

**BINDURA UNIVERSITY OF SCIENCE
EDUCATION**

**FACULTY OF COMMERCE
DEPARTMENT OF INTELLIGENCE AND SECURITY**



**THE IMPACT OF BRAIN DRAIN ON SERVICE DELIVERY IN THE
SECURITY SECTOR. A CASE STUDY OF MODERN SECURITY
COMPANY PVT LTD [2014 - 2023].**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE BACHELOR OF BUSINESS ADMINISTRATION (HONOURS DEGREE) IN POLICE AND
SECURITY STUDIES (BBA.PSS) OF BINDURA UNIVERSITY OF SCIENCE EDUCATION**

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A case study of Modern Security Company Private Limited**

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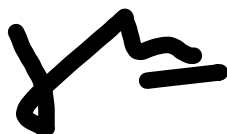
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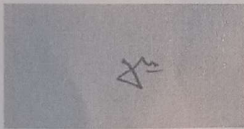
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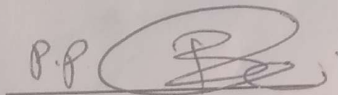
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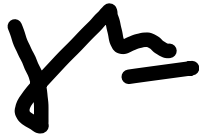
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I, Fidelis Madaka, solemnly declare that the information of this dissertation, prepared in partial fulfilment of the Bachelor of Business Administration (honours degree) in Police and Security Studies (BBA.PSS) and submitted to the department of Intelligence and Security, Faculty of Commerce at Bindura University of Science Education has not been presented, submitted or published in this nature or part. Previous works have been duly accredited and acknowledged properly.



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DEDICATION

To Hilda, the love of my life, mother of my children, for the spiritual and emotional support, and to Klein, my study pal...

ABSTRACT

This study investigated and analysed the impact of brain drain on service delivery in the security sector of Zimbabwe, a case study of Modern Security Company based in Harare. The study was guided by the research objectives which sought to ascertain the causes of brain drain, establish the current working conditions, and determine the extent to which service delivery has been affected by brain drain and to recommend strategies to curb and mitigate brain drain in the company under study. The study adopted a descriptive survey design and used the purposive sampling technique by selecting five stations of the company. The population size was 76 and a sample of 30 respondents was used as it was considered appropriate for the research. Questionnaires and interviews were used as research instruments. The researcher distributed the questionnaires either by email or hand delivery. Results obtained were presented in the form of tables and charts. A discussion was made on to the responses and findings established that brain drain has hampered the company's socio economic developmental goals. A conclusion was drawn that brain drain has a negative bearing on the company's operations.

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CHAPTER 1

INTRODUCTION

1.0.Introduction

The emigration of highly qualified professionals from one nation to another is known as “brain drain,” and it has a big impact on a lot of different industries, especially in emerging nations (Dubey 2020). The security industry, which is essential to preserving safety and order, is especially susceptible to the consequences of brain drain. Many experienced workers left the company in quest of better opportunities during the economic crisis at the turn of the century. The security industry was not left out of this contemporary “Mfecane,” as numerous knowledgeable, experienced, and trained security industry individuals joined the trend. The Institute of People Management in Zimbabwe, or IPMZ, mentioned this problem in its 2014 Annual Report and rightly called it the “brain drain.” By bringing back valuable experiences and innovations, this has benefited the individuals involved and their home countries (Beine M et al., 2020), but it has also had a negative impact on the organizations, companies and countries from which these individuals depart (Chikanda and Dube, 2022).

The government has attempted to harness these individuals' contribution to the national purse through the Home Link initiative, but the socioeconomic impact outweighs the benefits. Thus there are both negative and positive effects of brain drain. This study is therefore concerned with the study of drain on service delivery in the security sector with a case study of Modern Security Company Private Limited.

Considering this, this chapter examines the study's history, problem statement, purpose, goals, hypothesis, assumptions, importance, and scope. Additionally, a synopsis of this chapter is provided.

