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**FACTORS AFFECTING JOINING AND RETENTION OF SECURITY FIRMS' EMPLOYEES IN THE TRADE UNIONS:
CASE OF G4S SECURITY SERVICES LIMITED, NAIROBI, KENYA**

**DR. JOHN WEKESA WANJALA
LECTURER
HUMAN RESOURCE DEPARTMENT
MURANG'A UNIVERSITY OF TECHNOLOGY
MURANG'A**

**DR. PETER SABWAMI BUTALI
LECTURER
KILIMAMBOGO TEACHERS TRAINING COLLEGE
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ABSTRACT

There is recognition of trade unions in industrial relations throughout the twenty-first century. In the recent years, membership has sharply decreased as a result of privatization of public enterprises and liberalization of the economy. The research design that was employed in this study is descriptive research design. The target population of the study was the employees of security firms in Kenya. The selection of the sample population was done through stratified random sampling where a proportion of 10% was selected from each stratum: a sample population of 158 respondents was selected. The researcher used qualitative and quantitative techniques in analyzing the data. The study found that the economic conditions faced by workers in G4S Security Services Ltd influences their intention to join and remain in the trade unions to a great extent, workers were not allowed by their employer to join trade unions if they wanted to do so, there was a high level of victimization for employees who intended or have joined trade unions and this influenced their intention to join the trade unions. The study has also highlighted some policy recommendations aimed to encourage employees of security firms to join and remain in the trade unions such as negotiating of wages and rules governing hiring, firing and promotion of workers.

KEYWORDS

G4S security services limited, joining & retention of employees, trade unions.

1.1 BACKGROUND OF THE STUDY

Trade unions are associations of employees (there are also associations of employers - F.K.E) and their main objective is to represent the employees' interests to the employers. The right to form and join a trade union is a fundamental human right. A well-functioning and respected trade union movement is often a good indicator of democracy and standards of human rights. Besides playing a role in the fight for better working conditions, trade unions have had (and continue to have) a key role in the building of social movements and the developing of social changes (Nzuve, 2007). The role of trade unions has been very varied. In some countries, where fascist and communist regimes were in place, trade unions were overtaken or created by state authorities and the political elite and turned into a tool for their oppressive regimes. As a result of this historical reality, many people are skeptical of the role that trade unions can play, and only lately have the workers from these countries started to recognize. In Kenya however, there is COTU as the umbrella governing trade unions (Terry, 1995, p. 203). A Trade Union is an organization of workers who have joined together so as to try to improve their interests. The main object of Trade Unions is to regulate relations between employees and employers (Nzuve, 2007). Singh (1969:170) defines a Trade Union as the association whose main object is to regulate relations between workers and their employers or between one group of workers and another group of workers or between employers and other employers. There seems to be widespread recognition of the rational base of trade unions in the literature on industrial relations throughout the twentieth century. All definitions of trade unions concur with the view that their main purpose is to improve and promote the living standards of their members (Allen, 1996, p. 49). Indeed trade unions are seen primarily as agents constantly striving to improve the conditions of work of their members through bargaining and negotiation. If or when constrained to pursue political action, they do so as "an adjunct to extend the scope or coverage of bargaining or to protect the right to organize and bargain" (Kelly, 1998, p. 52). This role of trade unionism is reinforced by the notion that affluence is not a divinely ordained privilege granted to a small elite but something that can be attained by a large segment of the population through social engineering of the market value of work. There is a cultural assumption that affluence is not a dream but a goal that can be achieved by means of productive work. This has bred an instrumental attitude towards work which has been transferred to trade unionism in the sense that workers expect their trade unions to use their bargaining powers to fulfill their aspirations (Goldthorpe *et al.*, 1968). In Kenya the history of Trade Union goes back to the period when the labour party was predominantly influenced by the Trade Union Congress which is the Central Organization of Trade Unions in Britain. The British government decided as a matter of policy to promote Trade Unions in their colonies and consequently appointed British Union's labour officers to come and organize workers Trade unions. Kenya was one of the targeted colonies. This culminated the formation of Kenya Federation of Labor (an alternative to the banned K.A.U). This move was obviously unpopular with the colonial masters / employers, who in turn formed the Federation of Kenya Employers (F.K.E) in January 1959, as a counter to the Federation of Labor. A trade union simply means an association of workers in a particular trade, industry or craft. In a strict legal sense, it means an association formed primarily for the purpose of regulating the relations between employers and employees or employees and employees or employers and employers. According to justice L.J Harison, a trade union is essentially an organization of workers whose function is to enable them to act together to make possible collective bargaining. However, under the trade unions Act, a trade union includes both employers and workers organizations. The Industrial Relations Act, 2007 is the principal law regulating Trade Unions conduct in Kenya, It defines a Trade Union in Section 2 as; an association of employees, whose principal purpose is to regulate relations between employees and employers including an employers' organization. Contrary to belief of many unions here in Kenya, the Kenya Local Government Workers Union (KLGWU) is the only organisation whose membership cuts across all grades without industrial disquiet and conflict (Machyo, 2003). For instance, Town Clerks are

members of the union with limited participation in union activities. By virtue of their roles as Council chief executives, they are not eligible to contest union elections but their grievances in Industrial Courts are handled by the union.

