bugolobi in Kampala, the capital city of Uganda. It is a full service security company providing complete security and risk management solutions to a wide range of clientele. Security Plus (U) Ltd was incorporated in Uganda as a private security company since 2002. It offers unique security services which are results-oriented and add significant value to organizations. The services offered at Security Plus (U) Ltd include armed and unarmed guarding services, alarm remote monitoring and emergency response services, CCTV surveillance systems, alarm system installation, fire systems, extinguisher and hydrants, access control solutions, metal detectors, walk-through detectors and hand-held baggage scanners, among others (Security Plus (U) Ltd Strategic Plan, 2012-2016).

The company employees range from top management, middle level management and the lower level management. The top management includes the Board of Directors, Managing Directors and in this category are the Finance and Administration Manager, Operations and Training Manager, Human Resource Manager and the Accountant. In the middle management there is the Human Resource Officer, Assistant Accountant, Credit Officer, Branch Managers, Front Desk Officer and Office Assistants. While in the lower management there are Deployment Officers who include the Platoon Commanders, Platoon Sergeants and Guards, plus the office support staff, mainly cleaners and cooks. Security Plus (U) Ltd has other branches in the country like in Jinja, Lugazi, Nabusanke, Lyantonde, Mbarara and Kabale. In 2004, the company endorsed its first human resource practices manual that provided a blueprint for a lay management of human resources. The manual, guided by the national and international labour legislations, provided a solid foundation for the state-of-the-art management of the company's human resources (Human Resource Report, 2014).

The Management of Security Plus (U) Ltd introduced human resource practices such as on-job training, the Annual Training Planner of Security Plus,2010, competitive rewards, such as certificates to best performing employees at the end of the year, scholarships to some employees, the Manual Report of Security Plus, 2010 and better recruitment procedures followed when attaining employees. However, employees at Security Plus (U) Ltd still demonstrated low commitment levels, such as absconding from duty, late coming for work, increasing theft cases at duty stations when deployed, negligence at work, wastage of the company's resources, such as time, water, power, computers, for personal gains and pilferage (Monthly staff Attendance Registers, 2010). It is within this context that the researcher sought to comprehend the relationship between human resource policies and employee commitment in Security Plus (U) Ltd.

1.3 Problem Statement

In an ideal situation, human resource policies of recruitment, training and rewarding envision employee commitment (Armstrong, 2007; Firend & Sofyan, 2013; Korir & Kipkebut, 2016). The Management of Security Plus (U) Ltd undertook to develop as of recruitment, training and reward policies to foster a committed workforce to deliver its mandate in the highly competitive private security services in Uganda (Annual Report of Security Plus, 2016). Despite efforts to put in place HRM practices of faire recruitment, training and rewarding, employees still demonstrated low commitment levels, such as abscondment from duty, pilferage, late coming for work (Monthly Staff Attendance Registers, 2016). With an alarming annual staff turnover of 70%, the company is faced with high human resource costs associated with attraction and training of new staff, a factor which is constraining not only customer satisfaction, but also the financial performance of the company (Annual Report of Security Plus, 2016). This study therefore investigated the relationship between human resource management practices and employee commitment at Security Plus (U) Ltd in order to address this problem.

1.4   General Objective

The study investigated the relationship between selected human resource management practices and employee commitment at Security Plus (U) Ltd.

1.5   Specific Objectives

i.   To investigate the relationship between recruitment practices and employee commitment at Security Plus (U) Ltd.

ii.   To establish the relationship between training practices and employee commitment at Security Plus (U) Ltd.

iii.   To examine the relationship between reward practices and employee commitment at Security Plus (U) Ltd.

1.6   Research Questions

i.   What is the relationship between recruitment practices and employee commitment at Security Plus (U) Ltd?

ii.   What is the relationship between training practices and employee commitment at Security Plus (U) Ltd?

iii.   What is the relationship between reward practices and employee commitment at Security Plus (U) Ltd?

1.7   Research hypotheses

i.   There is a significant positive relationship between recruitment practices and employee commitment at Security Plus (U) Ltd.

ii.   There is a significant positive relationship between training practices and employee commitment at Security Plus (U) Ltd.

iii.   There is a significant positive relationship between reward practices and employee commitment at Security Plus (U) Ltd.

1.11   Conceptual Framework

The model below shows the relationship between HRM practices (independent variable) and employee commitment (dependent variable) using a many to one approach.

Independent variable   **Dependent Variable**

Human Resource Management practices
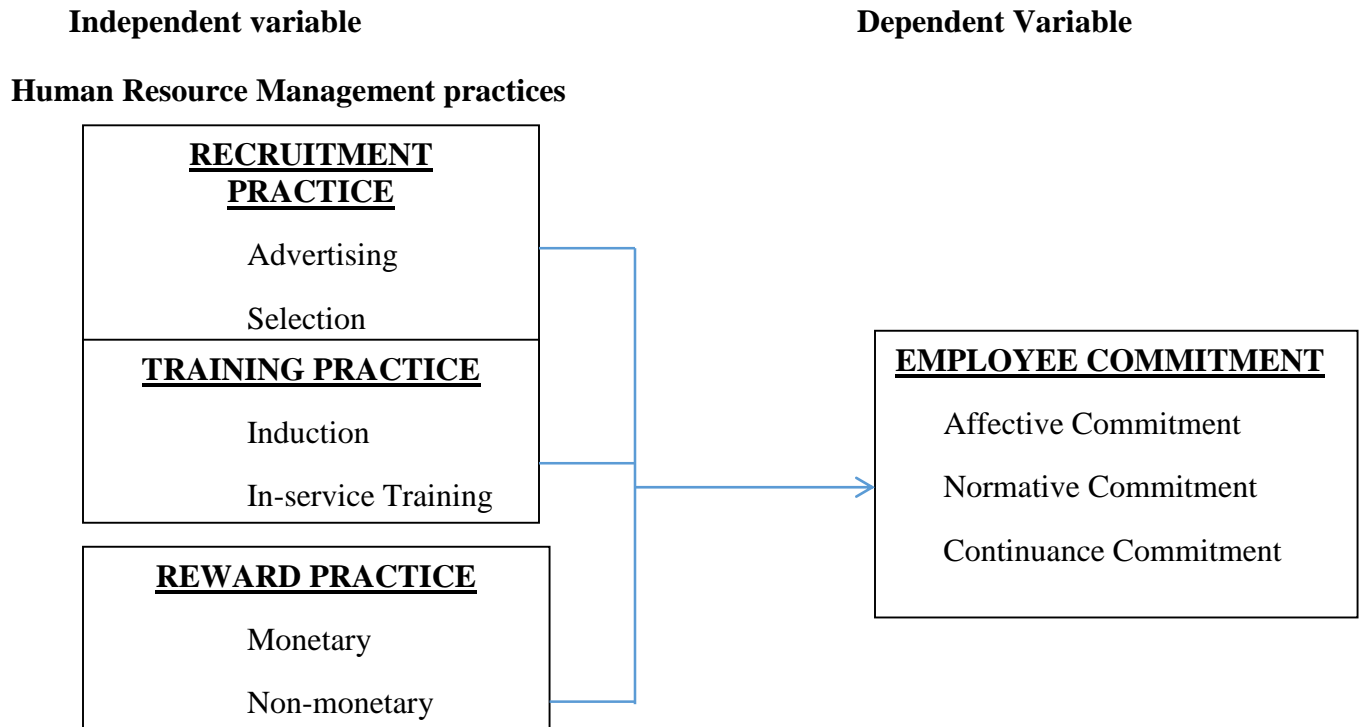
Figure 1: The conceptual Framework

Source: Adapted from Armstrong (2006) and modified by the researcher

Figure 1 above shows the concepts that were looked at in this study. HRM practices was the independent variables studied in terms of recruitment practice, training practices and reward management practice. Recruitment has indicators of advertising of job offers and the selection process. Training had indicators of induction and in-service training offered to staff in the company, while reward had indicators of monetary and non-monetary rewards offered as a motivation to staff.

Employee commitment was the dependent variable, dissected into dimensions of Affective Commitment, Continuance Commitment and Normative Commitment. It is conceptualized that

human resource practices has a bearing on the commitment of employees. When employees consider recruitment policy, training practices and reward practices as fair and equitable, there is a likelihood that employees will have emotional attachment to the organization, the urge to continue working with the organization as well as feeling obligated to achieve organization's objectives.

1.8   Scope of study

This subsection presents the content, geographical and time scope of the study.

1.8.1   Geographical Scope

The study was carried out at Security Plus (U) Ltd located at Bugolobi plot 26 Bandali Rise in Nakawa Division of Kampala District, the Capital city of Uganda. The geographical location case was used because it is where the head offices of the company are located and this helped the researcher to get necessary information pertaining HR policies and employee commitment.

1.8.2   Content Scope

The study investigated the relationship between human resource policies and employee commitment at Security Plus (U) Ltd.HR practices was the independent variable that was specifically studied in terms of Recruitment, Training and Rewards, while employee commitment was the dependent variable that was looked at in terms of Affective Commitment, Continuance Commitment and Normative Commitment. The three practice areas were investigated in this study because of the theoretical background upon which the study was based.

1.8.3   Time Scope

The study investigated the state of employee commitment within three years of growth at Security Plus (U) Ltd, that is, from 2011 to 2013. The study dwelt on this period because it marked the

beginning of a strong HRM system with the first HR policies and practices being implemented (HR Manual, 2013).

1.9 Significance of the study

It was hoped that the study may help the Management of Security Plus to implement their policies properly to enhance staff loyalty and stability, which would be integrated into the culture and everyday life of the company. Committed employees should be the norm rather than the exception.

The study may assist the directors of the company to understand their employees and how they should be treated as a precious capital to the organization and to be nurtured and retained for the benefit of the company.

It is the hope of the researcher that the findings will assist the academia researchers and students interested in understanding the relationship between human resource policies and employee commitment in organizations or companies and that they will be used for further reference.

1.10 Justification of the Study

The study was conducted because of the importance of employee commitment in an organizational context. Committed employees can be more productive, more efficient and are more willing to work towards organizational goals than employees who are less committed (Oshagbemi, 2003). The success of any business depends partly on employee commitment towards work. Human resources are essential to prosperity, productivity and performance of any company. Employee commitment is one of the key factors to creating an environment where optimal performance is possible. The aim of this study was to find out how the human resource policies, such as recruitment, training and rewards, are impacting on employee commitment in organizations such as Security Plus (U) Ltd, which no similar research has ever been undertaken in the same context.

What makes this topic even more interesting is to provide practical guidance for the case study organization to reduce the knowing-doing gap when improving and implementing the human resource policies.

The study therefore contributed to the available knowledge about the relationship between Human Resource policies in security companies and hopefully provides practical solutions to the existing problems in this area.