1.1. Background of the study

Political unrest, economic instability, and a falling standard of living have all contributed to this tendency in Zimbabwe. The Migration Policy Institute (2023) estimates that during the early 2000s, more than 3 million Zimbabweans have left the country, with a sizable portion of them working in security. For security companies like Modern Security, the loss of skilled workers has led to a scarcity of experienced employees. This brain leak has significant ramifications. According to a report by the Zimbabwe Security Sector Reform Coalition (2022), about 25% of trained security personnel have thought about leaving the nation, which has resulted in a decrease in service quality and more work for the remaining workers. A vicious loop has been established as a result of this situation: as seasoned employees depart, the remaining employees are under more strain, which can cause burnout and additional turnover.

1.1.1. Global Context

In many developing countries, one of the biggest problems is the migration of professionals or talented workers. People have historically moved for a variety of reasons, such as personal problems, lack of opportunities, political instability and health risks. The forcible migration of physically fit African males to America four centuries ago marked the beginning of the brain drain phenomena (Chetsanga 2014). The ongoing trend of brain drain in the security industry is caused by several important causes.

According to statistics, a significant portion of the world's population, a significant rise from prior decades, lived outside of their nation of birth in 2020, underscoring the seriousness of brain drain. Wide-ranging effects result from the brain drain of qualified workers in the security

industry. The decline in service quality is among the most obvious consequences. As seasoned employees depart, organizations may find it difficult to maintain high levels of service delivery, which could result in knowledge gaps and a reduction in operational efficiency.

Increased responsibilities for the remaining employees frequently lead to burnout and low morale. In addition to having an impact on workers' well-being, this cycle jeopardizes the company's capacity to provide efficient customer service and maintain public safety.

1.1.2. Industrial Context

Between 2014 and 2023, Modern Security Company, a major participant in Zimbabwe's private security market, experienced substantial changes. Rising crime rates, unstable economies and political difficulties have all contributed to the growing demand for security services throughout this time. Together with other businesses in the industry, the corporation has had to deal with these issues as well as the effects of brain drain on its employees.

Since its founding, Modern Security Company has established itself as a leading supplier of security solutions, such as risk assessment, monitoring services, and armed and unarmed guarding. According to the International Security Industry Association (ISIA), the private security market is expected to reach over \$240 billion by 2022 after experiencing strong development. Private security companies have grown essential in Zimbabwe, especially as public law enforcement struggles with a lack of resources and a reduced ability as a result of political and economic issues.

As people and companies want for more dependable safety, the need for private security services has increased. Companies like Modern Security have increased their offerings to include cutting-edge security technologies, like CCTV surveillance and alarm systems, according to a

study by Chikanda and Dube (2022). This reflects a larger trend in the industry towards integrating technology to improve service delivery.

For Modern Security Company and the larger private security sector in Zimbabwe, brain drain has presented serious difficulties. Due to political upheaval and economic uncertainty, many highly qualified security personnel have fled the country in search of employment opportunities in nations with better pay and working conditions. The Migration Policy Institute (2023) estimates that since the early 2000s, more than 3 million Zimbabweans have left the country, including many security sector employees.

There appears to be a talent shortage in the business as a result of competent people leaving the country, according to statistical data. About 25% of trained security personnel have thought about leaving Zimbabwe, according to a report by the Zimbabwe Security Sector Reform Coalition (2022), which has an effect on the ability of businesses like Modern Security to operate. Due to difficulties in hiring and retaining employees, this brain drain has made it challenging for businesses to continue providing high-quality services.

Modern Security Company has responded to these difficulties by concentrating more on technology developments to improve its operational effectiveness. It is now essential to integrate technology like data analytics, mobile security apps, and artificial intelligence (AI). Businesses who have used these technologies have seen an improvement in response times and overall efficacy in handling security threats, according to a report from the Global Security Technology Report (2023).

1.2.Statement of the Problem

The brain drain phenomenon has had a significant impact on Zimbabwe's security sector, especially Modern Security Company. The private security sector in Zimbabwe has faced many challenges over the past ten years, such as political upheaval, economic instability and a deteriorating

public safety environment. These factors have not only affected the effectiveness of security services overall, but they have also resulted in a critical shortage of trained professionals within the industry. According to the Migration Policy Institute (2023), over 3 million Zimbabweans are thought to have emigrated since the early 2000s, with a significant number of them being skilled professionals in the security sector.