1.1.2 EMPLOYEE INTENTION TO JOIN TRADE UNION

Intention to join trade union is the motive of employees to become union members by subscribing for membership in the union. The motives of people for joining a union often use the classification developed by Van De Vall (1970), who differentiated between ideological motives (To make the union as strong as possible), social motives (pressure from colleagues or family members) and instrumental motives (financial, legal and administrative support or protection in case of difficulties). Research shows the instrumental motive to be the most important motivation for union membership (Waddington and Hoffman, 2000). In Flanders (Belgium), 69 percent of union members joined 'because being a member is good protection in the event of problems at work' (De Witte, 1996). The predominance of the active or 'defense motive' suggests that the union is considered by many members as an 'insurance' against possible problems in the individual or collective sphere (Visser, 1995). The need for protection which is central to the instrumental motivation of membership of course includes more than just protection against possible dismissal or job insecurity. The latter, however, constitutes an important component of the protection motive.

Labor unions have been viewed as organizations established to help protect the interests of employees and foster pleasant relationships between employees and employers (Wilawan, 2007; Napathorn and Chanprateep, 2011). Much research has examined the reasons why employees want to join labor unions, especially in the United States and Europe (Visser, 2002; Friedman, Abraham, and Thomas, 2006). For example, employees in the United States joined labor unions to improve work environments, career prospects, and job satisfaction (Friedman, Abraham, and Thomas, 2006). Employees in Poland joined labor unions to improve their career prospects (Zientara and Kuczynski, 2009).

In Kenya the labor relations system seems to be under the control of the management. Employees are not eager to organize labor unions because of cultural factors (Suthakavatin, 2005; Siengthai and Bechter, 2005). Most security firm's employees view themselves to have a low rank in the organizational hierarchy; thus, they pay respect to managers whom they believe to have a higher rank within the organization. Therefore, they prefer not to create adversarial relationships with managers by establishing labor unions to protect their own rights. Moreover, most managers have a negative perception of labor unions and thus do not welcome the establishment of labor unions within their workplace. Some managers also view labor unions as self-interested since some labor unions are established for personal rather than public purposes (Brown, 2004).

1.2 STATEMENT OF THE PROBLEM

The influence of trade unions is evident in crucial economic indicators such as employment, levels of wages, standard of working conditions etc. Studies on the labor movement in India show that there was no organized labor force in the early stages of industrialization in India. However, unbearably long hours of work, low wages etc, made the workers use a weapon called strike. Declining employment elasticity implies that more output is attained with less employment. Unions can affect this employment elasticity by resisting technological change that increases the possibility of substituting between capital and labor and by limiting the availability of goods and services that compete with the output of unionized firms.

Locally, Musandu (2007) in his study found out that the causes of fragmentation of Trade Unions are; Poor management of the Trade Unions, poor leadership, lack of education, poor representation, leadership wrangles, conflict of interests, misappropriation and lack of union funds, increase in awareness of rights, and unfair elections. K'obonyo (1981) studied the operations of Trade Unionism in Kenya; a study of the railways African Union. Machyo (2003) studied women's participation in Trade Union leadership in Kenya. Busienei (2005) added to the body of knowledge by his study of the moderating effects of Trade Union membership on employee perception of job security and fair treatment by management in the manufacturing industry in Kenya. Moraa (2006) surveyed the strategies used by Trade Unions in negotiating with employers in Nairobi.

Despite documented evidence of declining membership of trade unions by employees, there has been scanty of research to explain factors leading to declining membership, thus the need for research to determine factors affecting intention to join and remain in the trade unions among firm's employees in Kenya. The security firms in the country employ a relatively large pool of workers in the unionsable category that provides a good basis for understanding the reasons affecting their intention to join and remain in the trade unions.

1.3 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVE

The study sought to establish factors affecting intention to join and remain in the trade unions by security firms' employees in Kenya with special reference to G4S Security Services Limited in Nairobi.

1.3.2 SPECIFIC OBJECTIVES

The study specifically sought:

1. To establish how the economic conditions faced by workers in G4S Security Services Ltd influences their intention to join and remain in the trade unions.
2. To determine how the state of human relations practices in G4S Security Services Ltd influences the employees' intention to join and remain in the trade unions.
3. To assess how the Human Resource Management practices being carried out at G4S Security Services Ltd influences the employees' intention to join and remain in the trade unions
4. To examine how the literacy level of employees working with G4S Security Services Ltd influences their intention to join and remain in the trade unions.

1.4 RESEARCH QUESTIONS

The study sought to answer the following research questions:

1. How do the economic conditions faced by workers in G4S Security Services Ltd influence their intention to join and remain in the trade unions?
2. How does the state of human relations practices in G4S Security Services Ltd influence the employees' intention to join and remain in the trade unions?
3. How does the Human Resource Management practices being carried out at G4S Security Services Ltd influence the employees' intention to join and remain in the trade unions?
4. How does the literacy level of employees working with G4S Security Services Ltd influence their intention to join and remain in the trade unions?

1.5 SIGNIFICANCE OF THE STUDY

The study will be of great importance to employees of security firms in Kenya as they will be able to understand the factors affecting their intention to join and remain in the trade unions. The study will also be of great importance to trade unions in Kenya as they will understand factors that hinder employees of security firms in Kenya in joining trade union and thus try and enlighten them on the benefits of joining trade unions. The study will be of great importance to policy makers in the government as they will be able to design policy that will help employees in joining trade unions. Finally this study will be of great importance to future scholars as it will form basis for future research.