1.11   Operational definitions

Human resource management practices in this study refers to a set of basic principles and associated guidelines, formulated and specifically recruitment, training and reward management practices, which are enforced by Security Plus (U) Ltd in order to achieve organizational goals, as well as employee goals.

Recruitment in this study refers to the framework that stipulates the organizational Advertising, Selection and Interviewing of staff of Security Plus (U) Ltd to attain a competent staff.

Training in this study refers to the induction and in-service training offered by the better employee skill and knowledge necessary to perform their jobs effectively.

Reward in this study refers to the monetary and non-monetary incentives given to Security Plus (U) Ltd employees as a way of motivating them and ultimately increasing employee commitment.

Employee commitment in this study refers to the affective, calculative and normative commitment manifested in the intention to stay with the company.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature relating to the variables under investigation, which are human resource policies and employee commitment. It presents the theoretical review of the study and actual literature review. The purpose of the review was to further examine the concepts under study and how they related to the current study, as well as identifying the gaps that the study would fill. Literature was sought from scholarly journals, publications, textbooks, company documents, among others. The literature review was presented according to the objectives of the study.

2.2 Theoretical Review

This study was underpinned by the Organizational Support Theory (OST) by Eisenberger, Huntington, Hutchinson, and Sowa (1986), which holds that in order to meet social emotional needs to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such Perceived Organizational Support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, their expectations that improved performance would be rewarded. Behavioral outcomes of POS would include increases in role and extra role performance and decreases stress and withdrawal behaviors, such as absenteeism and turnover. Eisenberger et al. (1986), as cited by Shore & Wayne, (1993) argued that individuals who perceive greater support from their employing organizations would be more likely to feel obliged to "repay" the organization in terms of increased commitment to it.

One of the sources of POS relevant to this study is the human resource management practices, which assume that systematic organization-wide policies and procedures directed toward employees, or human resource (HR) practices, should make an important positive or negative contribution to POS because they are specifically oriented toward employees. Favorable HR practices that signify an investment in human capital and demonstrate recognition of employee contributions have been suggested to promote POS (Allen et al., 2003). Indeed, POS has been found to be related to HR practices, such as job security, autonomy, training, participation in decision-making, and opportunities for rewards and promotions (Rhoades &Eisenberger, 2002; Allen et al., 2003). The favorableness of a specific HR practice should increase POS to the extent that it is attributed to the voluntary, intentional actions of the organization.

The theory underpinned this study as it suggests the key concepts of employee commitment and retention, which could be arising from the organization support offered by the supervisors through recommendations for promotions and improvement in salary scale.

2.3   Empirical Studies

This subsection presents a view of related empirical studies on HRM practice of recruitment, training, reward and employee commitment.

2.3.1   Recruitment practices and employee commitment

There is increased interest among scholars on employee recruitment practices and employee or organizational outcomes. Fong et al. (2011), for example, attributed employee commitment to perceived fairness in the recruitment process, while a related study by Ombui, et al. (2012) finds a high positive significant relationship between employee attraction practices and employee commitment in Kenyan Research Institutes.

In complement, Firend and Sofyan (2013) attribute high employee engagement in an oilfield services to the practices of empowering using the existing staff to attract new staff in their teams. Employee commitment to the company in Firend and Sofyan (2013) was attributed to staff feeling highly valued in helping shape the future of the organization by influencing the hiring of key talent. Secondly, use of existing staff to recruit new staff not only created enthusiasm in working with the company for new employees, but also ensured that core team values and job expectations are accurately communicated to applicants and ensured recruitment of new staff who will fit in the organizational culture there by fostering employee commitment.

Obeidat et al. (2014) attributes employee affective, normative and calculative commitment to the company adoption of fair and just recruitment policies in Jordanian private companies. Furthermore, Karemu, Kahara and Josee (2015),in a Kenyan study of commercial banks, found that employee recruitment strategies had a significant predictive effect on employee commitment and intentions to stay with Equity Bank in Kenya.

On the contrary, other studies have found contradicting results on the relationship between recruitment practice and employee outcomes. Meyer and Maltin (2010) noted that with increasing demand for highly qualified personnel to beat competitors, poor employee recruitment decisions produce long-term negative effects arising from a high employee turnover. In the same line, Rana, Kumar, Goel and Rastogi (2013) study found no significant relationship between talent management and employee outcomes among staff of Bharat Heavy Electricals Limited, in India. Furthermore, Büte (2011) examines the effects of nepotism on employees' behaviors in public banks operating in Ankara, Turkey and found that nepotism had significant negative effects on intention to quit, job satisfaction, and organizational commitment.

The review of empirical studies offers no conclusive position on the influence of selection practices on employee outcomes, with some studies pointing to a positive relationship while others point to no significant relationship. Furthermore, study findings could not be generalized given the context in which and nature of company the studies were carried out in. It was therefore prudent to examine the effect of recruitment practice on employee commitment in the context of Security Plus to help fill on the literature divergences.

On how organizations could enhance employee commitment, the literature offers some hints. Srivastava and Bhatnagar (2010) recommend that organizations should make efforts to build effective, practical and holistic employee attraction strategies that address employee engagement and the retention of key skills. Firend and Sofyan (2013) contend that creating a cadre of engaged employees begins with selecting the best individuals for specific positions. These and many more options in enhancing the role of recruitment in fostering employee commitment will act as a basis for guiding the study recommendations on how best Security Plus can foster employee commitment through its recruitment practices.

2.3.2 Training practices and employee commitment

Although the object of employee training is to inculcate employees with new skills necessary for performance, Armstrong (2009) opines that initial training is vital, not only for employee performance, but also for getting absorbed in the organization's culture. Alvenfors (2010) contends that a good induction practice is supposed to increase productivity by helping new employees adapt quickly to the production role and also reduce staff turnover. Brum (2010) study found employee commitment was more in training forms that seek to improve employee investment, increase reciprocity, help the employee identify with the organization, and serve to limit alternative employment options.

Furthermore, Fong et al. (2011) equally attributes employee increased productivity and commitment to the initial training offered during inductions. Kuvaas and Dysvik (2010) in their study found that the employee level of affective commitment was more prominent from coaching and mentoring employee development programs. Tymon, Stumpf, and Smith (2011) in their study attribute reduced employee turnover to the efforts by the HR professionals to provide better manager support training, hold managers accountable for retention, enhance the career management and HR systems by developing more non-monetary rewards, and learn from those that leave. Turkyilmaz, Akman, Ozkan and Pastuszak (2011) attribute the organizational benefits of decreased turnover to the training offered by the employer and observes that for training to be effective, it should be tailored to identified individual, unit and departmental performance training needs.

In line with the above, Owoyemi et al. (2011) in their study found that the different levels of training had a statistically significant impact on employee affective, normative and calculative commitment. The study concluded that higher levels of employee emotional attachment to the organization depended on the employee's perceived organizational support where employee had to reciprocate accordingly.

Björck (2011) attributes employee commitment to reciprocal actions arising from employee appreciation of the training offered by Nynas. The study concluded that the training offered by the company was instrumental in fostering employee commitment. Firend and Sofyan (2013) in their study observed that employee commitment was stronger when the organization provided career paths, and the opportunity for career advancement, but more importantly training and development programs.

However, Costache (2011) study on impact of induction programs on employee outcomes found no relationship between induction and organizational commitment and also that it does not matter what induction practice is used, overall the outcome will not differ significantly. Brum (2010) also contends that although training can positively impact commitment, simply providing training to employees is not enough and to achieve its intended objectives, an organization needs to seriously determine what it is looking to achieve within the training program as well as the impact it will have on employee commitment.

Although the above literature is suggestive of a direct relationship between employee training and commitment outcome, other studies have it otherwise. This study therefore sought to build on the existing debate by establishing the effect of employee training on employee commitment in Security Plus.

2.3.3   Reward Practices and Employee Commitment

The influence of rewards on employee outcomes is one of the most researched area in management science and the commonly held view is that the employee contributions made to an organization by its employees and their achievements should be recognized and reciprocated by some form of reward (Armstrong, 2000; Rudge, 2011; Lim & Ling, 2012). The effectiveness of a reward practice is manifested in the extent to which it enables the organization to attract, motivate and retain employees (Zhou et al., 2011).

Empirical studies lend support to the role of compensation in eliciting positive employee outcomes. For example, Yap et al. (2009) found that reward systems have a positive impact on employee performance. Zaitouni et al. (2011) in their study attribute employee engagement to use of a multiplicity of reward factors, notably experience, qualification and seniority, and performance, where employees' performance is linked to expected rewards.

Doyle (2010) study attributed employee commitment to management use of diversified pay plans, such as hazard pay, health care, maternity, paternity and adoption leave, paid holidays, pay raise, severance pay, sick leave, termination, vacation leave, work breaks and meal breaks. Kucherov and Zavyalova (2012) in their study attributed employee commitment to the relationship between supervisors and supervisee. Ajmal et al. (2015) equally found that intrinsic and extrinsic rewards were significant predictors of employee attitudes, job satisfaction and organizational commitment. More recent studies seem to concur with the above studies on the positive relationship between rewards and employee behavioral outcomes. For example, Shahnawaz et al. (2015) point to a significant relationship between the tangible and intangible rewards and organizational commitment among employees in the textile sector of Pakistan. Korir and Kipkebut (2016) examine the effect of financial and non-financial rewards on organizational commitment of employees in universities in Nakuru County and found that financial reward management practices collectively have significant effect on organizational commitment. The study calls for management review of salaries in reward management structure that is externally competitive, internally fair and consistent with the current acceptable international rates. Although the above literature is indicative of a positive significant effect of rewarding employee commitment, their findings could not be generalized to the private security sector context. It was therefore necessary to examine the influence of reward practice on employee commitment in a private security firm to help add on the existing body of literature.

2.4   Summary of Literature Review

The review of extant literature suggests that employee commitment could be explained using the organizational support theory which posits that employees would reciprocate by staying with the organization based on their perceived organizational support in training and career advancement.

The human capital theory is also used in studies of employee commitment as it suggests that the efforts to develop employee capabilities will result into improved employee behaviors in relation to performance and intentions to stay with the organization. Furthermore, the equity theory has also been used to explain employee commitment as it suggests that perceived fairness in making decisions on employee matters, especially pay and incentives, will result into preference to perpetuate tenure with the organization, based on the perceived justice and vice versa. However, the aforementioned theories have not been tested on their applicability in guiding management decision of human resource policies of recruitment, training, pay and employee commitment in the context of private security firms. The empirical literature on the relationship between recruitment practices and employee commitment do not offer a conclusive position, with some studies pointing to a positive relationship between the variable, while other studies find to the contrary. The empirical literature equally points to an increasing debate on the influence of training on employee commitment, with some studies questioning if the training offered can be accounted for in terms of employee commitment. The existing body of knowledge seems to point to a direct significant relationship between rewards and employee commitment, but as it has been seen from practice; even better paid employees quit their organizations. In the face of the literature void, this study sought to fill the knowledge and practice gap by testing the OST, human capital theory and equity theory in the context of a human resource practice and employee commitment in a private security firm in Uganda. The study will fill knowledge gaps on the relationship between recruitment, training, rewards practices and employee commitment in a private security firm's context in Uganda.