As a result of this talent exodus, the workforce is becoming less skilled and able to satisfy customer needs. of 25% of qualified security professionals have thought of leaving Zimbabwe, according to a report by the Zimbabwe Security Sector Reform Coalition (2022). This has a direct impact on the ability of companies like Modern Security to operate. The retention issue has been made worse by the loss of experienced employees, who now have more work to do and are more likely to become burned out and depressed.

Furthermore, several private security companies, like Modern Security Company, have seen a drop in their financial viability because of Zimbabwe's economic difficulties. According to a World Bank report from 2023, Zimbabwe's inflation rate hit over 300% in 2022, significantly reducing purchasing power. Of employees and leading to dissatisfaction among staff. Due to financial constraints, Modern Security has found it challenging to provide competitive pay and benefits, which has further increased employee turnover. In addition to lowering the standard of security services rendered, the failure to retain qualified staff puts customer safety and satisfaction at danger. Ignoring these problems has serious repercussions. Modern Security Company runs the danger of losing its competitive edge in a security environment that is changing quickly if it does not put in place efficient plans to retain people and boost operational effectiveness.

The consequences go beyond the business since a weak security sector can result in higher crime rates and worse public safety in Zimbabwe.

1.3.Aim of Study

This study seeks to establish and ascertain the impact of brain drain in Modern Security Company Pvt Ltd. Thereafter use the study to curb the brain drain and or reduce the impact of the scourge on service delivery in the company.

1.4.Research Objectives

The study was guided by the following objectives:

- i. To identify the causes of brain drain in Modern Security Company Pvt Ltd
- ii. To document the current working conditions in Modern Security Company Pvt Ltd
- iii. To explore the extent to which service delivery has been affected by brain drain in the company under study.
- iv. To recommend strategies to curb brain drain at Modern Security Company Pvt Ltd

1.5. Research Questions

- i. What are the causes of brain drain in Modern Security Company Pvt Ltd?
- ii. What are the current working conditions in Modern Security Company Pvt Ltd?
- iii. How has service delivery been affected by brain drain in the company under study?
- iv. What strategies can be applied to curb and mitigate brain drain at Modern Security Company Pvt Ltd?

1.6.Assumptions

The study was guided by the following assumptions:

- i. That brain drain has hampered development in Modern Security Company Pvt Ltd.
- ii. Service delivery is improved by maintaining skilled staff in the company under study.
- iii. Brain drain can be changed to brain gain in Modern Security Company Pvt Ltd.
- iv. Service delivery is negatively affected by brain drain in the company under study.

1.7. Significance of the study

The research will contribute to the development of useful solutions relevant to the field being studied. It aims to confirm the results of earlier studies conducted on a different company and location, namely Modern Security Company Pvt Ltd.

Other students who hope to do comparable research in the same setting at different colleges in the future may find value in the findings. Because it helps with planning and decision-making, it can also be beneficial to the government, the institution, the employer, and the researcher.

1.7.1. To the researcher

The researcher will be more familiar with security regulations, which could help him become a better researcher.

1.7.2. To the employer

The company will benefit from the research findings since they will probably highlight issues that must be resolved in order to retain staff. Planning and decision-making that improves organizational growth and worldwide competitiveness will be greatly aided by this.

1.7.3. To the university

Students and instructors may access the study findings, which will be a crucial part of the database.

1.7.4. To the government

The results of the study will be used by the government to develop regulations requiring security firms to consider the welfare of its employees.

1.8. Delimitation of the study

1.8.1. Focus on Private Security Sector

The study does not cover public security organizations or other businesses; instead, it focuses exclusively on the private security industry, especially Modern Security Company. This narrow emphasis restricts the findings' applicability to the larger security environment while enabling a more thorough examination of the difficulties faced by private security companies.

1.8.2. Geographic Scope

There are no comparisons with other nations or areas; the study is limited to Zimbabwe. Although a thorough grasp of the local context is made possible by this geographic concentration, it restricts the capacity to make more generalizations regarding brain drain in other cultural or economic contexts.

1.8.3. Time Frame

Examining the years 2014–2023, the report offers a modern viewpoint on staff retention and brain drain. Historical elements that might have

influenced current patterns may not be taken into account since other time periods outside of this range will not be taken into account.