1.6 SCOPE OF THE STUDY

This was concerned with establishing the factors affecting intention to join and remain in the trade unions by security firms' employees in Kenya with special reference to G4S Security Services Ltd. The study targeted 158 employees of G4S Security Services Ltd at their Headquarters Office along Witu Road, off Lusaka, Industrial Area, Nairobi. Both the management and the junior staff were involved. The study was conducted using descriptive survey design to investigate and analyzed and discovered factors affecting intention to join and remain in the trade unions by security firms employees in Kenya with special reference to G4S Security Services Ltd.

1.7 ASSUMPTIONS OF THE STUDY

This research study had the assumption that all the respondents would cooperate and give reliable information and that the respondents were aware of the factors affecting their intention to join and remain in the trade unions by security firms employees in Kenya with special reference to G4S Security Services Ltd. The study also assumed that all the respondents understood the questionnaire and gave response from a point of perfect knowledge.

1.8 LIMITATIONS OF THE STUDY

Some of the questionnaires given were not returned. To overcome this limitation, the researcher filled the questionnaire as she interviewed the respondents. In addition, the company rigid policies and regulations posed a limitation as the respondents were not free enough to give information. The study overcame this limitation by requesting for an introductory letter from the University which helped to introduce herself to the management of the company.

2. LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews the existing literature, information and publication on the topic related to the research problem by accredited scholars and researchers. This section shall examine what various scholars and authors have said about factors affecting intention to join and remain in the trade unions, in particular it will cover the theoretical review of literature, empirical review of the literature and conceptualization of the research problem.

2.2 THEORIES OF TRADE UNIONS

2.2.1 SOCIAL CUSTOM THEORY

Although the main role of unions is to bargain the wage with the employer, becoming a union member is not necessary in order to enjoy the right to be covered by the wage contract negotiated by the union. If one disregards the closed shop - an institution that has almost disappeared - union members who work in a given firm or sector are covered by the same collective contract as non-members. So, if workers get the same wage, independently of their union status, and some of them choose to pay a membership fee, what does the membership card buy? The basic answer delivered by the literature is that membership buys the worker a good social treatment in the community he lives in or, in other words, a good reputation (Booth, 1985, Booth and Chatterji, 1993, Naylor and Cripps, 1993, Corneo, 1997, Goerke, 1997). As there exists no formal obligation for the union to provide its members with social rewards, union membership gives rise to an implicit contract. The working of an implicit contract based on social rewards may be understood by making reference to the theory of social norms, as developed e.g. by the US-sociologist Coleman (1990). In economic terms, social norms are claimed to arise in order to solve problems caused by externalities and public goods.

Interpersonal exchange of deference, sympathy, courtesy, and concrete help is a device that serves to award those individuals who hold a norm. To join the union may be considered as the focal action at which is directed a social norm. The norm is aimed at deterring the workers from free-riding on the bargaining effort provided by the trade union, and it is enforced by social sanctions and rewards mainly carried out by workmates. From the viewpoint of workmates, the decision to join the union is a positive externality or a contribution to a public good, as all workers benefit from a larger, and hence more powerful, trade union. By rewarding union members and sanctioning non-members in their social life, the workforce as a whole provides an incentive to join the union, and thereby it solves the free-rider problem. According to this view, the degree of unionization depends on the enforceability of a unionist social norm in the workers' community. In turn, community enforcement requires the willingness of workers to condition their personal attitudes toward workmates on their union membership status. Since rewarding or punishing someone implies a deviation from normal behavior, both rewarding and punishing involve some costs for the subject who undertakes them. This creates a new problem: Why should workers choose to punish non-members and reward members?

This issue can be approached in various ways. A first route considers the role of second-order sanctions and sanctions of higher order, e.g. the fact that not only are deviators from the desired behavior punished, but a worker who fails to punish is in turn punished. The sustainability of such sanctions can be evaluated using game-theoretical tools. Consider, for the sake of concreteness, the following game. In its first stage the workers of a given firm simultaneously choose whether to join the trade union. Then, they engage in infinitely repeated interactions. In each stage, workers are randomly matched into pairs to play a version of the prisoner's dilemma game (Kandori, 1992). Under complete information, a modified Folk Theorem applies to the subgame identified by the repeated random matching game. Therefore, it may be possible to sustain a perfect equilibrium in the matching game in which players only cooperate in the stage game if both are union members. If the discounted expected differential payoff between members and non-members in the matching game is sufficiently large, the overall game may well exhibit perfect equilibria in which the workers join the union in the first stage of the game.

Things, however, change if workers cannot observe each other's behavior, e.g. they do not know whether a union member has failed to play "cooperate" with another member in the previous stage. In these cases it may be difficult to enforce the unionist norm. In general, such a norm is more likely to be enforced as a sequential equilibrium whenever workers have a large amount of information about individual behaviour in the past, and they use this information so that only defectors are punished. Clearly, such an information processing is facilitated by the presence of a stable social network linking the workers.

A second route draws from social psychology in order to identify behavioral rules that may explain the sanctioning of non-members in the social sphere. According to equity theory Adams (1963), in social exchange between two agents the ratio of the perceived value of the "inputs" to the perceived value of the "outcomes" would tend to be equal. In the current setting the "input" of a worker is the value of the deference shown to his workmate, and the "outcome" is the sum of the deference received by the other and the wage net of the membership fee. Behavior according to equity theory would therefore lead to offset the higher net wage of a non-member by showing him less deference (Holländer, 1990). More generally, workers may be endowed with a total amount of deference that they can show, and societal values may deliver criteria according to which deference should be allocated to others. Solidarity being a societal value, union members may automatically be awarded more deference by the workforce (Corneo, 1997).

