

Mitigating Employee Turnover and Increasing Customer Satisfaction: A Case Study of the Private Security Industry

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Abstract: This paper explores successful strategies utilized in the private security industry to mitigate employee turnover. This research paper also analyzes strategies that managers and leaders in the private security industry use to retain skilled employees and increase customer satisfaction. Security managers and leaders need an appropriate approach to enhance firm-wide performance and competitive advantage, thereby increasing profitability and sustainability. The study draws on a comprehensive review of relevant literature and semi-structured interviews with six successful top security business managers in northern Virginia to offer insightful recommendations to improve employee retention and reduce turnover rates. Using the thematic data analysis, the study found four major themes: (a) leadership and management engagement, (b) flexible schedule and work-life balance, (c) working conditions and environment, and (d) monitoring and assessing employee turnover.

Keywords: Employee Retention and Turnover, Private Security Industry, Competitive Advantage, Security Managers and Leaders.

I. Introduction

The success of any security organization relies on dedicated employees, who are the cornerstone of driving daily, weekly, monthly, and annual organizational activities. However, in the private security industry, employee and client complaints are common, which can lead to employee dissatisfaction. This oversight leads to high employee turnover, loss of institutional and security knowledge, and dissatisfaction of clients or customers. As one of the most stressful professions with a high turnover rate, the private security industry requires strategies to improve employee retention.

Competition in the private security industry is increasing every day with the implementation of new business activities, such as the implementation of new data centers in northern Virginia. As the quality of the security workforce underpins it, it is imperative to manage security officers effectively to ensure they are engaged, motivated, and well-trained (Gogogwute et al., 2025). As stated by Chagadama and Luamba (2025), employee engagement promotes success and increases a positive organizational reputation or image. Consequently, mitigating employee turnover by retaining devoted, skilled, and experienced employees is paramount for both security companies and their clients or customers. Wesonga and Van Der Westhuizen (2025) argued that security organizations should increasingly invest in professional development programs, focusing on activities designed to enhance employees' professional knowledge and maintain a competitive advantage for success. Chagadama et al. (2022) added that having employees with appropriate skills and job capabilities contributes to creating a positive work culture and environment. As stated above, promoting a positive work environment by managers or leaders will contribute not only to retaining but also to attracting new employees to join an organization. This is crucial for private security companies facing increasing competition within the security industry.

II. Background

Security companies and organizations are especially vulnerable to high turnover challenges. Security employees face competition, stress, and pressure to meet deadlines and comply with regulations. For example, in private security firms, employees and employers face intense pressure to comply with local, state, and federal policies, leading to high turnover (Godwin, 2025). The high rate of turnover not only impacts morale and productivity but also leads to the loss of skilled employees and clients' trust. Many job opportunities in the private security industry arise when people leave their current positions for other roles where they feel comfortable working. Then, managers and leaders in the private security industry need to understand the economic consequences of employee turnover; therefore, effective solutions should be developed to promote professional development, a

positive work environment, work-life balance, and an inclusive organizational culture to reduce turnover by retaining skilled employees (Chagadama et al., 2023; Kay, 2023).

Moreover, this multiple-case study explores the employee retention strategies of successful private security companies in Virginia, which are needed in the security industry, with the hope of assisting managers in retaining their talented employees through appropriate programs. It also explores successful strategies for employee retention and turnover mitigation based on voluntary and involuntary turnover. Luamba et al. (2023) argued that reducing employee turnover over the long term requires top business managers or leaders to develop successful programs that align with the organization's mission and vision. This also highlights the need to go beyond financial enticements by strategizing, for instance, offering higher salaries and enhanced social benefits, which are the best motivators for creating positive emotional incentives. Per Jaman et al. (2022), emotional incentives, such as appreciation and organizational belonging, may lead to long-term employee satisfaction. Therefore, in this research, we develop actionable insights to improve the working environment by addressing professional factors that correlate with high turnover, such as promoting organizational culture and increasing job satisfaction. Then, as explained above, it is paramount to create a win-win strategy for both firms and employees, as this will improve employee retention, increase operational effectiveness and success, and promote a competitive advantage in the private security industry.

III. Problem Statement

The voluntary departure or turnover of skilled and experienced private professional security guards or officers is a significant challenge in the security industry and can cost between 100% and over 300% annually (Novagems, 2025). This is a significant challenge, as it may affect an entire company's workforce and cause turnover multiple times per year. These rates are significantly higher than the national average of 41% across all industries (Bureau of Labor Statistics, 2025). The overarching business problem is that the high employee turnover rate in the security industry affects efficiency, productivity, and sustainability. So, managers and leaders of private security firms require better strategies to attract and retain skilled, experienced professionals, which is essential for remaining competitive in the security industry.