1.8.4. Target Population

Current and former Modern Security Company personnel, as well as management and industry experts, will be the main subjects of the study. This analysis will exclude other stakeholders, such as clients or government representatives, which could offer a more limited perspective of the variables affecting brain drain.

1.8.5. Examination of Employee Migration Intentions

Instead of focusing on the actual migration outcomes or experiences of those who have left, the study will mainly investigate the goals and motives of employees regarding migration. Though it may not fully depict the effects of brain drain, this approach enables a greater understanding of its causes.

1.9. Limitations of the study

When conducting the study, the researcher encountered the following difficulties. In certain cases, respondents' cooperation was constrained because they had doubts about the study's intentions. It took the researcher some effort to clarify and persuade the responders that the data was only needed for scholarly research. Some of the facts and information that respondents thought may give the organization a negative reputation were the ones they were least willing to share. Because of this, it was difficult to obtain official and sensitive information.

1.9.1. Data Availability

It could be difficult to get thorough and current information about Modern Security Company-specific migration trends, employee satisfaction levels and turnover rates. Sensitive information may not be publicly disclosed by many private companies, which could compromise the research's accuracy.

1.9.2. Sample Size and Representativeness

A comparatively modest sample size of Modern Security Company stakeholders or workers may be used in the study. This restriction might have an impact on the findings' representativeness and prevent them from fully capturing the range of viewpoints and experiences within the company.

1.9.3. Temporal Context

Over time, Zimbabwe's quickly shifting political and socioeconomic environment may affect how relevant the study's conclusions are. After the study is completed, factors like changes in the security environment, governmental policies or economic fluctuations may affect the dynamics of staff retention and brain drain.

1.9.4. Focus on One Company

Although a thorough examination is made possible by the focus on Modern Security Company, the results may not be as applicable to other private security companies in Zimbabwe or the surrounding area. It is possible that various businesses have particular issues and procedures that are not included in this study.

1.10. Definition of Terms

Brain drain the departure or emigration of highly trained workers from organizations, industries, and geographic regions is referred to as “human capital flight.” (Brettell et al 2022).

Human security denotes the elimination of the threat or use of force and violence in people’s daily lives, as well as freedom from fear.. (Burgess and Owen 2021).

Impact is defined as a particular action or sequence of actions that results in notable or long-lasting changes in people’s lives.. (Mines Advisory Group: MAG 2023).

Security sector is characterized as a network of institutions and organizations that collaborate to manage risks and threats to human and national security, with a strong emphasis on the importance of community involvement. (Adebayo 2023)

Service delivery is characterized as a methodical strategy to providing services that satisfy client demands and cultivate client loyalty by constant quality. (Bennett et al 2021).

1.11. Summary

To sum up, Chapter 1 has established the fundamental framework for comprehending the phenomena of brain drain that Modern Security Company in Zimbabwe is experiencing. This chapter included a summary of the socioeconomic and historical background of the private security industry, emphasizing the difficulties brought on by political upheaval, economic volatility and the growing need for private security services. It was highlighted how important brain drain is to this industry

and how firms like Modern Security have faced operational difficulties as a result of the emigration of highly qualified security staff. The urgent need to look into the causes of personnel turnover and the effects of brain drain on service delivery was stated in the problem statement.

CHAPTER 2

LITERATURE REVIEW

2.0.Introduction

As the dissertation's literature review, Chapter 2 offers a thorough analysis of previous studies on the brain drain problem and its effects on Zimbabwe's private security industry, with a particular focus on Modern Security Company. Considering a continuously shifting socioeconomic landscape, this chapter attempts to compile pertinent theories, concepts and empirical research that contribute to our comprehension of employee retention, brain drain and the operational difficulties faced by security companies. This chapter will provide a deeper understanding of brain drain in Zimbabwe's private security industry by laying the groundwork for the empirical analysis and conclusions that will be provided in subsequent chapters.

2.1.Conceptual Framework

The conceptual framework is intended to investigate the complex connections among service delivery, leadership philosophies, employee engagement, organizational culture, and brain drain.