A third route contemplates the psychological mechanisms that may reduce the costs of sanctioning non-members in the social sphere. A prominent mechanism is based on cognitive dissonance reactions (Aronson, 1979). These reactions usually stem from peoples' view of themselves as "nice people". Information that conflicts with this image tends to be ignored or accommodated by changes in other beliefs. Experiments show that individuals who are told to engage in cruel behaviour toward others systematically change their attitudes against the object of their cruelty. In order to preserve their self-image as a nice person, individuals lower their opinion about the object of their cruelty. A similar mechanism may operate when non-members are sanctioned. Cognitive dissonance theory suggests that individuals who badly treat nonmembers may want to believe that they still behaved as nice persons are supposed to. Collective images of non-members as "scabs" and nasty individuals facilitate such beliefs and reduce the psychic cost of being cruel to them.

2.3 EMPIRICAL REVIEW OF LITERATURE

Trade union movements are confronting multiple challenges. Among the adversities that union leaders face are pressing organizational problems: membership tends to erode due to structural changes in the economy and society, unfavorable political and institutional conditions make organizing even more difficult, and attempts to attract and represent new social groups remain insufficient. 'Deunionisation' and its consequences for collective bargaining and the political clout of union movements has become a problem acknowledged not only in academic circles but also union circles. However, these accounts rarely note the intricate relationship between union movements and welfare states, and the potential consequences of ongoing efforts to recalibrate the welfare state, which unions had helped expanding.

Facing decline in membership, representatively, and dues income, we could expect unions to become more dependent on the welfare state in which they are embedded. Where they have an institutionalized involvement in statutory workplace representation or play a role in the co-management of social and employment policies, they could gain additional legitimacy and resources. Where unions are weak in membership strength and bargaining power, they may still benefit from the bargaining coverage through better organized employer organizations or from state support via legal extension of collective agreements to non-organized workers and non-unionized firms. In addition, the welfare state might provide several 'union securities', be it through union-friendly labour relations in the public sector or subsidies to collective insurance schemes run by unions.

Moreover, as social movements, organized labour may be able to assume a role in the politics of welfare state reform, defending the interests of current and former wage earners against government and employer policies. In recent years, some union movements have been capable of blocking reform efforts, while in other cases; union leaders were willing to negotiate the adaptation of labour market and social policies to the current domestic and international challenges. Comparative studies stressed the shift to bargaining decentralization, labour market deregulation, and flexibilisation in production as major challenges to industrial relations since the 1980s (Baglioni and Crouch, 1990; Katz, 1993). Since the run up to European Monetary Union in the early 1990s, there have been attempts at negotiating long-term tripartite social pacts with the aim to achieve wage moderation under the pressures of international competition and stringent public budget constraints (Fajertag and Pochet, 2000; Waddington, 2001). Moreover, in countries with social partnership traditions, the state delegated some public policy competencies to the social partners, in particular in labour market and social policy matters (Berger and Compston, 2002; Casey and Gold, 2000; Reynaud, 2000). With intensified European integration and the increased pressures on welfare states, a renegotiation of the post-war social compromise is on the agenda at both national and European level.

Also within the European Union, the 'open method of coordination' (Goetschy), which relies on concerted national action that includes also the social partners, expanded from issues of employment to other social policy areas such as social inclusion and pension policies (de la Porte, 2001). Activities beyond wage bargaining have not been limited to the union side, ideas of 'corporate social responsibility' and 'social partnership' are also discussed among employers at European level and especially in Anglo-Irish and Nordic circles in the recent years (Kjaergaard and Westphalen, 2001). Yet, in several European countries, employer representatives and political actors are also those that fiercely criticize and attempt to undo social partnership institutions, most prominently French employers and the Austrian centre-right coalition.

From the theoretical treatment of trade unions in economics, it is quite clear that trade unions attempt to raise wages above the level that would exist in their absence. Reviewing a number of early empirical studies in the US and undertaking much additional analysis, Lewis (1963) concludes that the size of the effect of unionism on the average union-non-union relative wage in the United States has varied greatly and in systematic fashion over time. In recent years several authors have attempted to measure the relative union-nonunion wage differentials using multiple regression analysis mostly on micro-economic data. Parsley (1980) has reviewed the available studies undertaken largely in USA, UK and Canada.

Most of these studies fit a single wage equation on pooled data (union and non-union) incorporating unionism as one of the explanatory variables (Bhattacharjee and Datta Choudhary, 1992 and Deshpande, 2000). The important assumption of these studies is that the rewards for the each of the explanatory variables are the same both in union and non-union sectors.

There are few studies in the USA, which consider that both wages and unionization are simultaneously determined (Ashenfelter1972; Schmidt and Strauss, 1976; and Schmidt, 1978). The authors of these studies view that unionization is also affected by wages; more and more non-union workers join unions after noticing the monetary gains of the unionized workers; thus according to this view unionization is no longer an exogenous factor but endogenous. These considerations suggest that in order to obtain a better estimate the effect of unionism on relative wages it is necessary to incorporate in to the model how unionism is also determined. Few studies (Bloch and Kuskin, 1978; Lee, 1978, Robinson and Tomes, 1984) postulate that the wage structures for union and non-union sectors are different. Bloch and Kuskin have considered separate wage equations for union and non-union sectors and attempted to measure the union-non-union wage differentials. Lee, on the other hand, having fitted separate wage equations for union and non-union sectors has estimated union-non-union wage differentials using the simultaneous equation technique. To sum up, the survey of empirical studies reveals that trade unions increase the wages of their members more than what prevailed in their (union) absence.