IV. Research Objective

The purpose of this qualitative multiple-case study was to explore strategies that security managers and leaders of private security firms in the northern Virginia region use to promote employee retention and reduce turnover rate by retaining skilled employees and maintaining a competitive advantage. The study highlights successful strategies to promote efficiency and mitigate employee turnover by examining fundamental factors that increase customer satisfaction. The insights gained from this study can guide business managers and leaders in the security industry by developing practical retention approaches tailored to their unique organizational contexts to mitigate the high rate of employee turnover.

V. Literature Review

Efficient management of private security firms hinges on managers and leaders' capability to implement effective employee retention strategies. Effective management and leadership in security companies depend on the management's ability to deal with appropriate strategies to mitigate turnover. A lack of management tools or strategies to retain employees can substantially result in the loss of institutional knowledge, erosion of customer trust, and damage to valuable client relationships (Akanbi & Obafemi, 2024). Ezechi et al. (2025) argued that clients or customers always have several options and reasonably high expectations of their security organizations, and that the failure to perform security tasks can affect the quality of services offered, client relationships, and adversely impact business financial health. Therefore, managers in the private security industry strive to recruit and retain skilled professional guards or agents who can drive success and growth. However, employee retention is critical to success and growth. Additional research is needed to understand how managers and leaders organize, plan, act, and manage their workforces to maximize employee retention and reduce turnover.

This literature review aims to address these research gaps by critically examining the strategies successful managers use to attract and retain their valuable employees and increase job satisfaction. The findings of this qualitative multi-case study provide valuable insights for security managers, business analysts, researchers, and government officials, offering practical guidance for managing turnover in the security industry. These insights and findings can guide firms in crafting and executing effective employee retention strategies tailored to the unique needs of the security industry, potentially transforming the security firms' future growth into a sense of optimism about prosperity.

5.1. Conceptual Framework

Job embeddedness theory is a conceptual framework that provides insights into how to retain employees and reduce turnover across job industries, including security firms. Mitchell et al. (2001) explained that job embeddedness is grounded in concepts that explain why people voluntarily stay or leave their organizations. Per Mitchell et al. (2001), the aspects or factors that keep employees in their organizations are based on the three primary elements: (a) links, (b) fit, and (c) sacrifice to their organizations. Chagadama et al. (2022) added that the three components of job embeddedness theory help to explain poor work conditions, leadership, management, and social benefits as factors contributing to high turnover. This may also be applied in the security industry, where working conditions and job pressure are present. In other words, private security managers or leaders need to understand how to navigate the multifaceted relationships between the company and individuals to align with the organization's vision and mission.

As explained above, the theory of job embeddedness extends beyond traditional definitions of job satisfaction or organizational commitment because it includes several contextual factors that influence the likelihood that an employee will remain in a job (Chagadama et al., 2022). Dechawatanapaisal (2025) added that job embeddedness theory includes a sense of belonging within the organization and should be perceived as a social connection that supports both employees' and employers' growth. Job embeddedness has become paramount, as it substantially reduces turnover intention and is associated with both personal and professional attachment. It also impacts outside-of-work factors in the local communities that can positively influence retention (Abou Hashish & Alnajjar, 2025; Chagadama et al., 2022). To create a holistic approach to reducing turnover, organizational managers or leaders need to focus not only on internal factors such as organizational attractiveness but also on external factors.

The job embeddedness theory may also help monitor job activities, implement the firm's culture, and promote interrelationships among senior managers. By applying job embeddedness principles, security managers or leaders can identify those who want to leave or are likely to leave the organization. Then, investing in mastering the key components of job embeddedness theory, managers or leaders may improve firm performance. As a result, organization managers who are attentive to these factors often experience reduced turnover (Mitchell et al., 2001). The theory also underscores the role of community ties outside work, which could positively influence retention. This emphasizes the importance of considering workplace dynamics more broadly and making employees feel that their links, fits, and sacrifices are crucial factors in employee turnover or retention.