CHAPTER THREE

METHODOLOGY

3.1   Introduction

This chapter highlights the research design that was used to answer the research questions. It describes in details what was done. The Methodology chapter is organized under the following sections: Research design, study population, sample size, sampling procedure, data collection methods and instruments, data quality control measures (validity and reliability), procedure of data collection, measurement of variables and data analysis.

3.2   Research design

The study used a mixed methods design of cross-sectional survey and interviewing using both quantitative and qualitative approaches. The cross-sectional design was used because HR policies of recruitment, training, and rewarding and their influence on employee commitment was to be studied at that point in time (Cohen, Manion& Morrison, 2007). The choice of the qualitative approach as justified by Mugenda is that it provides in-depth explanations on HR policies and employee commitment, while quantitative methods provide the data needed to meet required objectives and to test the hypotheses using analytical techniques, such as correlation and regression analyses (Amin, 2005).

3.3   Study population

The study population comprised Managers of Security Plus Company, Supervisors, Security Guards and Support Staff of Security Plus (U) Ltd. The Human Resource Manager was targeted because he is the head of both Administrative and non-Administrative staff of the security company and therefore he was expected to be in position to know about the human resource

management practices and policies that affect the employees and their commitment towards their work.

The Security Plus Administrators included the Directors and Managers. These were targeted because they are the practices implementers and also manage the day-to-day activities of the Security Company and thus are in position to provide relevant information about human resource management practices and policies and employee commitment at Security Plus (U) Ltd.

The non-administrative staff included the support staff at the level of cleaners and food attendants. These were targeted because they were in position to provide information on how human resource policies affect their commitment to their job. The total accessible population in Kampala Area included 10 Managers, 10 Supervisors, 120 Security Guards and 12 Support Staff adding up to 152 (Security Plus Payroll, January, 2016).

3.4   Sample Size and Selection

Using Krejcie and Morgan (1970) sample size table, the following sample size below was used.

Table 1: Sample size and techniques for collection

Category	Accessible Population	Sample	Sample technique
Managers	10	10	Purposive
Supervisors	10	10	Purposive
Security guards	120	92	Simple random sampling
Support Staff	12	12	Census
Total	**152**	**124**	

Source: Security Plus HR Payroll, January 2017

From the Table above, the first column presents the various categories of people the study targeted. The second column shows the total population that was targeted. The third column shows the sample of people that was selected while the last column shows the various sampling methods that was used.

3.5   Sampling Techniques and Procedure

The study employed various sampling techniques in selecting study respondents to minimize errors and bias. The purposive method was used to select the Directors and Managers of the company. This method helped the researcher to get relevant data from respondents who were considered knowledgeable about HRM practices and how that influence employee commitment.

Also, simple random sampling technique was used to select the security guards. Simple random sampling minimized the time as Amin (2005) recommends. It was used to give every staff member a chance to participate in the study when drawing a sample from a large population. The researcher also used census method in order to get information from the support staff. The researcher preferred this because the number of Support staff is small.   The researcher wrote papers with the names of respondents and these were put in a box from which the researcher would select the respondents to participate in this study.

3.6   Data collection methods

The researcher used three different data collection methods. These included: questionnaire survey that was used under the quantitative approach and face-to-face interview and documentary review that was under the qualitative approach to gain data to answer the research questions.

3.6.1   Questionnaire Survey method

A Questionnaire survey method is a research method for collecting information from selected group using standardized Questionnaires (Amin, 2005). The Questionnaire survey was used to collect information from respondents that were able to read and analyze issues. This method was preferred because it enabled the researcher to obtain large amounts of information from a large number of people in a short period of time and is a relatively cost effective way. The results of the questionnaires are usually quick and easily quantified, as recommended by Mugenda and Mugenda

(1999). The study questionnaire was dropped and picked from the respondents' office within one week. The questionnaire was used for all categories of respondents.

3.6.2   Face-to-Face interviews

A face-to-face interview (while reading the responses) with a key informant from the Human Resource Unit of Security Plus (U) Ltd. Interviewing enabled the researcher to generate in-depth information through probing. In this Study, the probing interviewing tactic was used extensively so as to obtain a deeper explanation of the issues at hand from the respondents. This was so because respondents often needed to be stimulated to clarify their own answers and ideas more broadly. More so, probing gave an opportunity for observing non-verbal communication that was not picked up and used for follow-through, so that a broader understanding was more easily reached later on in the findings of the study, as recommended by Amin (2005). This provided a good back-up for the quantitative data Also, it enhanced the accessibility of information without wasting a lot of time Amin (2005). The researcher also got information easily without much difficulty

3.7   Data collection instruments

Three types of data collection instruments were used: questionnaires, interview guide and documentary review guides.

3.7.1   Questionnaires

Self-Administered questionnaires (SAQs) were used to collect quantitative data from the Security guards. SAQ's were used for this category of respondents because their number was too big to interview and since they could read and write in English, it was easy for them to fill in the questionnaire by themselves without any assistance. It enabled respondents to consult the records and generate truthful answers (Procter, 1997).

3.7.2 Interview guide

An interview guide was used to collect qualitative data from an HR unit key informant using a semi structured questionnaire with open-ended questions. The interview questions focused on recruitment, training and reward policies in the company. The data obtained during the interview supplemented the data that was obtained through the questionnaire as recommended by Procter (1997).

3.7.3 Documentary review checklist

This involved a list of expected articles such as publications, journals, quarterly and annual reports and HR manuals with information pertaining to the study.

3.8 Quality control measurements

The researcher ensured that data collected was valid and reliable. The instruments were first tested to ensure validity and reliability.

3.8.1 Validity

Validity refers to whether an instrument measures what it is supposed to and is justified by the evidence. Essentially, it entails the extent to which an instrument actually measures the aspects that it was intended to measure (Sekaran & Bougie, 2010). Face validity and content validity was used in this study. To ensure face validity, the researcher, with the help of colleagues and supervisors, read through the questionnaire to ensure that it was relevant. Content validity was relevant using expert judgment, where an average of content validity by all judges was made to minimize errors.

$$CVI = \frac{\text{No of items rated relevant}}{\text{Total number of items}} = 36/45*100 = 0.80$$

From the calculation above, it was shown that the content validity index for this study was 0.80 that is high enough to prove that the instruments used were valid. This is in line with Amin (2005) who asserted that a CVI of 0.7 or above qualifies an instrument to be valid.

3.8.2 Reliability of the instruments

Reliability of the instrument is the ability of the instrument to collect the same and reliable data consistently after repeated tests; an instrument is reliable if it produces the same results whenever it is repeatedly used to measure concept from the same respondents even by other researchers (Amin, 2005). The reliability of the research instrument is improved by the reviews of repeating of the instrument by more experienced people and field tests on appropriate population. However, the repeated reviews may not give the exact results, but just around the same answer. Furthermore, the smaller the deviation, the more reliable the data (Mugenda, 1999). The internal consistency method was used to measure the reliability of the research instruments. The instrument (questionnaire) was pre-tested on five selected respondents from Security Plus (U) Ltd to ensure consistency and comprehensiveness and these did not to take part in the study. Thereafter, Cronbach's alpha was employed because the questionnaire was designed in a likert scale type and the data collected was interval data. The aim was to find out how well the items in the set are positively correlated to one another. Cronbach's Alpha results ranged from 0-1. A high coefficient implied that items correlate highly among themselves. The results are shown below;

Table 2: The reliability results

Reliability Statistics	
Cronbach's Alpha	**Number of Items**
.803	45

Source: Primary data

The results in Table 2 above indicated high coefficient of 80.3% that meant that instruments had good test- retest reliability. According to Amin (2005), an alpha coefficient of 0.7 or higher is sufficient to show reliability.

3.9 Procedure for data collection

A letter of introduction was obtained from Uganda Management Institute (UMI) which was used to obtain permission from Security Plus (U) Ltd to allow the researcher to conduct the research. A cover letter also accompanied the data collection instruments explaining the purpose of the study once permission to conduct the study was given. The researcher then embarked on printing the data collection instruments and training one research assistant to help the researcher in data collection process. Consent was sought from respondents to participate and those who did not wish to participate were allowed to change their mind. Then the questionnaires were distributed directly to the Security guards who accepted to participate by filling. The questionnaires were then collected once they were completed. The cover letter was used to provide access to the interview process, which was done on appointment with Directors. The raw data that was collected using questionnaires and interview guides was arranged into a format from which meaningful conclusions were drawn. The researcher also created time for obtaining secondary data, which included accessing company reports and other relevant publications, textbooks and journals.

3.10 Data Analysis

This subsection presents the qualitative and quantitative data analysis techniques that were used to analyze the solicited data.

3.10.1 Quantitative Data Analysis

Data from the field was sorted, cleaned to ensure completeness of the questionnaire and coded, then it was entered in research statistical package SPSS for better analysis. Quantitative data analysis mainly consisted of descriptive statistics (frequencies and percentages) and inferential statistics (Pearson correlation co-efficient and regression). The frequencies and percentages were used to determine the respondents' views of human resource management policies and employee commitment. Pearson correlation coefficient was used to test the hypothesis. The correlation coefficient (r) was used to determine the strength of the relationship between the variables. The sign of the correlation coefficient (+ or -) was used to determine the nature of the relationship between variables. The significance of the correlation coefficient (p) was used to determine the confidence in the findings. The regression coefficient (R) was used to determine the linear relationship between variables. This then was squared and adjusted to determine how much variance in the dependent variable was caused by the independent variable.

3.10.2 Qualitative Data Analysis

This involved content analysis which was used to edit qualitative data obtained from interview and documentary guides and re-organized it into meaningful shorter sentences. In other words, it was arranged in themes. Thematic analysis is a qualitative analytical method for identifying, analyzing and reporting themes with in data and helps to organize and describe data in detail (Braun & Clarke, 2006). Thus in this study, qualitative data was categorized into themes/patterns that would be identified. The current theme that emerged in relation to each guiding question from the interviews presented in the results with selected direct quotations from participants and were presented as illustrations.

3.11   Measurement of variables

Variables are first defined by conceptual definitions that explain the concept of variable attempts to capture. Measure is a procedure for assigning symbols, letters or numbers to empirical properties of variables according to rules. The questionnaire was accompanied with an ordinal measurement which was categorized and ranked with variables. A Likert scale was used to collect opinion data on study variables using five scale; 5= Strongly agree; 4= Agree; 3=Not sure; 2= Disagree; 1=Strongly disagree and 1=Very dissatisfied, 2= Dissatisfied, 3= Not sure, 4=Satisfied and 5=Very satisfied. It was important to understand the level of measurement of variables in research because the level of measurement determined the type of statistical analysis that was conducted and therefore the type of conclusions that were drawn from the research (Denscombe, 2006).