In Kenya, Musandu (2007) in his study of 'the effects of fragmentation of Trade Unions on collective Bargaining in Kenya's hotel industry found out that the causes of fragmentation of Trade Unions are; Poor management of the Trade Unions, poor leadership, lack of education, poor representation, leadership wrangles, large membership of Trade Unions, conflict of interests, misappropriation and lack of union funds, increase in awareness of rights, and unfair elections. Poor management of Trade Unions was the greatest of these. Several other studies have been done on Trade Unions in Kenya. K'obonyo (1981) studied the operations of Trade Unionism in Kenya; a study of the railways African Union. Machyo (2003) studied women's participation in Trade Union leadership in Kenya. Busienei (2005) added to the body of knowledge by his study of the moderating effects of Trade Union membership on employee perception of job security and fair treatment by management in the manufacturing industry in Kenya. Moraa (2006) surveyed the strategies used by Trade Unions in negotiating with employers in Nairobi. Mutung'a (2006) did a study on the response of trade unions to challenges posed by conditions of work at the EPZ.

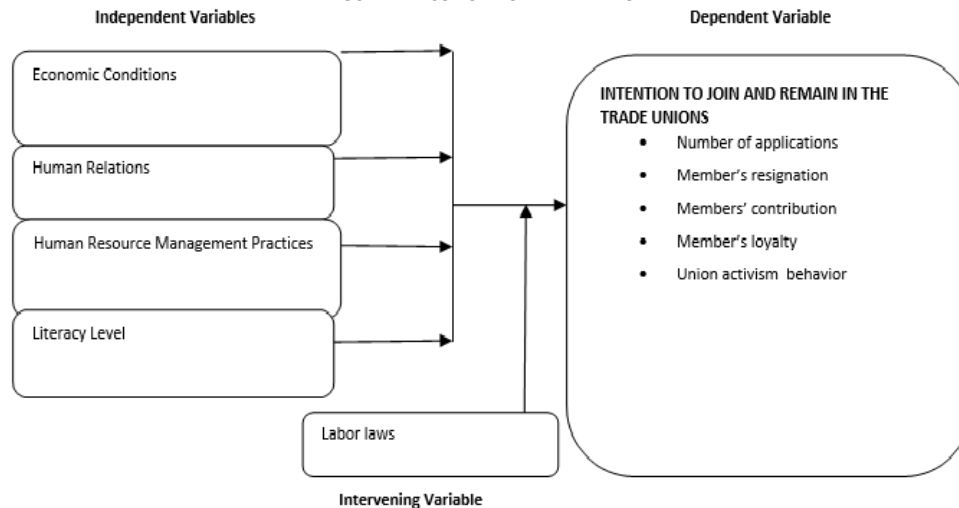
2.4 RESEARCH GAP

The influence of trade unions is evident in crucial economic indicators such as employment, levels of wages, standard of working conditions etc. Recently the union membership has drastically dwindled as a result of privatization of public enterprises and liberalization of the economy. Musandu in his study found out that the some of the causes of fragmentation of Trade Unions are; Poor management of the Trade Unions, poor leadership, lack of education, poor representation, leadership wrangles, and lack of union funds, increase in awareness of rights and unfair elections. K'obonyo studied the operations of Trade Unionism in Kenya; a study of the railways African Union. Machyo studied women's participation in Trade Union leadership in Kenya. Busienei added to the body of knowledge by his study of the moderating effects of Trade Union membership on employee perception of job security and fair treatment by management in the manufacturing industry in Kenya. Moraa surveyed the strategies used by Trade Unions in negotiating with employers in Nairobi. There is scanty of research to explain factors affecting intention to join and remain in the trade unions by security firms employees in Kenya.

2.5 CONCEPTUAL FRAMEWORK

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this.

FIGURE 2.1: CONCEPTUAL FRAMEWORK



Source, Researcher 2012

Trade unions are meant to argue better pay for its members in whichever sector in which they operate. Thus, it is conceptualized that trade unions in Kenya have positively influenced employee remuneration packages for their members. For the employees to perform better in their various capacities and to be able to handle the challenges they face in terms of their job content, training is very crucial. Thus, the trade unions generally negotiate for their members to attain adequate training to impact them with skills necessary to effectively perform their roles. It is therefore hypothesized that trade unions in Kenya have had a positive impact on training and development of employees (who are their members).

Employees' salaries strongly affect their intention to join and remain in the trade union as the trade unions depends on member's contributions to finance their activities, employees with low income will find it hard to have their salaries deducted union contribution and this will influence their intention to join and remain in the trade union. COTU believes that the current minimum wage is inadequate and need to be reviewed immediately as this acts as an obstacle to employees who wants to join trade unions. Employees who feel they are overburdened by union contributions will tend to resign from the unions, an increase in salary would result to increase in the number of applications.

Human Resources Management approaches and industrial relations can successfully coexist. Various research in the developed world reveals that HRM practices have been introduced by employers as union substitution strategies union substitution policies tend to be concentrated in large firms that can afford specialized industrial relations personnel. Employers are increasingly adopting human resource management approaches, which includes strategy based on fear and intimidation seeking to create a perception that the union is 'bad' or 'source of trouble' and/or a union marginalization strategy based on communication through non-union channels.