5.2. Factors Influencing Employee Turnover

Employee turnover is among the most challenging factors for private security companies, as it increases costs. Every company wants to decrease costs and increase profits (Luamba et al., 2022). Ignoring this challenge can result in a crushing loss of institutional memory and significantly impact workplace culture. Bryant et al. (2023) argued that organizational managers should have the ability and capacity to manage employee turnover for success. The lack of effective turnover management can be detrimental to competitiveness. In addition, hiring, training, and allocating new employees increases operational costs. To address employee turnover, company managers need to take preventive actions to minimize its primary drivers, such as creating a stable, engaged, and positive workforce. Attipoe et al. (2025) opined that security companies can increase job satisfaction and retention by implementing a positive workplace that promotes organizational values and employee well-being. Private security companies should increase transparency, for instance, in the hiring, scheduling, training, etc. processes. This emphasis may also be explored by promoting diversity and avoiding negative behaviors, such as discrimination based on race, gender, religion, or age, to increase employee well-being, job satisfaction, and retention. It also fosters a more resilient and engaged workforce, communicating to employees that they are valued and integral to the firm's success.

Mitigating employee turnover is critical to any organization. It is also crucial to the security business, where turnover implications affect other business activities. One reason this happens is that security agents and employers rarely perceive the implications of job changes that affect turnover rates in private security firms. Ribal et al. (2025) argued that more frequent changes in the security business are anticipated due to evolving work-life balance and career evolution expectations. Current studies have explored and explained work-life balance, career evolution, and organizational culture as influencing factors of voluntary and involuntary turnover intention (Attipoe et al., 2025; Chagadama et al., 2022). As explained above, it is essential to recognize the adverse effects and implications of losing employees, which also directly affect security guards and agents in the security industry. This attests and confirms the urgency of addressing turnover in the private security industry.

The private security profession is unique and requires respect for working hours, adherence to stringent deadlines, and the ability to handle significant internal and external pressure. These factors are positively related to high turnover rates, including burnout and an unfavorable work-life balance. Chagadama et al. (2022) argued that in the security industry, work-life balance refers to security agents' ability to manage their professional responsibilities

and personal lives in ways that promote well-being and prevent burnout (Meyer, 2024). Luamba et al. (2023) added that creating a competitive environment can increase performance across sectors, but competitiveness can be detrimental without appropriate strategies. For instance, the emphasis on billing and scheduling can overshadow the importance of collaboration. Lacking mastery of these concepts can place enormous pressure on junior associates and/or new staff who do not yet understand the system, leading to burnout. Koniari (2025) opined that burnout is closely related to increased errors, turnover, absenteeism, and reduced productivity. Productivity is negatively affecting the quality of client service and the business relationship. Moreover, the lack of well-defined career advancement and promotion pathways can push skilled professionals to seek higher-paying positions at other firms. This may also lead to high voluntary turnover in the security industry.

5.3 Compensation, Career Advancement, and Recruitment Practices

Employee compensation, career advancement, and recruitment practices are key drivers of turnover in security companies. Implementing pay equity drives employee loyalty. Per Fitri (2024), inequitable pay compensation strategies lead to high employee turnover that needs to be mitigated. Luamba et al. (2021) opined that a lack of fair rewards and failed employee engagement are adverse factors that affect organizational sustainability and productivity. Conversely, security firms need to implement regular and competitive payroll structures and valuable benefits. Per Chagadama et al. (2021), implementing effective compensation strategies can significantly improve employee career satisfaction. Greene (2023) added that positive compensation should align with an organizational culture that tailors people's career advancement and recognition to their skills development for high-performing agents. By doing so, this would help organizational managers or leaders create a harmonious relationship between organizational and individual goal achievements. This is also crucial for highlighting how much organizational culture affects employee retention and for mitigating turnover.

In security companies, employees who perceive reasonable compensation and career advancement in their roles are more engaged over the long run. The absence of such opportunities, especially for new employees, can lead to higher turnover rates. De Souza and White (2024) highlighted the opportunities for career advancement as crucial to employee retention. Similarly, Fardiansyah et al. (2025) added that clearer career pathways can enhance job satisfaction and commitment. Security managers and leaders should develop professional training and programs that align significantly with the goals of mitigating turnover and increasing retention. So, investing in these strategies will promote employee engagement and retention and position the firm as a leader in workforce development. Ultimately, fostering these efforts fosters inclusive and diverse initiatives in the workforce that drive sustainability, productivity, and profitability in the organizational system.

Efficient hiring processes are crucial in finding and hiring talented employees. Alexandro (2025) argued that an effective organization must have recruitment approaches and processes that align with its culture, mission, and vision. Chagadama et al. (2023) added that using strategic hiring methods and processes, such as written tests and structured interviews, enables the identification of skilled and experienced candidates. This process technique also contributes to improving confidence in candidate selection and hiring decisions, thereby mitigating turnover and increasing retention. Aligning recruitment methods, processes, and strategies with the organizational goals allows the company to meet its objectives. This is crucial for security companies to be more efficient and competitive.