3.12   Ethical considerations

The principles of research ethics inform of consent, privacy, confidentiality and accuracy were adhered to during this study. Respondents received full disclosure of the nature of the study, the risks, benefits and alternatives with and extended opportunity to ask pertinent questions regarding the research. The researcher assured respondents that the study was for academic purposes. The researcher treated all information provided by participants with maximum confidentiality. This was achieved by assigning respondents codes instead of using the actual names of respondents known to other people.

Honesty was maintained throughout the research process, in reporting data, results, methods and procedures, in order to avoid fabrication, falsification or misrepresentation of data. All quotations and sources that were used were clearly distinguished and acknowledged by means of reference.

A letter of authorization from the School of Business and Management was provided as a request for permission to conduct the study. A cover letter accompanying the research instruments explaining the purpose of the study and the questionnaires was distributed directly to the respondents in their respective areas for filling. The cover letter helped provide access to the interview process, which was done on appointment, given that the researcher was able to access the security company with ease.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1   Introduction

This chapter presents analyses and interprets the study results on human resource policies and employee commitment at Security Plus. The first section presents the response rate. This is followed by the profile of respondents, level of employee commitment and a presentation of empirical findings on the relationship between recruitment, training, rewarding policies and employee commitment. The last section presents the multiple regression results and the position on the study hypothesis.

4.2   Response Rate

A total of 124 questionnaires were distributed, but 95 useable questionnaires were returned as tabulated in Table 4.1 below.

Table 4. 1: Response rate

Sample category	Target sample	Number of questionnaires returned	Response rate
Manager	10	4	40%
Supervisors	10	8	80%
Security Guards	92	78	85%
Support staff	12	5	42%
Total	**124**	**95**	**77%**

Source: Primary data

Table 4.1 above shows an average response rate of 77%, which according to Amin (2005), is high, suggesting that the results obtained were a good representation of the survey population since about eight in every 10 respondents targeted from the study sample responded to the study. The rest of the questionnaires were not returned in time for consideration in the study.

4.3   Profile of the Respondents used in the Study

This section presents the background information of the respondents in relation to age, level of education, job tile and period worked with Security Plus as tabulated in Table4.2-4.5 below.

Table 4. 2: Age group of the respondents

Age group	Frequency	Percent
20-29 Years	52	54.7
30-40 Years	37	38.9
41-50 Years	4	4.2
51+ Years	2	2.1
Total	**95**	**100.0**

Source: Primary data

Table 4.2 above shows that majority (54.7%) of the respondents were aged 20-29 years, while the least, 4.2% and 2.1%, were aged 41-50 years and 51+ years, respectively. The findings imply that the responses are representative of more youthful employees and a few older employees in the company.

Table 4. 3: Level of education of the respondents

Level of education	Frequency	Percent
Secondary	71	74.7
Certificate	15	15.8
Diploma	4	4.2
Degree	2	2.1
Postgraduate	3	3.2
Total	**95**	**100.0**

Source: Primary data

Table 4.3 shows that majority (74.7%) of the respondents had attained secondary education. The least number of respondents 2.1% and 3.2% had attained degree and diploma level of education respectively. The findings imply that the respondents had attained adequate cognitive capabilities

to understand the questions asked in the questionnaire about recruitment, training and reward policy, as well as commitment.

Table 4. 4: Position of the respondents

Position	Frequency	Percent
Manager	4	4.2
Supervisor	8	8.4
Security Guard	78	82.1
Support Staff	5	5.3
Total	**95**	**100.0**

Source: Primary data

As indicated in Table4.4 above, 82.1% of the respondents were security guards, while managers represent only 4.2%. The implication was that the views presented in the report are representative of all staff categories, encompassing guards, supervisors, managers and support staff in the company.

Table 4. 5: Time worked in the company

Time worked	Frequency	Percent
< 1 Years	28	29.5
1-4 Years	50	52.6
5+ Years	17	17.9
Total	**95**	**100.0**

Source: Primary data

The findings in Table 4.5 show that majority (82.1%) of the respondents had been with the company for less than 4 years, an indicator of high turnover and low staff commitment in the company since they had just replaced those who exited. The findings nevertheless imply that the respondents had attained a reasonable experience in Security Plus's recruitment, training and rewarding.

4.4   Employee commitment at Security Plus (U) Ltd

4.4.1   Recruitment and Employee Commitment at Security Plus (U) Ltd

The first objective of the study was to investigate the relationship between recruitment practices and employee commitment at Security Plus (U) Ltd. Recruitment was conceptualized under two indicators of advertisement and selection, measured using 10 items scored on a 5 point Likert scale. The response for 'strongly agree' and 'agree' were added together to denote 'agree', while 'strongly disagree' was added to 'disagree' to denote 'disagree'. The findings are presented in Table 4.6 below.

Table 4. 6: Recruitment practices at Security Plus

	SDA		DA		NS		A		SA		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
1. The company undertakes to use print media to advertise available job opportunities in the company	28	29.5	53	54.7	5	5.3	5	5.3	5	5.3	2.02	1.021
2. The company undertakes to use radio to publicize available job opportunities	10	10.5	8	8.4	5	5.3	32	33.7	40	42.1	3.88	1.328
3. The company undertakes to use website to publicize available job opportunities	36	37.9	39	41.1	10	10.5	5	5.3	5	5.3	1.99	1.087
4. The company undertakes to use the existing staff to source for new staff	10	10.5	4	4.2	5	5.3	36	37.9	40	42.1	3.97	1.267
5. The shortlisting process is based on an established criteria	32	33.7	39	41.1	14	14.7	5	5.3	5	5.3	2.07	1.084

											Mean	SD
of meeting requirements												
6. The shortlisting criteria is transparent	23	24.2	28	29.5	34	35.8	5	5.3	5	5.3	2.38	1.074
7. Unsuccessful candidates are given notice on their applications	38	40	37	38.9	5	5.3	10	10.5	5	5.3	2.02	1.167
8. The company has a scoring scale used to evaluate candidates in interviews	8	8.4	34	35.8	33	34.7	15	15.8	5	5.3	2.16	1.024
9. The interview results are always made public	38	40	42	44.2	5	5.3	5	5.3	5	5.3	1.92	1.069
10. Necessary tests (such as fitness) are always carried out on successful candidates	5	5.3	9	9.5	4	4.2	35	36.8	42	44.2	4.05	1.161

Source: Primary data

Use of print media to advertise available job opportunities in the company

Table 4.6 above shows that 29.5%of the respondents strongly disagreed, 54.7% disagreed, while 5.3% either were not sure, agreed or strongly agreed that the company undertook to use print media to advertise available job opportunities in the company. The overall mean was 2.02 denoting 'disagreed', suggesting less use of print media in advertising job offering in the company.

Use of radio to publicize available job opportunities

On the use of radio, table 4.6 above shows that 10.5% the respondents strongly disagreed, 8.4% disagreed, 5.3% were not sure, 33.7% agreed while 42.1% agreed that the company undertakes to use radio to publicize available job opportunities. The overall mean was 3.88 suggesting that radios was widely used to advertise job openings in the company.

The company undertakes to use website to publicize available job opportunities]

The findings in table 4.6 above shows that 37.9% of the respondents strongly disagreed, 41.1% disagreed, 10.5 were not sure, and 5.3% either agreed or strongly agreed with the company undertaking to use website to publicize available job opportunities. The overall mean was 11.99 which is disagreed, suggesting that there was less use of the company website.

Use of existing staff to source for new staff

On the use of existing company staff, the results show that 10.5% of the respondents strongly disagreed, 4.2% disagreed, 5.3% were not sure, 37.9% agreed while 42.1% strongly agreed with use existing staff. The overall mean was 3.97 which is agree suggesting that the company explored the option of using existing staff to recruit new staff.

On the basis of the study finding on advertising practices, the study observed that the company relied on radio and interpersonal contacts using existing staff at the compromise of print media and company website to publicize job offers in the company. The reliance on radio and existing staff at the compromise of other mass media platforms to advertise job offers limits the company from attracting competitive staff from the broader labor market. It was necessary that the company undertake to use a multiplicity of mass media, web-based and interpersonal referrals in its publication of job offerings in the company.

In an interview, when asked the sourcing practices in Security Plus, the key informant interviewed elaborated:

> *Usually we make local radio announcements on the dates and venue we shall receive applications and preliminary selections. We then use the district security system, chaired by the RDC, beginning with the GISO (the Gombolola Internal Security Organization) whom we use to circulate information to up to parish level. This has been effective although many youths who are eligible do not listen to radio announcements and do not want to associate themselves with security agencies. We also use the existing staff to attract their relatives and experience has proved that those encouraged by existing staff to join the company tend to be more loyal and stay longer.*

The interview findings seem to agree with the quantitative findings, as they point out that the company relied on radio announcements and use of existing staff to advertise existing need for guards in the company.

The shortlisting process is based on established criteria of meeting requirements

The findings in table 4.6 reveal that 33.7% of the respondents strongly disagreed, 41.1% disagreed, 14.7% were not sure, while 5.3% either agreed or strongly agreed with shortlisting process being based on an established criterion of meeting requirements. The overall mean is 2.07 which is disagreed, suggesting that the shortlisting process was done haphazardly.

The shortlisting criteria is transparent

A total of 24.2% of the respondents strongly disagreed, 29.5% disagreed, 35.8% indicate not sure, while 5.3% either agreed or strongly agreed with the shortlisting criteria being transparent. The overall mean of 2.38 suggests disagree with this item. The implication is that the majority of the staff was not satisfied with the level of transparency in the recruitment process, which may influence their level of commitment.

Unsuccessful candidates are given notice on their applications

A total of 40% of respondents strongly disagreed, 38.9% disagreed, 5.3% were not sure or strongly agreed and 10.5% disagreed with the statement that unsuccessful candidates are given notice on their applications. The overall mean was 2.02 which is disagree, suggesting that less effort was taken to give feedback on unsuccessful applicants. It was necessary that the management consider giving feedback to all applicants on the status of their application and good justification.

The company has a scoring scale used to evaluate candidates in interviews

A total of 8.4% of the respondents strongly disagreed, 35.8% disagreed, 34.7% were not sure, 15.8% agreed while 5.3% strongly agreed that the company had a scoring scale used to evaluate

candidates in interviews. The overall mean for this item is 2.16 which is disagree, implying that majority of the staff was not satisfied with scoring practices used to evaluate applicants. There is need for formal and standardized interview scoring tool to restore justice perceptions in the selection practices of the security company.