The level of education of employees determine to a great extent their level of understanding of the perceived benefits accrued from being members of trade unions, most employees with low education background seems not to understand the benefits they would receive from being members of trade unions and therefore this influences their intention to join and remain in trade unions. Employees with low level of education will perceive joining of union as activism and thus will fear to join trade union and even though they remain as members they won't be active members.

Employees especially those in the manufacturing sector are faced with health hazards in their working places. In order to improve the health conditions, trade unions are usually at the forefront to ensure that such health concerns are addressed by the employers. It is therefore hypothesized that the trade unions in Kenya have had a positive influence on the improvement of health conditions for workers in organizations. There are number of factors that influence the intention to join and remain in the trade by security firms employees in Kenya, these includes; economic conditions, human relations, Human Resource Management practices and literacy level.

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the methodology that was used in gathering the data, analyzing the data and reporting the results. Here the researcher aimed at explaining the methods and tools that were used to collect and analyze data to get proper and maximum information related to the subject under study.

3.2 DESIGN OF THE STUDY

The research design employed in this study was descriptive research design. The major purpose of descriptive research design is to describe the state of affairs as it is at the time. According to Mugenda and Mugenda (1999) a descriptive research is a process of collecting data in order to answer questions concerning the current status of the subjects in the study. This helped the researcher to find out factors affecting intention to join and remain in the trade unions by security firms employees in Kenya with special reference to G4S Security Services Ltd. According to Mugenda and Mugenda (1999) this type of research design attempts to describe such things as possible behavior, attitudes, values and characteristics.

3.3 TARGET POPULATION

Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. This definition ensures that the population of interest is homogeneous. Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn according to Mugenda and Mugenda (1999).

The target population of the study comprised of the management, senior level and low level officers of G4S Security Services Limited in the country all estimated to be 1,573. The target was as follows:

TABLE 3.1: TARGET POPULATION

Level	No in Position	Percentage of Total Population.
Top Management	27	1.7
Senior Officer	178	11.3
Low Officer Level	1368	87.0
Total	1573	100.0

Source: Researcher, (2012)

3.4 SAMPLING TECHNIQUES

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Cooper and Schindler, 2003). The study employed every element in the target population so as to have a chance to be a respondent. This technique ensured that bias was not introduced regarding who was included in the census (Kothari, 2005). The study sampled employees of G4S Security Services security firm in Kenya. Proportionate stratified random sampling technique was used to select 158 staffs working with G4S Security Services Ltd at their Head Office, this represented 10% of the entire population of employees working with G4S Security Services Ltd, Gay recommends a 10% of the accessible population for descriptive studies (Mugenda & Mugenda, 2003) but says the larger the sample the more reliable the data is. The sample was as follows:

TABLE 3.2: SAMPLE SIZE

Level	Population Size	Sample Size (10% of the Population)
Top Management	27	3
Senior Officer	178	18
Low Officer Level	1368	137
Total	1573	158

Source: Researcher, (2012)

3.5 DATA COLLECTION

The researcher developed the instruments with which to collect the necessary information. Questionnaire was used to obtain important information about the population. The face to face interviews were preferred as they allowed the researcher to probe for more information from the respondents. The questionnaire contained questions which were closed ended, likert and open ended. These types of questions were accompanied by a list of possible alternatives from which the respondents were required to select the answer that best described their situation. The main advantage of closed ended questions is that they are easy to analyze since they are in their immediate usable form. They are also easy to administer because each time is followed by an alternative answer and is economical to use in terms of time saving.

3.5.1 DATA COLLECTION PROCEDURE

The study incorporated both primary and secondary data. The primary data was sought due to it nearness to the truth and ease for control over errors (Copper and Schindler, 2003). Primary data was collected using semi structured questionnaires and face to face interviews. The questionnaire was administered through

drop and pick methods for the top management and senior officers but for the low level staff, face to face interviews was carried out so as to fill the questionnaire. The questionnaire was used because they allowed the respondents to give their responses in a free environment. The questionnaire was self-administered to all the respondents.

3.5.2 INSTRUMENT VALIDITY AND RELIABILITY

Validity refers to the accuracy and meaningfulness of inferences based on the research results (Mugenda & Mugenda, 2003), and can be enhanced by absence of errors in the data collected. The research instrument was piloted with 15 respondents who will not form part of the sample selected for the study. This was ensured by going through the questionnaire with the respondents to ascertain that each of the items is framed in the least ambiguous way. The pilot study aimed at establishing construct validity of the instruments (Mugenda & Mugenda, 1999). The pilot study assisted in identifying the problems which the respondents may encounter in the process of answering the questions put across to them. The piloted questionnaire was revised and ambiguous items modified.

In this study, a pilot study was carried out with 15 respondents who were not included in the actual data collection. The researcher administered the instruments personally to the respondents. The feedback was used to validate the instrument in readiness for the study. After administering the instrument to the selected respondents, the data obtained was a true reflection of the variables under study. To test the reliability of the instrument, the researcher will use the split-half technique. The instrument was split into two sub sets (the sets which have odd numbers and even numbers). All even numbered items and odd numbered responses in the pilot study will be computed separately. By using this method, the researcher aimed at determining the co-efficient of internal consistency and the reliability co-efficient whose value varied between 0.00 (indicating no reliability) and +1.00 (indicating perfect reliability). The odd numbered scores for all items were correlated with even numbered scores using Pearson Product Moment Correlation Co-efficient of the entire test.