5.4 Work Environment, Communication, and Work-Life Balance

The work environment, communication, and work-life balance play a significant role in security firms. They are also critical factors that can positively influence employee performance and retention and mitigate turnover. Drayton (2024) stated that working under stress can lead to burnout and reduced productivity. Therefore, it is paramount for managers and leaders to promote a positive workplace culture, and this should be done at all company activities. Per Drayton (2022), factors such as flexible working schedules can increase employees' dedication to their organizations. Jaman et al. (2022) opined that implementing diversity and inclusion-focused policies in hiring and management processes at all levels of the organization can enhance employees' link, fit, and commitment to their organizations. Then, by combining all these factors, security companies can improve staff job satisfaction, enhance morale, and foster team collaboration, which will also help to create a positive work environment where diverse viewpoints can flourish. Also, in a challenging private or public security landscape, aligning security guards' values with those of their organizations can significantly help retain employees. This is also crucial to promote success and resilience in an evolving competitive market.

Moreover, having appropriate channels of communication is critical for conveying rules, policies, and procedures and for ensuring that organizational members speak the same language. Appropriate communication allows employees to receive clear directions and instructions from supervisors, managers, and leaders. Luamba et al. (2021) added that creating open forums for discussion is strategic for better understanding organizational goals. Then, managers and leaders in the security industry must set reasonable goals and schedule regular meetings to

provide feedback to employees. When firms openly discuss changes, innovations, incidents, or other concerns with employees, it increases trust and morale. It fosters a sense of ownership, which is crucial to mitigating turnover and long-term success.

Allowing employees to share their experiences and feelings allows them to develop a sense of control, power, and belonging. This participatory approach cultivates a culture of accountability in which employees feel connected, valued, and committed to the organization. Then, managers or leaders need to address workload and burnout to increase retention and reduce turnover. Several studies have indicated that it enhances job satisfaction and cultivates a culture of accountability, in which employees feel invested in the firm's outcomes and are motivated to contribute meaningfully to the organization's mission. Then, firms can harness diverse insights and foster innovation by establishing a feedback-rich environment, positioning themselves advantageously in the competitive legal landscape.

Furthermore, addressing workload and burnout is paramount to retaining employees and maintaining employee well-being. Sahu and Bhattacharya (2025) argued that overwhelming workloads lead to burnout, particularly in the growing and thriving security industry. For instance, assessing and organizing a conducive workplace with healthy working hours and encouraging open dialogue about concerns may be strategic for mitigating turnover and burnout. Also, Chagadama et al. (2022) explained that promoting a culture of work-life balance allows employees to recharge, thereby improving their overall productivity and creativity. Hiring managers should be well-trained to identify and hire competent employees while avoiding any form of job discrimination. Offering opportunities for skill development and career progression can also improve job satisfaction, motivation, and innovation in the security industry, fostering sustainable workplaces that proactively mitigate turnover.

5.5 Leverage of Data Analytics and Risk Identification

Using a flexible, iterative agile data analytics approach is another crucial method for quickly detecting issues that might affect employee turnover. Oyedokun et al. (2024) argued that analyzing trends and predicting data give managers critical information about employee performance, engagement, satisfaction, and turnover. Per Oyedokun et al. (2024), managers or leaders need to leverage data analytics not only to identify trends but also to predict employee turnover statistics. For instance, using a numerical or probabilistic approach may help organizational managers analyze and predict employee turnover more effectively, which is an actionable task for mitigating it. Also, metrics such as accidents, incidents, tardiness, complaints, missing items, feedback received, etc., can help identify employee performance and productivity. This may also help, for example, identify unexplained absenteeism of employees who are planning to leave or quit their jobs. Finding or detecting these parameters early may allow direct supervisors or managers to take appropriate actions or preventive measures and ensure compliance with organization, state, and federal regulations.

Based on predictive historical data and predictive models, security firms can formulate effective strategies to reduce turnover and increase retention. As explained by Oyedokun et al. (2024), using historical data and predictive models can also help identify key drivers like job characteristics, compensation schemes, and work-life balance. Moreover, using surveys to occasionally obtain data on employee sentiment and motives to quit or stay is important for predicting turnover. Odhiambo and Lewis (2022) used qualitative data and employee surveys to analyze employees' sentiments and motivations to stay or leave their jobs. In their conclusion, Odhiambo and Lewis (2022) found that a holistic understanding of employee turnover gives organizations a stronger position to address retention issues by developing targeted solutions that account for the diverse perspectives of their entire workforce. Real security managers or leaders should do this by aggregating and synthesizing quantitative and qualitative insights from different security platforms.