The interview results are always made public

On whether the interview results are always made public, a total of 40% strongly disagreed, 44.2% disagreed while 5.3% were either not sure, agreed or strongly agree. The overall mean was 1.92 which is disagreed, suggesting that interview results were not published. There was a need to make public the interview results at least on the company notice board.

Necessary tests (such as fitness) are always carried out on successful candidates

On conducting test as part of the employee selection process, only 5.3% strongly dissgreed,9.5% disagreed, 4.2% were not sure, 36.8% were agreed, while 44.2% strongly agreed. The overall mean was 4.05 which agree, suggesting that employee test was conducted on most candidates before appointment.

Overall, this study noted that the failure to institute a shortlisting criteria, compromising transparency, failure to use a scoring scale and not giving feedback to unsuccessful candidates are material weaknesses as they compromise fairness in the selection process. Perceived unfairness in the selection process, especially for internal recruitments to fill senior positions, leads to low employee commitment, leading to employee turnover.

Asked how selection was done, the key informant pointed out:

> *We rely on physical fitness by simply subjecting the candidates into a three rounds running exercise, where those who are physically fit are considered to the next level. The second criteria we use is the criminal record where we take their fingerprints and submit them to Interpol for verification if the candidate does not have a criminal record especially for veterans or Ex-service men. We also do mock personality test, where we test one's level of temperament and should we find you with high temper we drop you, because we cannot entrust you with a*

gun. The company would give first priority for those with experience in guarding or security services generally, as they demand less training and orientation.

The interview findings seem to agree with the quantitative findings as they reveal that by the nature of frontline employees recruited in the company, there was no formal selection criteria, but emphasis was on physical fitness, criminal record and level of temperament, which are fairly subjective and may be perceived as unfair by some candidates.

4.4.1.1 Correlation Analysis between recruitment and Employee Commitment

To test if there was a relationship between recruitment and employee commitment, a correlation analysis was conducted using Pearson's correlation coefficient and significance at the 99 and 95 confidence limits (two-tailed level) and the findings are presented in the Table 4.7 below.

Table 4. 7: Correlation matrix between recruitment and employee commitment

		Recruitment	Employee Commitment
Recruitment	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	95	
Employee Commitment	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	95	92
**. Correlation is significant at the 0.01 level (2-tailed).			

P$\leq$ 0.05
Source: Primary data

Table 4.7 above shows the Pearson's correlation coefficient r = 0.816** between recruitment and employee commitment at Security Plus, suggesting that the two variables were significantly related at the 99% confidence limit. The r = 0.816** and significance p = 0.000 between recruitment practices and employee commitment suggests that there was a high significant positive relationship between recruitment and employee commitment at Security Plus. The implication was that the use of an appropriate job advertisement and use of a free and fair selection system has a significant

relationship with employee commitment. A poorly managed process of employee recruitment in the security firm makes employees to be less committed to the company, leading to their exit from the company.

4.4.1.2 Multiple regression results

Multiple regression analyses were carried out to establish the predictive strength of human resource management practices dimensions of recruitment, training and reward on employee commitment at Security Plus. The multiple regression was also used to establish which among the dimensions of recruitment, training and reward was a more significant predictor of the variance in employee commitment in the company. The findings are presented in Table 4.8 below.

Table 4. 8: Multiple Regression Model

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	$.914^a$	.836	.830	.29947		

Model			Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			B	Std. Error	Beta		
	(Constant)		.035	.155		.225	.822
	Recruitment		.381	.087	.385	4.397	.000
	Training		.107	.111	.088	.963	.338
	Rewarding		.440	.049	.534	8.989	.000
a. Predictors: (Constant), Rewarding, Recruitment, Training b. Dependent: Employee Commitment							

$P \leq 0.05$

Source: Primary data

Table 4.8 above shows adjusted R^2 of 0.830 or 80% was the variance in employee commitment explained by Rewarding, Recruitment, Training, taking into consideration all the variables and the sample size of the study. The remaining variance of 20% was explained by other factors other than human resource policies.

The standardized coefficient statistics revealed that reward practices was the most significant predictor of the variance in employee commitment ($\beta=0.534$, $t = 8.989$, $p =0.000$) followed by recruitment ($\beta= 0.385$, $t = 4.397$, $p=0.000$). Training was not a significant predictor of the variance in employee commitment ($\beta= 0.088$, $t = 0.963$, $p=0.338$). The implication was that priority should be given to enhancing employee monetary and non-monetary rewards for enhanced employee commitment.

The first research hypothesis was that there was a significant positive relationship between recruitment practices and employee commitment at Security Plus (U) Ltd. Based on Pearson's correlation $r = 0.816**$ the standardized coefficient statistics, recruitment practices yielded a standardized β value of 0.385 and t value of 4.397 with a significance of 0.000, suggesting that the recruitment practices had a significant relationship with employee commitment at Security Plus. The hypothesis that there is a significant positive relationship between recruitment practices and employee commitment at Security Plus (U) Ltd is therefore substantiated.

4.4.2 Training Practices and Employee Commitment at Security Plus (U) Ltd

The second objective of the study was to establish the relationship between training practices and employee commitment at Security Plus (U) Ltd. Training practices was conceptualized under two indicators of induction and on the job training, measured using 10 items scored on a 5 point Likert scale of (1) for strongly disagree (2) for disagree, (3) for not sure (4) for agree (5) for strongly agree. The findings are presented in Table 4.9 below.

Table 4. 9: Descriptive results for training practices at Security Plus

	SDA		DA		NS		A		SA		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
1. I was briefed on the communication channels in	33	34.7	42	44.2	5	5.3	10	10.5	5	5.3	2.07	1.142

	SD		D		NS		A		SA		Mean	Std
the company during my induction												
2. I was given adequate information on the human resource issues in the company	23	24.2	8	44.2	15	15.8	10	10.5	5	5.3	2.02	1.072
3. I was given adequate information on other functional units procedures	33	34.7	42	44.2	10	10.5	5	5.3	5	5.3	2.28	1.108
4. I received appropriate training necessary to perform my job when I was entering the company	9	9.5	4	5.3	4	4.2	56	58.9	21	22.1	3.77	1.153
5. I was given a written job description of my roles in the company	10	10.5	5	5.3	9	10	29	30	42	44.2	4.05	1.161
6. Effort is undertaken to regularly identify my training needs while on the job	23	24.2	42	29.5	34	35.8	5	5.3	5	5.3	2.37	1.082
7. I regularly attend refresher trainings to enhance my performance	3	3.2	4	4.2	5		32	33.9	56	58.9	4.41	.940
8. I have undergone coaching with my supervisor as part of the in-service training	38	40	42	44.2	5	5.3	5	5.3	5	5.3	1.92	1.069
9. I have undergone mentoring with my supervisor as part of the in-service training	33	34.7	47	49.5	5	5.3	5	5.3	5	5.3	1.97	1.046
10. I have been subjected to job rotation to different positions to gain experiences from the different departments	34	35.8	28	29.5	13	13.7	15	15.8	5	5.3	2.25	1.246

Source: Primary data

I was briefed on the communication channels in the company during my induction

Table 4.9 shows that 34.7% of the respondents strongly disagreed, 44.2% disagreed, 5.3% were

not sure, 10.5% agreed, while 5.3% strongly agreed that they were briefed on the communication

channels in the company during induction. The overall mean result is 2.07, which is disagree, suggesting that most respondents were dissatisfied with the induction on communication channels, a factor which affects the way they communicate in the company.

I was given adequate information on the human resource issues in the company

The findings in table 4.9 above shows that 24.2% of the respondents strongly disagreed, 44.2% disagreed, 15.8% were not sure, 10.5% agreed and 5.3% strongly agreed with being adequate informed on the human resource issues in the company. The resultant mean is 2.02, which is disagree, implying that the most staff were dissatisfied with the induction on human resource issues and situation which affects their operations which need HR interventions.

I was given adequate information on other functional units' procedures

A total of 34.7% of the respondents strongly disagreed, 44.2% disagreed, 10.5% were not sure, while 5.3% either agreed or strongly agreed with being given adequate information on other functional units' procedures. The overall mean was 2.28 that disagreed, implying that induction aimed at showing employees operations of other functional units was not adequately done.

I received appropriate training necessary to perform my job when I was entering the company

The findings in table 4.9 above shows that 9.5% of the respondents strongly disagreed, 5.3% disagreed, 4.2% were not sure, 58.9% agreed and 22.1% strongly agreed with receiving appropriate training necessary to perform their job when entering the company. The overall mean is 3.77 that is agreed, implying that job training was adequately conducted to the satisfaction of most staff.

I was given a written job description of my roles in the company

Asked if they were given a written job description of their roles in the company, 10.5% of the respondents strongly disagreed, 5.3% disagreed, 10% were not sure, 30% agreed while 44.2% strongly agreed. The overall mean was 4.05 that is agreed, suggesting that most staff were given job descriptions as part of their job induction training. This should be commended as it facilitates employee performance of their tasks and self-evaluation of their task performance.

The study inferred that the emphasis of job training and offering of job description at the compromise of other general functional units' orientation reveals a haphazard induction process in the company, which leads to low employee commitment for lack of guidance from related functional unit, especially when seeking redress on functional unit issues.

Asked to describe the induction process in Security Plus, the key informant interviewed had this to say:

> *Our induction takes two approaches. We begin by attaching the new guard to a senior guard who works with the trainee for at least two weeks before being passed out. We then do general induction, where head officer managers from the different units and CEO meet guards to induct them on the operations and standard operating procedures for each function in the company. This has been effective, although in some cases, we have experiences of staff preferring to jump their supervisors and preferring to engage head office directly where they think they will obtain immediate redress.*

The qualitative findings reveal that effort was undertaken to conduct general and functional unit inductions, contrary to the quantitative findings. This study noted that although there could have been efforts to conduct induction training, they were perceived to be inadequate by the trainees. It was necessary that the company undertakes to adequately observe general and performance-based orientation in its employee training practices and practices.

Effort is undertaken to regularly identify my training needs while on the job

Asked on effort undertaken to regularly identify staff training needs while on the job, 24.2% strongly disagreed, 29.5% disagreed, 35.8% were not sure, while 5.3% either agreed or strongly

agreed. The overall mean was 2.37, which is disagree, suggesting that most staff training needs were not identified, an omission which makes training less relevant as it is not based on employee needs.

I regularly attend refresher trainings to enhance my performance

On refresher training, only 3.2% strongly disagreed, 4.2% disagreed, 33.9% disagreed and 58.9% strongly agreed. The overall mean was 4.41, which is agree, suggesting that most staff received refresher training to enhance their performance.

I have undergone coaching with my supervisor as part of the in-service training

A total of 40% of the respondents strongly disagreed, 44.2% disagreed, 5.3% were not sure, agreed or strongly agreed. The overall mean was 1.92 that is disagree, suggesting that most staff did not undergo coaching with their supervisor as part of the in-service training, demonstrating low management development efforts in the company.