The researcher will use Spearman Brown Prophecy formula:

$$= \frac{2 \times \text{Corr between the halves}}{1 + \text{Corr between the halves}} \text{ Or } R_e = \frac{2R}{r+1}$$

Where R_e = reliability of the original test

r = reliability of the coefficient resulting from correlating the scores of the odd items with the scores of the even items. A coefficient of 0.70 was considered adequate but a coefficient of 0.80 is good according to Gay (2003).

3.6 DATA ANALYSIS

For the data collected to be meaningful, it was analyzed in a way that it is easy to be understood by the common man. This included analysis of data to summarize the essential features and relationships of data in order to generalise from the analysis to determine patterns of behaviour and particular outcomes. Before processing the responses, the completed questionnaires were edited for completeness and consistency. The researcher used qualitative and quantitative techniques in analyzing the data. Descriptive analysis was employed; which include; weighted mean, frequencies and percentages. The organised data was interpreted on account of concurrence to objectives using the assistance of computer packages specifically Statistical Package for Social Sciences (SPSS) and Microsoft excel to communicate the research findings. Regression analysis was used to establish the relationship between the dependent and the independent variables. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y = Intention to join and remain in the trade unions

β_0 = The constant

$\beta_1 \dots \beta_4$ = Coefficients of the independent variables

$X_1 \dots X_4$ = Independent variables of economic conditions, human relations, Human Resource Management Practices and literacy level.

ϵ_i = Error term

3.7 DATA PRESENTATION

The analyzed data was presented in frequency and percentage tables; this enhanced easier interpretation and understanding of the research findings.

4. DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents analysis and findings of the research. From the study population target of 158 respondents, 128 respondents filled and returned their questionnaires, constituting 81% response rate. Data analysis was done through Statistical Package for Social Sciences (SPSS). Frequencies and percentages were used to display the results which were presented in tables, charts and graphs.

4.2 REGRESSION ANALYSIS

TABLE 4.1: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.806	.801	.19758

Adjusted R^2 which is termed as the coefficient of determination tells us how intention to join and remain in trade unions varied with economic condition, human relations, human resource management practices and literacy level. According to the findings in table above, the value of adjusted R^2 is 0.801. This implies that, there was a variation of 80.1% of intention to join and remain in trade unions with economic condition, human relations, human resource management practices and literacy level at a confidence level of 95%. R is the correlation coefficient which shows that there was a strong correlation between the study variable as shown by the correlation coefficient of 0.806.

TABLE 4.2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.232	6	0.372	3.131	.048 ^b
	Residual	39.809	121	0.329		
	Total	42.041	127			

From the ANOVA statistics in the table above, the regression model is significant at $p < 0.05$ $f = 3.131$.

TABLE 4.3: COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.833	.172		4.847	.000
	Economic condition	.142	.082	.132	1.739	.084
	Human relation	.643	.082	.586	7.835	.000
	Human resource management practices	.232	.083	.246	2.806	.006
	Literacy level	.162	.063	.223	2.583	.011

From the finding in table the established regression equation was

$$Y = 0.833 + 0.142 X_1 + 0.643 X_2 + 0.232 X_3 + 0.162 X_4$$

From the above regression model, Economic Conditions, Human Relations, Human Resource Management Practices and Literacy Level to constant zero, intention to join and remain in trade unions would be at 0.833. It was established that a unit increase in the economic conditions would cause an increase in intention to join and remain in trade unions by a factor of 0.142, a unit increase in human relations would lead to an increase in intention to join and remain in trade unions

by a factor of 0.643, also a unit increase in human resource management practices would cause an increase in intention to join and remain in trade unions by a factor of 0.232, further a unit increase in literacy level would cause an increase in intention to join and remain in trade unions by a factor of 0.162.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

From the analysis of the data collected, the following discussions, conclusions and recommendations were made. The responses were based on the objectives of the study. The researcher had intended to establish how the economic conditions faced by workers in G4S Security Services Ltd influences their intention to join and remain in the trade unions, to determine how the state of human relations practices in G4S Security Services Ltd influences the employees' intention to join and remain in the trade unions, to assess how the Human Resource Management practices being carried out at G4S Security Services Ltd influences the employees' intention to join and remain in the trade unions and to examine how the literacy level of employees working with G4S Security Services Ltd influences their intention to join and remain in the trade unions.

5.2 DISCUSSIONS AND FINDINGS

From the findings on the level of income the study found that most of the employees were earning an income of between 5,001 and 10,000 Kenya shillings. On the influence of income on the intention to join and remain in the trade union, the study found that the level of income influences the intention to join and remain in the trade union. From the findings on the extent to which salary influences the decision to join a trade union, the study found that the salary influences the decision to join a trade union to a great extent. From the finding on the various aspects of economic conditions influencing the intention to join and remain in the trade unions, the study found that a reduction in employee's income would lead to resignation of employees from the unions, low level of income affects members monthly contribution to the union, with increase in the level of income, this would lead to more employees joining trade unions and employees are unwilling to accept to tie a significant part of their monthly contribution to the trade unions.