Data analytics tools may also enable security firms to evaluate risk, mitigate it, and implement strategies to reduce turnover. Chagadama et al. (2022) advised organizational managers to use tools such as dashboard analytics to summarize trends and Key Performance Indicators (KPIs) related to employee retention. Like every business, security companies can leverage data analytics to create a positive work environment that supports their employees' growth and development. A positive work environment can drive employees' commitment, leading to increased satisfaction and engagement. By emphasizing initiatives based on data-driven insights, firms can better position themselves to align their policies and procedures with employee expectations. Wang and Yu (2023) concluded that this approach has been shown to drive increased loyalty and retention. By doing so, security managers or leaders can also increase employee satisfaction and expect greater future success for their companies.

VI. Methodology and Design

6.1 Method

A qualitative case study was used to explore strategies employed by successful security managers or leaders who experienced the phenomenon in six medium-sized private security firms in the Northern Virginia region. The qualitative approach enabled a rich exploration of contextual factors that shape employee retention and mitigate turnover, which is not possible with a quantitative approach that uses numerical data. The study provided a comprehensive and rigorous analysis of the multifaceted issues surrounding employee retention within the private security industry. Moreover, it identified the distinctive challenges medium-sized firms encounter in the private security industry. Using purposive sampling and face-to-face semi-structured interview questions with security managers and leaders from six successful medium-sized firms in the Northern Virginia region, we gathered insights into the practices, policies, and strategies that private security firms used to attract and mitigate turnover among their professional employees.

Furthermore, we used thematic analysis to identify patterns in the data and to present critical strategies influencing employee retention and mitigation. Johnson and Christensen (2024) argued that using thematic analysis in qualitative research not only helps identify successful practices but also provides a nuanced understanding of the findings grounded in organizational cultures. This perspective adds value to exploring strategies to increase employee retention and mitigate turnover in private security firms in Northern Virginia. The results of this study will provide practical insights and implications for managers, leaders, and researchers seeking to mitigate turnover by improving employee retention, engagement, and satisfaction in the private security industry. Ultimately, these insights may provide the basis for targeted interventions that contribute to a more stable and committed workforce in the security industry.

6.2 Design

We used a case study design for this research paper to examine what some successful private security managers and leaders used within their organizations to mitigate high employee turnover. The multiple case design was appropriate for gaining a comprehensive understanding of the topic through a multidimensional overview, offering relevant insights into the efforts of different private security firms. Furthermore, according to Salmona and Kaczynski (2024), the case study approach enables a contextual perspective on the impact of organizational dynamics and culture. Unlike a single case study, in a multiple case study approach, findings or conclusions from one case can be further confirmed through triangulation with those from all other cases, allowing the identification of commonalities. This will allow us to identify trends, themes, best practices, and the context of the specific factors influencing the findings on mitigating employment turnover in the private security industry.

Using qualitative inductive methods involving interviews, observations, and document analysis, the study compared and contrasted the actions of multiple private security firms, providing a more nuanced view of strategies to mitigate employee turnover and retention in the private security industry. Such methodological rigor contributes to the credibility of the findings and offers a roadmap for evaluating the outcomes of retention strategies (Salmona & Kaczynski, 2024; Takona, 2024). Such methodological characteristics provide a strong theoretical justification for the plurality of case study designs, as they are widely applicable to potential future studies, practices, and policies regarding people who experienced the phenomenon (Takona, 2024). Furthermore, this study will help build a bank of best practices used by private security companies to improve employee retention and reduce turnover. By incorporating a wide range of perspectives, the study aims to foster a more comprehensive discussion of effective retention strategies in the security industry, helping other private security firms develop sustainable strategies to retain professional, skilled employees.

VII. Population and Sampling

This research paper investigated effective strategies for employee retention and turnover mitigation employed by managers and leaders in the private security industry in the northern Virginia region. The insider knowledge and experience used to implement these strategies ensure that going from theory to practice is relevant to the research question. Interviews with those who experienced the phenomenon of retention day-to-day offered insights into best practices for mitigating turnover. They illustrated how customized retention strategies are directly linked to staff stability and an overall positive culture within organizations. Purposive sampling enabled the selection of participants for this study and ensured that they possessed the necessary expertise and knowledge of the topic.

This multi-case study approach yields context-rich data from participants who are top security managers or leaders in the private security industry, enhancing the rigor of the findings through validity, credibility, and transferability. By focusing on the current private security business ecosystem, the study reflects a tone and depth of

insight pertinent to practice rather than academic discourse. This inductive approach facilitates a nuanced exploration of the interplay between employee turnover practices and technological advancements shaping organizational culture in the private security industry. According to the research findings, this relevance to the current private security business ecosystem is designed to keep workers motivated and engaged.