I have undergone mentoring with my supervisor as part of the in-service training

A total of 34.7% of the respondents strongly disagreed, 49.5% disagreed, 5.3% were either not sure, agreed or strongly agreed that they had undergone mentoring with their supervisor as part of the in-service training. The overall mean was 1.97 that is disagree, suggesting that most staff did not undergo mentoring with their supervisor as part of the in-service training, a practice which demonstrates low management development efforts in the company.

I have been subjected to job rotation to different positions to gain experiences from the different departments

A total of 35.8% of the respondents strongly disagreed, 29.5% disagreed, 13.7% were not sure, 15.8% agreed and 5.3% strongly agreed with being subjected to job rotation to different positions to gain experiences from the different departments. The overall mean was 2.25 that is disagree, suggesting that most staff did not undergo job rotation as part of the in-service training, a practice which demonstrates low management development efforts in the company.

In retrospect, the study observed that there was a high reliance on refresher formal training, with little practice of relationship-based training approaches of coaching and mentoring for talent development to take up future positions in the company when they fall vacant. The inconsideration of relational and experiential employee training approaches adversely affects the employees' emotion attachment to the company, leading to intentions to quit or actual quitting.

Asked to describe the training practice in the company, the key informant interviewed observed:

> *Our training needs are usually determined by the client demands where identify training gaps for potential guards to enable them fit in the new and unique job assignment. For example, many clients now want a security officer to double as front office staff to receive, check and direct visitors to the relevant offices. This has meant that we train selected staff with good qualification in customer care and office operations to meet the clients' expectations. We however also rely on the results of the annual appraisal to identify training needs where staff that performed poorly are sent for refresher training based on identified performance gaps.*

It can be noted from the quantitative and qualitative findings that emphasis was put on formal training to equip employees with skills to perform their task with little management development programs to prepare employees to take up key managerial positions when they fall vacant. There is need for a comprehensive formal and informal training undertaking in the training practices for enhanced employee commitment.

4.4.2.1 Correlation Analysis between Training and Employee Commitment

To test if there was relationship between training and employee commitment, a correlation analysis was conducted using Pearson's correlation coefficient and significance at the 99 and 95 confidence levels (two tailed level) and the findings are presented in the Table 4.10 below.

Table 4. 10: Correlation matrix between training and employee commitment

		Training	Employee Commitment
Training	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	95	
Employee Commitment	Pearson Correlation	.791**	1
	Sig. (2-tailed)	.010	
	N	95	95
*. Correlation is significant at the 0.01 level (2-tailed).			

P≤ 0.05

Source: Primary data

Table 4.10 above shows the Pearson's correlation coefficient r = 0.791** between training and employee commitment at Security Plus, suggesting that the two variables were significantly related at the 99% confidence limit. The r = 0. 0.791** and significance p = 0.000 between training and employee commitment suggests that there was a high significant positive relationship between training and employee commitment at Security Plus. The managerial implication was that the use of an adequate employee induction and provision of in-service training has a significant relationship with employee commitment. Inadequate employee induction and in-service training in the training practices adversely affects employee commitment in the security firm.

The second research hypothesis was that there is a significant positive relationship between training practices and employee commitment at Security Plus (U) Ltd. Based on Pearson's correlation r = 7.91 and the standardized coefficient statistics in Table4.10 above, training practices

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yielded a standardized β value of 0.088 and t value of 0.963, with a significance of 0.338, suggesting that there was no significant relationship between training and employee commitment in the company. The hypothesis that there is a significant positive relationship between training practices and employee commitment at Security Plus (U) Ltd is unsubstantiated and therefore rejected.

4.4.3 Reward practices and employee commitment at Security Plus (U) Ltd

The third objective of the study was to examine the relationship between reward practices and employee commitment at Security Plus (U) Ltd. Reward practices was conceptualized under two indicators of monetary and non-monetary rewards, measured using 8 items scored on a 5 point Likert scale of (1) for strongly disagree (2) for disagree, (3) for not sure (4) for agree (5) for strongly agree and the findings are presented below.

Table 4. 11: Reward practices at Security Plus

	SDA		DA		NS		A		SA		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
1. My pay adequately rewards me for my contribution to this security company	29	30.5	33	34.7	13	13.7	15	15.8	5	5.3	2.31	1.212
2. My pay in this company is calculated is based on market comparisons	24	25.3	33	34.7	18	18.9	15	15.8	5	5.3	2.19	1.214
3. I get reasonable allowances for extra duties and task assigned			5	5.3	9	9.5	24	25.3	57	60	4.25	1.185
4. I always receive annual bonuses from this company	29	30.5	41	43.2	5	5.3	15	15.8	5	5.3	2.22	1.196
5. I enjoy a work/life balance arrangement in this security company	18	18.9	53	55.8	9	9.5	10	10.5	5	5.3	2.27	1.056

	F	%	F	%	F	%	F	%	F	%	Mean	Std
6. I am always given awards in recognition of my good performance	10	9.5	61	64.2	5	5.3	15	15.8	5	5.3	2.43	1.038
7. I am always given gifts in recognition of my good performance	32	33.7	33	34.7	5	5.3	20	21.1	5	5.3	2.29	1.279
8. The management always gives certificates as an appreciation in recognition of my good performance	24	25.3	46	48.4	5	5.3	15	15.8	5	5.3	2.27	1.162

Source: Primary data

My pay adequately rewards me for my contribution to this security company

Table 4.11 shows that 30.5% of the respondents strongly disagreed, 34.7% disagreed, 13.7% were not sure, 15.8% agreed, while 5.3% strongly agreed with pay being based on market comparison. The overall mean results of 2.31 shows disagree, suggesting that most employees were not satisfied with the pay they received, as it did not reflect their input, which reduced perceived internal pay equity.

My pay in this company is calculated based on market comparisons

Table 4.11 shows that 23.5% of the respondents strongly disagreed, 34.7% disagreed, 18.5% were not sure, 15.8% agreed, while 5.3% strongly agreed with pay being based on industry offers. The overall mean results of 2.19 shows disagree, suggesting that most employees were not satisfied with the pay they received, as it did not restore external equity.

I get reasonable allowances for extra duties and task assigned

Table 4.11 shows that only 5.3% of the respondents strongly disagreed, 9.5% were not sure, 25.3% agreed, while 60% strongly agreed with getting reasonable allowances for extra duties and task assigned. The overall mean results of 4.25 shows agree, suggesting that most employees were

satisfied with the allowances for extra duties and task assigned, which increases their motivation to work with commitment.

I always receive annual bonuses from this company

Asked on receipt of annual bonuses from the company, 30.5% of the respondent strongly disagreed, 43.2% disagreed, 5.3% were not sure, 15.8% agreed, while 5.3% strongly agreed. The overall mean results of 2.22 shows agree, suggesting that most employees did not enjoy annual bonus they appreciate, a factor that leads to low motivation and actual exit.

The study notes that the findings suggest that employees perceived their financial rewards to be distributive and procedurally unjust as the financial rewards were not based on input-output efforts, and was not comparable to market values of equivalent staff pay in other companies or the private security industry.

Asked on how pay was determined, the interviewee had this to say:

> *The pay is small for a guard in Uganda generally. However, our pay is in the middle quartile for entry point pay; the top paying security company pays 25,000/- more than us and the lowest pays 20,000/- less than us. However, to complement the pay and due to high turnover, we subject staff to overtime whereby they benefit 1.5% of their daily rate. The overtime improves their monthly take-home pay. Annual bonuses are not in our pay plan, but there has been a token for good performance where the best performing staff based on the results of appraisal are given 20,000/= but this is not across the tire guard lot.*

The qualitative findings equally reveal inequitable pay for guards a problem experienced across the private security sector a factor attributed to capacity to pay. This study however observes that although there were efforts to offer complementary incentives, the incentives have remained equally insignificant to motivate staff. There is need to develop pay and monetary incentive enhancement strategies in the company.

I enjoy a work/life balance arrangement in this security company

Table 4.11 shows that only 18.9% of the respondents strongly disagreed, 55.8% disagreed, 9.5% were not sure, 10.5% agreed while 5.3% strongly agreed with enjoying a work/life balance arrangement in this security company. The overall mean results of 2.27 shows disagree, suggesting that most employees were dissatisfied with the work/life balance arrangement in the security company.

I am always given awards in recognition of my good performance

Table 4.11 shows that only 9.5% of the respondents strongly disagreed, 64.2% disagreed, 5.3% were not sure, 15.8% agreed, while 5.3% strongly agreed with getting awards in recognition of their good performance. The overall mean results of 2.43 shows disagree, suggesting that most employee were not given awards as recognition for good performance, leading to low motivation and actual turnover.

I am always given gifts in recognition of my good performance

Table 4.11 shows that only 33.7% of the respondents strongly disagreed, 34.7% disagreed, 5.3% were not sure, 21.1% agreed, while 5.3% strongly agreed with always given gifts in recognition of their good performance. The overall mean results of 2.29 shows disagree, suggesting that most employees were not given gifts in recognition of their good performance, a practice which leads to low motivation and actual turnover.

Management always gives certificates as an appreciation in recognition of my good performance

Table 4.11 shows that only 25.3% of the respondents strongly disagreed, 48.4% disagreed, 5.3% were not sure, 15.8% agreed, while 5.3% strongly agreed with the management giving certificates as an appreciation in recognition of their good performance. The overall mean results of 2.27

shows disagree, suggesting that most employees were not given certificates of recognition for good performance, a practice which leads to low motivation and actual turnover.

On the basis of the above findings on non-monetary rewards, this study observed that most staff members were dissatisfied with the non-monetary reward practices as the company did not offer adequate work life balance, awards, gift and certificates in recognition for good performance. There was need for management of Security Plus to consider non-monetary employee recognition, because the inadequate non-monetary rewards have an adverse effect on employee commitment. The key informant had this to say about the non-monetary rewards:

> *As a Security Plus we have not considered adopting non-monetary rewards, because our key staffs the guards are majorly motivated by money. Secondly, instituting a performance-based incentive schemes comes with two challenges notably its administration and capacity by the company to pay. What we are offering now is a basic medical cover for guards, where we have contracted one private hospital to treat them then we pay the bill.*

The qualitative findings reveal inconsideration of non-monetary rewards by the company management a factor attributed to the low willingness to adopt the scheme. The continued undermining of the non-monetary rewards has adverse effects on employee commitment.

4.4.3.1 Correlation Analysis between Rewarding and Employee Commitment

To test if there was relationship between reward practices and employee commitment, a correlation analysis was conducted using Pearson's correlation coefficient and significance at the 99 and 95 confidence limits (two-tailed level) and the findings are presented in the Table 4.12 below.