On whether the workers are allowed by the employer to join trade unions, the study found that workers were not allowed by their employer to join trade unions if they wanted to do so. From the findings on the level of victimization for employees who intend or have joined trade unions, the study found that level of victimization for employees who intend or have joined trade unions is high. On the rating of the various aspects of victimization, the study found that the respondents indicated high rating of the following, level of victimization in this company, victimization with regard to agitating for employees to join trade unions, victimization with regard to being a bonafide member of a trade union, victimization with regard to showing interest to join a union and victimization with regard to showing royalty or commitment to trade union activities. From the findings on the employee resignation from the trade unions as a result of harassment or victimization by the management, the study revealed that employees' resignation from the trade unions as a result of harassment or victimization by the management is high.

On whether job rotation influences employees' intention to join and remain in the trade unions, the study found that job rotation influences employees' intention to join and remain in the trade unions. From the findings on various aspects of job rotation, the study found that those rated highly as influencing intention to join and remain in trade unions are, job rotation with regard to employees who demonstrate some degree of union activism behaviour, level of job rotation in this company, job rotation to unionized workers for their loyalty to union activities, job rotation with regard to intention to join trade unions and job rotation with regard to unionized workers. From the findings on the level of agreement that job rotation influence employees to resign from the trade unions the study found that job rotation influence employees to resign from the trade unions. This is an indication that the employees of G4S agreed that job rotation influences employees to resign from the trade unions.

From the findings on the familiarity with the work and organization of trade unions, the study found that employees of G4S were familiar with the work and operations of trade unions. On the extent to which this level of familiarity with trade unions influences the decision to join trade unions, the study found that the level of familiarity with trade unions influences the decision to join trade unions to a great extent. On the importance of trade union membership benefits, the study found the following were important, free legal protection, education and training, other benefits, better wages and working conditions, job protection (security), fringe benefits, safety at work and a more secure retirement (pension plans). On whether employees were informed about the work being done by the trade unions, the study found that employees of G4S are not well informed about the work being done by the trade unions. From the findings on whether the intention to join a union largely depends on the benefits it offered, the study found that the intention of the employees of G4S to join a union largely depends on the benefits the union offered to them.

The study found that the indicators of the intention to join and remain the trade unions, were, member's loyalty indicate the intention to join and remain the trade unions by security firms' employees in Kenya, number of applications indicate the intention to join and remain the trade unions by security firms' employees in Kenya, member's resignation indicate the intention to join and remain the trade unions by security firms' employees in Kenya, union activism behaviour indicate the intention to join and remain in the trade unions by security firms' employees in Kenya, members' contribution indicate the intention to join and remain the trade unions by security firms' employees in Kenya. On what should be done to encourage employees of security firms to join trade unions in Kenya, the study found that the trade unions can encourage employees of security firms to join trade unions in Kenya through negotiation of wages, laying down favourable work rules, complaint handling, rules governing hiring, firing and promotion of workers, benefits, and workplace safety policies.

5.3 CONCLUSION

The study set out to investigate and analyze factors affecting intention to join and remain in the trade unions by security firms employees' with special reference to G4S Security Services Limited in Nairobi.

The study found that economic conditions faced by workers in G4S Security Services Ltd influences their intention to join and remain in the trade unions to a great extent. The salary level influences the decision to join trade unions to a great extent.

The study found that workers were not allowed by their employer to join trade unions if they wanted to do so. It was further established that there was a high level of victimization for employees who intended or have joined trade unions and this influenced their intention to join trade unions. The study also revealed that employee resignation from the trade unions as a result of harassment or victimization by the management was high.

With regard to job rotation, the study found that job rotation influences employees' intention to join and remain in the trade union. It was revealed that the various aspects of job rotation highly influences employees' intention to join and remain in trade unions. Further, the study found that job rotation influence employees to resign from the trade unions. This is an indication that the employees of G4S agreed that job rotation influence employees to resign from the trade unions.

The study also found that the employees of G4S were familiar with the work and operations of trade unions and the level of familiarity with trade unions influences the decision to join to a great extent. The importance of trade union membership benefits were highlighted as follows; free legal protection, education and training, other benefits, better wages and working conditions, job protection, fringe benefits, safety at work and a more secure retirement.

The study further revealed that the indicators of the intention to join and remain the trade unions were, member's loyalty indicate the intention to join and remain the trade unions by security firms' employees in Kenya, number of applications indicate the intention to join and remain the trade unions by security firms' employees in Kenya, member's resignation indicate the intention to join and remain the trade unions by security firms' employees in Kenya, union activism behavior indicate the intention to join and remain in the trade unions by security firms' employees in Kenya, members' contribution indicate the intention to join and remain the trade unions by security firms' employees in Kenya.

5.4 RECOMMENDATIONS

The study recommends that there is need for trade unions to encourage employees of security firms to join trade unions in Kenya through negotiation of wages, laying down of favorable work rules, complaint handling, rules governing hiring, firing and promotion of workers, benefits, and workplace safety policies.

There is need for the government to increase the minimum wage standards across all the sectors of the economy as this will help many employees increase their salary and thus increase their contribution to the trade unions which will help more employees to join and remain in trade unions.

There is also need for the government to strength the workers organizations through various legislation as this will help employees to join trade unions without fear of victimization by the employer.

5.5 AREA FOR FURTHER RESEARCH

The study sought to establish factors affecting intention to join and remain in the trade unions by security firms' employees with special reference to G4S Security Services Limited in Nairobi Kenya. The study recommends an in-depth study to be done on the challenges facing employees when they want join trade unions in Kenya.

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