VIII. Procedures

The research question for this qualitative study was: What strategies do private security managers or leaders use to mitigate high turnover of their professional employees? To better respond to this research question, we used six open-ended interview questions below: (a) How did you develop strategies to mitigate or reduce voluntary employee turnover? (b) What initiatives do you think were the most successful in mitigating turnover? (c) Which strategies do you think were the least effective in reducing or mitigating voluntary employee turnover? (d) How did your organization overcome the implementation challenges of the primary strategies presented for mitigating or decreasing voluntary turnover? (e) How did your employees react to your efforts to mitigate voluntary employee turnover? (f) Please provide any other information you would like to share regarding your efforts to mitigate employee turnover.

All participants voluntarily agreed to respond to the interview questions without compensation within 30 to 45 minutes. After the interviews, we used member checking to assess the credibility of the research findings and to better understand employee turnover and retention. To systematically review and extract reliable data, we used a methodological triangulation technique. As required by Salmons and Kaczynski (2024), we explored additional resources relevant to the research question, including administrative and financial reports, payroll statistics, and relevant public reports. Through the research process, the findings were valid and accurate. Interviewers and interviewees ensured that the data remained reliable and valid, as required by qualitative research standards. For confidentiality, participants were assigned a code (P1, P2..., P7) to protect their information. The research process also provided helpful insights into turnover mitigation and retention strategies within the private security industry, inspiring confidence in the audience about the credibility and reliability of the findings.

IX. Data Analysis

After collecting data using the face-to-face semi-structured interview questions and reviewing company documents and public information, we confirmed data saturation after interviewing the fourth participant and entered the data into NVivo 12. Data were coded, categorized, and labeled through the content analysis of this research, based on all information collected from open-ended interview questions. The analysis of codes and themes in NVivo 12 helped identify and understand the practical strategies that security company managers used to mitigate turnover. Takona (2024) stated that researchers should emphasize data quality over quantity because quality positively affects research findings. To assess research and data quality, we used the job embeddedness theory, developed by Mitchell et al. (2001), to explore why individuals leave or stay in an organization.

Moreover, for the research consistency, accuracy, validity, and reliability, we used methodological triangulation. Researchers use methodological triangulation to provide a comprehensive view of the phenomenon when collecting data from multiple sources (Salmons & Kaczynski, 2024; Takona, 2024). Takona (2024) argued that methodological triangulation helps collect data from various sources, such as interviews, companies' internal documents, and governments' official documents. Takona (2024) identified five steps in the data analysis process: (a) locating and defining problems, (b) designing the research project, (c) collecting data, (d) interpreting data, and (e) reporting the research analysis. We then collected, regrouped, interpreted, and analyzed the data and presented the conclusions in the following section.

X. RESULTS

The results of the data analysis using NVivo, a qualitative data analysis software, emphasized leadership and management engagement, work-life balance and flexible scheduling, working conditions and environment, and the monitoring and assessment of retention as critical strategies to effectively mitigate the high rate of employee turnover. In particular, all participants (100%) indicated a direct correlation between leadership and management involvement and employee retention. Five out of six (83%) agreed that schedule flexibility and work-life balance are critical factors for improving employee retention and mitigating turnover. Another group of five out of six (83%) mentioned working conditions and the environment as additional value in reducing turnover. The last group of six out of six (100%) attested that monitoring and assessing turnover through data-driven approaches are strategic for implementing retention and turnover mitigation strategies. The study outcomes illuminate the magnitude of leadership and management engagement, flexible working practices, and scheduling conditions, and analyze

management data to craft a strong organizational culture that attracts and helps retain professional employees, thereby reducing turnover in the private security industry.

Table 1: Participants' Adherence to the Themes

Themes	Participants	Percentage of adherence
Leadership and Management Engagement	6	100%
Flexible Schedule and Work-Life Balance	5	83%
Working Conditions and Environment	6	100%
Monitoring and Assessing Turnover	5	83%

Total Participants: 6

Theme 1: Leadership and Management Engagement

The role of leadership and management in the private security industry is paramount to implement and promote effectiveness, professionalism, and credibility. Jaman et al. (2022) argued that leadership focuses on vision, influence, and people, while management focuses on planning, organizing, and controlling resources to ensure operations run smoothly and efficiently in an organization. In the private security industry, people deal directly with safety, risk, and public trust. Effective leaders should guide followers to act professionally, ethically, and responsibly. This requires strong leadership and sound management to align with the organization's mission and vision. Employee value, meaningful communication, and professionalism are critical to this engagement. All participants agreed that using their leadership and management skills enabled them to implement, for example, personalized recognition programs based on experience, which is crucial for satisfying individuals' feelings. All participants also agreed that effective open communication methods, direct interaction, and listening to employees' needs created trust within the organization. For example, P3 disclosed that using direct interaction and communication helped to learn and know that some employees felt marginalized and discriminated against based on their race, religion, cultural beliefs, appearance, and accents. They estimated that they could not receive all the advantages that other employees did because of these negative values.