By outlining these relationships, the framework seeks to clarify how the ability of security companies to deliver high-quality services is impacted by the emigration of qualified individuals. The framework emphasizes how important brain drain is and how it affects service delivery. It makes the argument that losing skilled workers not only reduces the workforce but also alters organizational dynamics, which in turn affects the quality of services provided overall. It also emphasizes how leadership philosophies and corporate culture influence employee engagement, which is crucial for upholding high service delivery standards. Using this conceptual framework, the study will investigate how brain drain affects

security industry service delivery, offering insights that can guide tactics to lessen its negative impacts.

These relationships are graphically depicted in the accompanying figure, which also acts as a roadmap for the dissertation's next examination and discussion. .

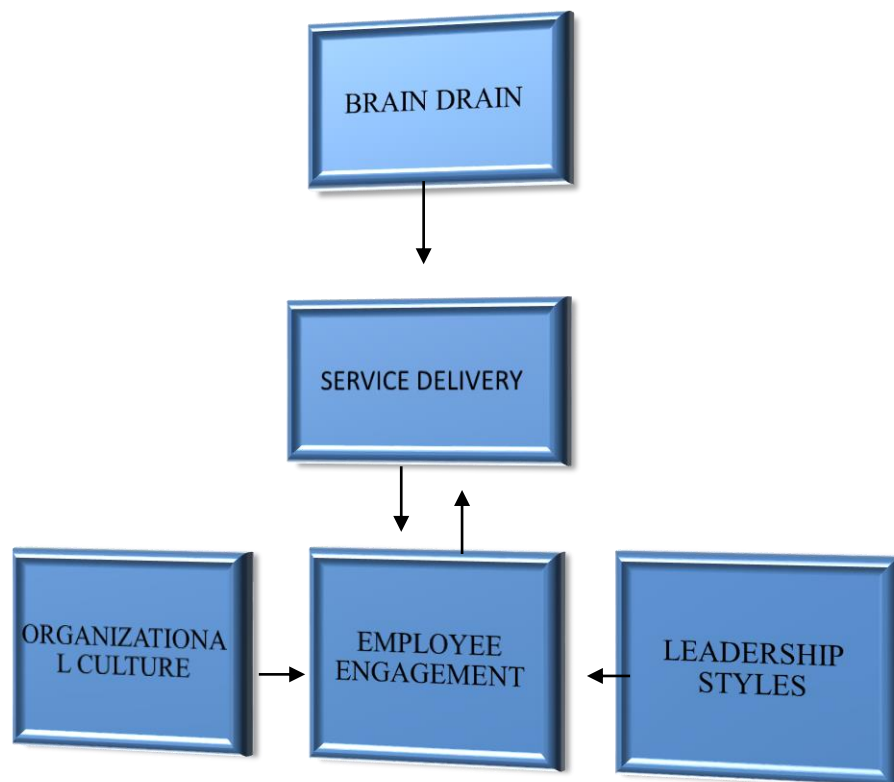


Figure 1: Conceptual Framework

Arrows: The arrows indicate the direction and nature of influence:

As qualified experts go, the quality and efficacy of service delivery may suffer, according to the downward arrow between brain drain and service delivery. Service delivery is adversely affected by brain drain.

A positive organizational culture can boost staff engagement, which in turn can result in improved service outcomes, as seen by the upward arrow connecting organizational culture with employee engagement.

Increased employee engagement can lead to better service quality, as seen by the rising arrow connecting employee engagement with service delivery.

Effective leadership has a favorable impact on employee commitment and satisfaction, according to the upward arrow connecting leadership styles with employee engagement.

Implications

The interdependence of these ideas and their combined influence on service delivery in the security industry are graphically depicted by this framework.

In order to improve employee engagement and service outcomes, it emphasizes how critical it is to manage brain drain while cultivating a positive organizational culture and using effective leadership.

2.2. Theoretical Framework

2.3.1 Modern Brain Drain Theory

According to Lucas 2020, the modern brain drain theory stems from the focus on the brain gain that comes from either the presence of educated migrants in the host country, which includes promoting trade, capital flows, and technology transfers, or their absence from the home country when they succeed overseas and inspire young people in the home country to pursue higher education in anticipation of emigrating and finding success overseas (Lucas, 2020).