Table 4. 12: Correlation matrix between reward practices and employee commitment

		Reward	Employee Commitment
Reward	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	95	
Employee Commitment	Pearson Correlation	.848[*]	1
	Sig. (2-tailed)	.000	
	N	95	95
*. Correlation is significant at the 0.01 level (2-tailed).			

$P \leq 0.05$

Source: Primary data

Table 4.12 above shows the Pearson's correlation coefficient r = 0.848* between reward and employee commitment, suggesting that the two variables were significantly related at the 95% confidence limit. The r = 0.848* and significance p = 0.000 between reward and employee commitment suggests that there was a low but significant positive relationship between reward and employee commitment at Security Plus. The managerial implication was that inadequate monetary and non-monetary rewards adversely affects employee commitment. The management of Security Plus will need to address the monetary and non-monetary rewards gaps if they are to foster employee commitment to the company.

The third research hypothesis was that there is a positive relationship between reward practices and employee commitment at Security Plus (U) Ltd. On the basis of the Pearson's correlation r = 0.848*, standardized coefficient statistics in table 4.8 above, reward practices yielded a standardized β value of 0.534, and t value of 8.989 with a significance of 0.000, which suggests that reward practices has a positive relationship with employee commitment. The hypothesis that there is a positive relationship between reward practices and employee commitment at Security Plus (U) Ltd is therefore upheld.

4.5   Level of Employee Commitment

Employee commitment was the dependent variable of this study and was conceptualized to include three indicators of affective, continuance and normative commitment, being measured using 8 items scored on 5 point Likert scale and the findings are presented in Table 4.13 below.

Table 4. 13: Employee Commitment at Security Plus (U) Ltd.

	SDA		DA		NS		A		SA		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
1. I would be very happy to spend the rest of my career in this company	38	40	42	44.2	5	5.3	5	5.3	5	5.3	1.92	1.069
2. I feel emotionally attached to my company	28	30	38	40	8	8.9	15	15.8	5	5.3	2.34	1.137
3. I feel a sense of belonging to this company	23	24.2	44	46.3	13	13.7	10	10.5	5	5.3	2.26	1.103
4. Right now staying with this company is a matter of necessity as much as a desire	33	34.7	42	44.2	5	5.3	10	10.5	5	5.3	2.07	1.142
5. It would be too costly for me to leave this company in the near future	27	28.4	38	40	5	5.3	20	21.1	5	5.3	2.35	1.244
6. I feel a sense of moral obligation to remain with this company	33	34.7	28	29.5	24	25.3	5	5.3	5	5.3	2.46	1.382
7. I feel it is unethical to jump from company to company	27	28.4	38	40	5	5.3	20	21.1	5	5.3	3.57	1.478
8. I believe in the norm of remaining loyal to my current company	24	25.3	42	43.2	5	5.3	20	21.1	5	5.3	2.38	1.222

Source: Primary data

Table 4.13 above shows that majority (74.2%) of the respondents disagree (mean = 1.92) that they would spend the rest of their career with the company. Similarly, that majority of 70% of the respondents disagreed (mean = 2.34) that they were emotionally attached to the company, while only 21.1% agreed. Furthermore, a total of 70.5% of the respondents disagreed (mean = 2.26) that they felt a sense of belonging to the company. The findings generally reveal a low level of affective employee commitment and the company could be losing 70% of its workforce due to a low sense of moral attachment to the company, low sense of belonging and low inclination to pursue their career in Security Plus.

Similarly, the findings in Table 4.13 above show that majority (78.9%) disagreed (mean = 2.07) that their current stay with this company was a matter of necessity as much as a desire, while only 15.8% agreed and 5.3% were not sure. Table 4.13 shows that 68.4% of the respondents disagreed (mean = 2.35) that it would be too costly for them to leave the company in the near future. The finding was indicative of high prevalence of calculative commitment amongst most staff due to a felt low cost of leaving their current job.

Furthermore, a total of 64.2% of the respondents disagreed (mean = 2.46) with having a sense of moral obligation with the company, while 68.5% disagreed that it was a good norm to remain loyal to the employer. The finding is suggestive of a low level of normative commitment, as 7 in every 10 staff members felt they had no moral obligation to stay with, and remain loyal to the company and would therefore quit.

4.6   Summary

This chapter has presented the study findings in relation to the background information of the respondent and the empirical findings in relation to the study objectives. It was found there was a significant relationship between recruitment, training and reward practices and employee commitment in security plus. Only recruitment and reward practices were the most significant predictors of employee commitment in security plus. The next chapter present the discussion =, conclusion and recommendations of the study.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

This chapter presents a summary of the study finding, discussion, conclusions, recommendation on the human resource management practices and employee commitment. It also presents the limitations and contributions of the study and areas for further research.

5.2   Summary of the Study Findings

This chapter presents a summary of the study findings, discussion, conclusions, recommendation on the human resource management practices and employee commitment.

5.2.1   Recruitment practices and employee commitment in Security Plus

The first objective aimed at establishing the relationship between recruitment practices and employee commitment. The study found a significant positive relationship between recruitment and employee commitment (r = 0.814**) and it was the second strongest significant predictor of employee commitment in the company (β = 0.385, t = 4.397, Sig = 0.000). The study confirmed the hypothesis that there is a significant positive relationship between recruitment practices and employee commitment at Security Plus (U) Ltd. The interview findings point out that the company relied on radio announcements and use of existing staff to advertise existing need for guards in the company. There was no formal selection criteria, but emphasis on physical fitness, criminal record and level of temperament, which are fairly subjective and may be perceived as unfair by some candidates.

5.2.2   Training practices and employee commitment in Security Plus

The second objective of the study was to establish the relationship between training and employee commitment. The correlation results point to a significant positive relationship between training and employee commitment (r = 0.791**), but the multiple regression results revealed that training had no significant impact on employee commitment in the company (β = 0.088, t = 0.963, sig = 0.338). The study therefore rejected the hypothesis that there is a significant positive relationship between training practices and employee commitment at Security Plus (U) Ltd. The qualitative findings reveal that effort was undertaken to conduct general and functional unit inductions, contrary to the quantitative findings. it was also found that although there could have been efforts to conduct induction training, they were perceived to be inadequate by the trainees. It was necessary that the company undertakes to adequately observe general and performance-based orientation in its employee training policy and practices.

Emphasis was put on formal training to equip employees with skills to perform their task with little management development programs to prepare employees to take up key managerial positions when they fall vacant.

5.2.3   Reward practices and employee commitment in Security Plus

The third objective of the study was to establish the relationship between rewards practices and employee commitment in Security Plus. Reward practices had a high and positive significant relationship with employee commitment (r = 0.819**) and it was the strongest predictor of employee commitment in the company (β= 0.534, t = 8.989, sig = 0.000). The study confirms the hypothesis that there is a positive relationship between reward practices and employee commitment at Security Plus (U) Ltd.

The qualitative findings equally reveal inequitable pay for guards a problem experienced across the private security sector a factor attributed to capacity to pay. The incentives have remained equally insignificant to motivate staff. Non-monetary rewards were equally less considered in he company.

5.3   Discussions of the Study Findings

This chapter discusses the study findings, discussion, conclusions and recommendation on the human resource management practices and employee commitment.

5.3.1   Recruitment and employee commitment in Security Plus

Affective commitment according to Allen and Meyer (1990) refers to the identification with and emotional attachment employees have with organizations and which occurs because employees want to stay in their organizations. On the contrary, this study found that a fairly low level of employee affective commitment as 7 in every 10 employees in security plus had no intentions to spend the rest of their career with the company, felt no sense of belonging to the company.

Allen and Meyer (1990) defines continuance commitment as the extent to which employees feel commitment to their organization when they consider the cost of leaving the organization and usually when individuals feel a need to stay in an organization. This study found a high level of calculative commitment as 8 in every 10 staff of security plus did not desire to stay with the company and would quit for better paying jobs.

Normative commitment on the other hand is defined as a feeling of moral obligation to remain within an organization as a norm (Allen & Meyer, 1990). There was also a low level of normative commitment as 7 in every 10 staff felt no sense of moral obligation to stay with the company and expressed displeasure with staying with the company as a good norm and would therefore quit.

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The correlation and regression results reveal that recruitment practice had a positive significant relationship with employee commitment (r = 0. 0.816**, β = 0.385, t = 4.397, p = 0.000), suggesting that failure to observe recruitment best practices was responsible for the low employee commitment in Security Plus. The company relied on radio announcements and use of existing staff to advertise existing need for guards in the company. There was no a formal selection criterion, but emphasis on physical fitness, criminal record and level of temperament, which are fairly subjective and may be perceived as unfair by some candidates. This study findings and observations are supported by Raigama (2010) study in Sri Lankan that found a positive relationship between recruitment and employee commitment. In complement, Obeidat et al (2014) found that recruitment methods had a significant influence on affective commitment, continuance commitment, and normative commitment in a Jordanian study. Armstrong (2008) had earlier noted that employees will be more committed and productive to the organization if they perceived that the recruitment and selection process that brought them into the organization was not compromised.

On the basis of the above observations, this study notes that employee support offered during recruitment by management or existing staff by way of adequate job information, use of fair selection process and feedback significantly contributes to employee commitment in Security Plus. This study inference on the relationship between recruitment and employee commitment in security plus is in consonant with the Organizational Support Theory (Eisenberger et al., 1986) which asserts that perceived organizational support would increase employees' felt obligation to help the organization achieve its objectives and actual stay with the organization.

5.3.2 Training and employee commitment

As discussed above, the study found a low level of affective, normative and calculative commitment among about 7 to 8 in every 10 employee of security plus U Ltd. The regression results however, reveal no attribution of training to employee commitment in the security plus (β=0.088, t = 0.963, sig = 0.338). The qualitative findings reveal that effort was undertaken to conduct general and functional unit inductions, contrary to the quantitative findings. It was also found that although there could have been efforts to conduct induction training, they were perceived to be inadequate by the trainees.

This study finding was insignificant between training and employee commitment, are supported by supported by Wellen's (2012) assertion that learning about duties of the job through induction may serve to demotivate employees, particularly when the job is too demanding or risky, such as jobs in rescue missions. In complement, Yil et al. (2007) in their Japanese study had found no significant relationship between staff guidance and employee outcomes such as performance and commitment. A related study by Newman et al. (2011) in China found no evidence of any impact of perceived benefits of training on organizational commitment.

This finding on the lack of relationship between training and employee commitment, although contrary to the popular Human Capital Theory (Becker, 1975), which attributes investment in training to employee commitment, the study attributes the no linkage to the involuntary nature of employee training, the limited career development opportunities and limited opportunities to apply the gained skills.

On the basis of the study findings and observation above, the study inferred that although there were significant gaps in Security Plus induction and in-service training, the weaknesses in the training practices were not responsible for the low level of employee commitment in the company.