All participants attested that opportunities for professional development, including training and mentoring programs, enhance employee satisfaction and facilitate their integration into the company culture. Promotions based on objective criteria such as experience, certification records, and seniority were also found to be very important regarding loyalty and confidentiality. P1, P2, P4, and P6 attested that recognizing employee effort increased retention. Four participants confirmed, for instance, that they would use their leadership skills to focus on retention through relational connections and professional development aligned with job-embeddedness theory. P2, P3, P4, P5, and P6 stated that they used their management skills to regularly visit each operational post in person, to talk with each employee in person, and to seek their contributions to improve working processes. P6 stated that during his routine visit, he learned from employees that some posts were less well-equipped than others. Employees were concerned about the differences in quality, size, lighting, etc. Knowing that helped me understand that many employees were concerned about even minor details I did not focus on. I directly adapt everything without differences, and hold daily, weekly, and monthly meetings with employees. Without strong leadership and management, security services cannot function effectively or responsibly. Michell et al. (2001) suggested that using the job embeddedness theory is crucial for explaining how employees are more likely to remain with a firm when they experience a sense of connection through social relationships, external opportunities, and organizational support. These findings align with the broader literature review, which emphasizes the importance of leadership and management practices for employee development in cultivating a more engaged and loyal security workforce where it is better to work.

Theme 2: Flexible Schedule and Work-Life Balance

Flexible schedules and work-life balance programs have become key reasons respondents cite for retaining skilled employees and mitigating turnover in the private security industry. Rehman et al. (2025) argued that flexible scheduling refers to adjustable work hours and shift arrangements that allow employees to meet operational needs while considering employee well-being, which may include rotating shifts, split shifts, overtime options, or on-call duties. Five out of six participants agreed that, for continuous security coverage, they used a flexible scheduling technique, ensured 24/7 site coverage, provided quick replacements for absent or unavailable officers, and maintained adequate staffing during peak risk periods. As different clients have different security demands, they also

use flexible schedules for adaptation to client needs, such as (a) adjustment of shifts based on risk assessments, (b) temporary increase in manpower for special events, (c) customized services for clients, and (d) a volunteer day, or flexible parental leaves. Such strategies helped employees maintain work-life integration, leading to higher job fulfillment and organizational commitment. This result is also consistent with Giuliani-Dewig et al. (2024) and Salama et al. (2024)'s findings, which demonstrate that work-life balance is the primary driver of employee retention, job satisfaction, and turnover mitigation in many cases.

The job embeddedness theory endorses this view by clarifying the association between performance and an employee's level of commitment to the organization. Participants P1, P2, P4, P5, and P6 attested that they used a flexible schedule to improve employee well-being by allowing, for instance, rest periods between shifts, balancing work and personal responsibilities, and reducing absenteeism. Five participants agreed that complaints received based on unfair scheduling practices and harmful practices, such as discrimination based on gender, origin, race, etc., helped them establish a scheduled team to prevent individuals from using their power and opportunities to segregate or marginalize other colleagues. The scheduling team also publishes the schedule a week in advance, which is accessible to everyone at any time. Five out of six participants also attested that they increased productivity and performance with well-rested officers because they are more alert and effective, leading to better observation and response, fewer mistakes or incidents, and higher professionalism on duty. Jasim (2025) argued that flexible scheduling is essential in the private security industry to maintain continuous protection, adapt to changing security service needs, build a meaningful, rewarding, and fun workplace, and support employee well-being. When appropriately managed, scheduling and work-life balance improve operational efficiency, job satisfaction, and overall service quality. Furthermore, the review of the literature overall supports this strategy, indicating that this approach to job embeddedness theory helps preserve employees' morale and satisfaction within organizations and reduces employee turnover.