5.3.3 Reward practices and employee commitment in Security Plus

The study found that employee pay was meager and it was the most significant predictor of employee commitment (r = 0.848**, β= 0.534, t = 8.989, p=0.000). This study inferred that the inequitable pay lead to low level of affective, normative and calculative commitment among about 7 to 8 in every 10 employee of security plus U Ltd. The qualitative findings equally reveal inequitable pay for guards a problem experienced across the private security sector a factor attributed to capacity to pay. The incentives have remained equally insignificant to motivate staff. The study finding is also supported by the work of various scholars on the positive influence of rewards on employee commitment, notably Alansari's (2011) study which lends supports for a significant relationship between recognition and employee commitment. The Raigama (2010) study on Sri Lanka's public sector banks found a positive relationship between compensation and employee commitment, while Saqib et al. (2015) found that tangible and intangible rewards were positively related to employee commitment in the textile sector of Pakistan.

The finding there is poor rewards lead to low levels of employee affective, normative and calculative commitment laud the acclaimed by the organization support theory (OST) which has been widely used to design employee pay and recognition schemes to enable employees meet their basic, security and growth needs. It was therefore observed that the meager monetary and the inconsideration of non-monetary rewards significantly contributed to the low level of employee commitment in Security Plus (U) Ltd.

5.4   Conclusions of the Study

5.4.1   Recruitment and employee commitment

On the basis of the findings that there was a high significant positive relationship between recruitment and employee commitment at Security Plus, the study concluded that the failure to use a multiplicity of platforms to advertise job openings and use of a transparent selection process will continuously constrain employees in the company. The management of the company will need to address the weaknesses in the recruitment practices for enhanced employee commitment.

5.4.2   Training and employee commitment

It was concluded that employee training practices of induction and in-services training, although an important human resource policy, has no significant relationship with employee commitment to Security Plus. Other variables other than training were responsible for employee commitment in the company.

5.4.3   Reward practices and employee commitment

On the basis of the study findings of the positive relationship between reward practices and employee commitment, it was logical to conclude that monetary and non-monetary rewards were the most significant predictors of employee commitment in the company. A poor remuneration and incentive system in the company adversely affects employee commitment to the company. The Management of the company will need to strengthen the reward system for enhanced employee commitment.

5.5   Recommendations of the Study

This sub section represents the recommendations of the study in relation to the findings.

5.5.1 Recruitment and employee commitment

To enhance employee commitment in Security Plus, the study recommends that the management of the company, in liaison with the human resource function, should adopt the use of a multiplicity of advertising platforms to include print media, online recruitment and use of social media to complement the radio announcement and use of existing staff.

The company should adopt use of a free, transparent and fair employee selection procedure where the best evaluated employee is considered based on established criteria and scoring method. Displaying of the selection interview results on the company noticeboard or website or social media or newspaper with wide circulation should be considered. Unsuccessful candidates should be given feedback as well.

5.5.2 Reward practices and employee commitment

To enhance employee commitment, this study recommends that the management of Security Plus, in liaison with the Human Resource function, should conduct a salary survey and establish an equitable pay scale in the security industry and consider the higher pay level in the industry. The company should also consider giving annual bonuses to all staff based on income generated in that financial year. The above should be complemented by giving staff loans to their spouses to invest in income-generating activities to complement income.

The company should also encourage the use of non-monetary rewards, such as 'employee of the month' and 'employee of the year' in each job category, organize annual social events like end of year parties and Easter gifts for all staff. Supervisors and peers should also offer verbal constructive feedback on employee performance using unit meetings, letters, and phone messages to recognize best performing employees.

5.5.3　Training practices and employee commitment

Training was not a significant predictor, security plus Uganda Ltd should continue with it but not expect that it will enhance employee commitment.

The organization should look elsewhere a part from training to enhance commitment.

5.6　Limitations of the Study

A key limitation of the study was the use of single case that limits the generalization of the study results (Amin, 2005) to other security firms. Use of a survey of selected security firms would enable the generalization of the study results in the industry.

5.7　Contributions of the Study

The study has helped develop managerial recommendations for the recruitment and rewarding human resource policies for Security Plus for enhanced employee commitment. The study has also helped cover literature gaps on the relationship between recruitment, training, reward practices experiences and employee commitment in a private security service provider.

5.8　Areas for further Study

The study found that recruitment, training and reward human resource policies predicted 80% of the variance in employee commitment, while other variables predicted the remaining 20% of the variance in employee commitment in the company. In recognition that there is a multiplicity of human resource management policies that cannot be examined in one single study, and in this study scope, only three practices areas were considered. Other studies need to examine the impact of dispute resolution policy, talent management policy, exit and pension practices on employee commitment using selected security firms to enable generalization of the study results.

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APPENDICES

Appendix I: Questionnaire for Security Plus Staff

TOPIC: Human Resource Policies and Employee commitment at Security Plus (U) Ltd

INTRODUCTION

Dear respondent,

I hereby request you to participate in this research study carried out by Katushabe Maureen Namiyingo, a student of Uganda Management Institute as a requirement for an award of a master's Degree in Management Studies of Uganda Management Institute.

This study seeks to analyze the relationship between Human resource policies and employee commitment.

You are therefore requested to express your opinion as freely as possible when filling this questionnaire, since all information given shall be kept confidential and will be used for study purposes only.

SECTION A

(Please tick the appropriate)

       1. (Years)   ☐
       a) 20-29   ☐
       b) 30-39   ☐
       c) 40-49   ☐
       d) 50-59   ☐
       e) 60and above   ☐

1.   What is your highest level of Education?
     a) Certificate ☐   b) Diploma   ☐
     C) Degree ☐   d) Masters and above   ☐

2.   Working experience at Security Plus (U) Ltd
     a) <1 years ☐   b) 1-4years   ☐
     C) 5+ years ☐

4. Position at Security Plus (U) Ltd

a) Director ☐   b) Manager ☐

c) Administrator ☐   d) Security guard ☐

e) Support staff ☐

SECTION B: INDEPENDENTVARIABLE (HUMAN RESOURCE POLICIES

In this section please tick in the box that corresponds to your response of 5= Strongly agree; 4= Agree; 3=Not sure; 2= Disagree; 1=Strongly disagree

SECTION A: Recruitment

Advertising					
1. The company undertakes to use print media to advertise available job opportunities in the company	5	4	3	2	1
2. The company undertakes to use radio to publicize available job opportunities	5	4	3	2	1
3. The company undertakes to use website to publicize available job opportunities	5	4	3	2	1
4. The company undertakes to use website to publicize available job opportunities	5	4	3	2	1
5. The company undertakes to use the existing staff to source for new staff	5	4	3	2	1
Selection					
6. The shortlisting process is based on an established criteria of meeting requirements	5	4	3	2	1
7. The shortlisting criteria is transparent	5	4	3	2	1
8. Unsuccessful candidates are given notice on their applications	5	4	3	2	1
9. The company has a scoring scale used to evaluate candidates in interviews	5	4	3	2	1
10. Selection of best candidates is always based on being the best evaluated candidate	5	4	3	2	1
11. The interview results are always made public	5	4	3	2	1
12. Necessary tests (such as fitness) are always carried out on successful candidates	5	4	3	2	1

SECTION B: TRAINING

Induction					
1. I was adequately briefed on the Mission and Valued of the security plus as part of my induction	5	4	3	2	1
2. I was briefed on the communication channels in the company during my induction	5	4	3	2	1
3. I was given adequate information on the human resource issues in the company	5	4	3	2	1
4. I was given adequate information on other functional units procedures	5	4	3	2	1
5. I received appropriate training necessary to perform my job when I was entering the company	5	4	3	2	1
6. I was given a written job description of my roles in the company	5	4	3	2	1
In-service Training					
7. Effort is undertaken to regularly identify my training needs while on the job	5	4	3	2	1
8. I regular attend refresher trainings to enhance my performance	5	4	3	2	1
9. I have undergone coaching with my supervisor as part of the in-service training	5	4	3	2	1
10. I have undergone mentoring with my supervisor as part of the in-service training	5	4	3	2	1
11. I have been subjected to job rotation to different positions to gain experiences from the different departments	5	4	3	2	1

SECTION C: REWARDS

Monetary					
1. My pay adequately rewards me for my contribution to this security company	5	4	3	2	1
2. My pay in this company is calculated is based on market comparisons	5	4	3	2	1
3. My pay is based on the skills or competencies I possess and can use.	5	4	3	2	1
4. My pay is subject to reasonable basic pay adjustments which I appreciate	5	4	3	2	1
5. I get reasonable allowances for extra duties and task assigned	5	4	3	2	1
6. I always receive annual bonuses from this company	5	4	3	2	1

Non-monetary					
7. I enjoy a work/life balance arrangement in this security company	5	4	3	2	1
8. I am always given awards in recognition of my good performance	5	4	3	2	1
9. I am always given gifts in recognition of my good performance	5	4	3	2	1
10. The management always given certificates as an appreciation in recognition of my good performance	5	4	3	2	1
11. My supervisors heaps me with praises when I perform well	5	4	3	2	1

SECTION E: EMPLOYEE COMMITMENT

Affective					
9. I would be very happy to spend the rest of my career in this company	5	4	3	2	1
10. I enjoy discussing this company with other people outside it	5	4	3	2	1
11. I feel emotionally attached to this my company	5	4	3	2	1
12. I feel a sense of belonging to this company	5	4	3	2	1
Continuance/calculative					
13. Right now staying with this company is matter of necessity as much as a desire	5	4	3	2	1
14. I would be very hard for me to leave this company right now even if I wanted	5	4	3	2	1
15. Too much of my life would be disrupted if I decided to leave this company	5	4	3	2	1
16. I would be too costly for me to leave this company in the near future	5	4	3	2	1
Normative					
17. I believe in the value of remaining loyal to my current company	5	4	3	2	1
18. I feel a sense of moral obligation to remain in with this company	5	4	3	2	1
19. I feel it is unethical to jump from company to company	5	4	3	2	1

Thank you for participating

Appendix II: Interview Guide

Section A: Interview guide for the HR official

1. What are the procedures followed in your recruitment process?

2. How is training conducted at Security Plus (U) Ltd?

3. Which employees qualify for rewards at Security Plus (U) Ltd?

4. Do you have HR policies in place?

5. How have you implemented HR policies to make employees committed?

6. How do you attract people to work at Security Plus (U) Ltd?

7. Do employees go for refresher courses? If so who determines it?

Appendix III: Table for determining sample size from a given population.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: 'N' is population size and 'S' is sample size

Source: Krejcie, R.V. and Morgan. D.W. (1970). Determining Sample Size of Research Activities. *Journal of Education and Psychology Measurement*, 30, 608–615

Appendix IV: Introductory letter

Appendix V: Anti plagiarism