Theme 3: Working Conditions and Environment

Working conditions and environment in the private security industry are often challenging due to the nature of the work. Clifton (2023) argued that security personnel frequently work long hours, including night shifts, weekends, and public holidays, to ensure the continuous protection of people and property. The security job may involve standing or patrolling for extended periods, working in all weather conditions, and remaining alert at all times. These conditions require physical endurance, mental focus, and a strong sense of responsibility. Five participants agreed that the wind, heat, and cold affect security working conditions. Also, standing, sitting, or walking for a long time are additional factors affecting security jobs. Five participants agreed to move people around to solve problems, avoid complaints, and conflicts in the workplace. P6 opined that this strategy helped every officer to cover any post when needed. This also increases job commitment, especially for those who perform interior and exterior patrols. P2 and P5 opined that they provide coffee, water, a clean bathroom, and a clean break room for all employees on duty to promote job satisfaction. P3, P4, and P5 added that providing appropriate equipment, such as a talkie-walkie for real-time communication, and Personal Protection Equipment (PPE) for safety, was crucial to establishing favorable working conditions and an environment.

Private security officers' working conditions can widely differ depending on where they are assigned. Some may work at an office building, shopping mall, or school, while others work at a construction site, factory, or special event venue. Every environment has its own hazards and issues, such as working in a large crowd, checking the camera feed, or even responding to an emergency. Guards must be fast learners due to the impromptu nature of their environment and procedures.

Despite the obstacles, with effective management and support, working conditions can be better in the private security sector. By providing training, ensuring PPE is available, implementing fair scheduling, and maintaining strong communication, this is a safer professional working environment. If security teams feel they are working in a conducive environment and are treated fairly, the result is motivation, productive teams focused on keeping your organization secure.

Theme 4: Monitoring and Assessing Turnover Through Data Analysis

Data analysis methods for monitoring and assessing retention are practical approaches to influencing employee retention. For instance, respondents P1, P2, P4, P5, and P6 attested that assessing employee feedback was a crucial strategy for collecting and analyzing data to capture retention trends. Mansour (2025) explained how gathering data over time, such as sharing personal and professional experiences, can provide helpful information to better employee attitudes. However, P2, P3, P4, P5, and P6 highlighted the importance of employers to avoid infringing on employee privacy or micromanaging. P2 and P3 attested that they prepared daily, weekly, and monthly dashboards with metrics that provided essential information, such as attendance, sick leave, absenteeism, etc. This data helped prepare, for example, the list of potential employees for promotion. Five participants repeatedly noted

that such micromanaging teams hampered creativity and innovation by stifling risk-taking and experimentation, making employees reluctant to propose new ideas for fear of criticism. As a result, organizations might overlook critical insights and growth opportunities.

Beyond occupation agreements, organizations can augment job embeddedness by fostering a benevolent environment in which the workforce is encouraged to share their viewpoints without restrictions. P4 and P5 created a daily survey to ensure employees know their tasks and are prepared for potential work hazards. This approach reinforces their emotional and social connections to the workplace, contributing to overall retention. Additionally, this strategy is substantiated and consistent with the broader literature, which emphasizes cultivating a supportive organizational culture and leveraging data analysis to foster a positive work environment that appreciates employee input and promotes innovation.

XI. Implications

According to the study results, effective talent retention practices can catalyze social change by creating more employment opportunities, reducing staff turnover, and lowering hiring costs. This potential impact extends to individuals, communities, and institutions across the private security industry, with social benefits that include increased job satisfaction, economic stabilization, and the development of local economies (Farzad & Roshdieh, 2024). Private security firms' implementation of retention or turnover mitigation strategies can significantly impact the local economy, as it is essential to promoting economic growth and achieving financial success. This highlights the need for evidence-based methods to mitigate employee turnover and to acknowledge the contributions of both individuals and organizations of employees or security agents to encourage long-term commitment. This is also explained by the fact that employees who feel valued and appreciated experience higher job satisfaction, benefiting the organization and the surrounding community, and this mitigates employee turnover.

XII. Conclusion

The study reveals four key factors or strategies for retaining employees and mitigating high turnover in the private security industry: engaged leadership and management, flexible schedules and work-life balance, working conditions and environment, and data monitoring and tracking. These factors help create an environment where employees feel valued and inspired to contribute to the organization's growth in the private security industry. Also, flexible schedule and work-life balance initiatives enable employees to fulfill personal and professional responsibilities, resulting in increased job satisfaction and loyalty to their organizations. Tracking retention through data analysis not only allows security or leaders in the security firms to track trends in employee propensity but also to identify retention challenges and prevent high turnover. These insights offer a practical approach for security firms to mitigate turnover and improve retention, leading to more excellent organizational stability, productivity, longevity, and prosperity in the competitive security business.

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