According to Schiff and Ozden (2022), this “new brain drain literature” discusses the brain gain brought on by brain drain, which might even lead to a net brain gain if not all of the recently educated emigrate, improving welfare and growth in the home nation. According to Stark 2021, emigration would result in better expected returns on human capital if there were benefits to living overseas as opposed to staying in

one's own country. Some will remain in their native nations, boosting human capital, while others cannot be consumed by emigration. More money may be invested in people's human capital as a result, which would benefit society as a whole. He concludes that brain drain is not entirely foolish because everyone stands to gain from it, either directly or indirectly, through the investment in brain gain.

2.3.2 Remittance Theory

One theory that aims to provide a straightforward definition of international migration is remittance theory. It claims that people are driven to go to areas where they can make more money and then spend that money or remittances in nations that do not have the same economic benefits as the ones they moved to. In other words, the host country should not view migration as a humanitarian endeavor when the donor countries stand to gain from it.

In 2022, approximately USD 626 billion was sent to low- and middle-income countries, an increase of roughly 5% from the previous year. This is more than these countries could produce on their own during the same time period, according to an article published by the World Economic Forum Agenda on February 2, 2023.

2.3.3 The Theory of Brain Exchange

We can differentiate between a weak and strong version of the brain exchange theory based on these reasons. Without making any additional assumptions, the former asserts that for every nation, there will be an influx of talent for every outflow. According to the strong view, each nation imports some abilities while exporting others and the trade is equal in some respects. Since many countries lack regular statistics of inward and outward flows, testing the brain exchange theory becomes challenging. Furthermore, different countries classify migrants according to different criteria and they do not always gather information

on specializations. Therefore, it is still impossible to validate the strong iteration globally and systematically.

The weak version maintains that there is always a tendency to relocate to major economies and those exchange rates are not always equal, particularly when a nation's human capital pool is taken into account.

The countries that draw the most highly skilled migrants are the United States, Canada, Germany, Australia and the United Kingdom, according to estimates from the Organization for Economic Co-Operation and Development (OECD) in 2020. However, while approximately 20 immigrants immigrate to the United Kingdom for every graduate who leaves the US, this ratio is nearly equal in the United Kingdom.

Japan, the Netherlands, Italy, Ireland, Mexico and Poland are among the nations with negative graduate migration balances. The first two have a one-to-one exchange rate, while Italy and Ireland have about one and a half leaves for every incoming brain; Mexico has more than five actual departures for every incoming talent, and Poland has more than three.

2.3.Empirical Evidence

2.3.1. Identify the causes of brain drain in Modern Security Company Pvt ltd

2.3.1.1.Compensation and Benefits

The retention of talent is greatly aided by compensation and benefits. Competitive pay and extensive benefit packages are frequently mentioned as critical components of employee satisfaction and research shows that low pay can lead workers to look for better opportunities elsewhere (Böck and Dörre, 2021).

However, the literature currently in publication tends to concentrate primarily on monetary incentives, ignoring the qualitative aspects of compensation, such as job satisfaction resulting from non-monetary benefits like health insurance, work flexibility and recognition programs.

Businesses could close this gap by conducting internal surveys to find out how employees feel about their compensation packages and investigating alternative benefits that may improve retention.

2.3.1.2. Career Development Opportunities

Another major subject is the importance of career advancement. As workers increasingly look for possibilities for professional progress, a lack of defined career tracks can push talent away (Hansen, 2022). The literature highlights the value of mentorship and formal training programs, but it frequently ignores the contribution that peer-to-peer mentoring and informal learning provide to professional advancement. Modern Security Company Pvt Ltd should close this gap by putting in place programs that promote informal learning opportunities and knowledge exchange among staff members, fostering a more vibrant environment for growth.

2.3.1.3. Job Satisfaction and Employee Engagement

The literature occasionally ignores how different job roles within the security sector may influence job satisfaction differently; knowing these nuances could help tailor engagement strategies specific to various job functions. Job satisfaction is closely linked to retention rates; high levels of job satisfaction often correlate with lower turnover rates, with meaningful work and positive relationships with colleagues being significant contributors (Friedrichs and Voss, 2023). Conducting role-specific satisfaction surveys could provide insights into what drives engagement across different positions within the organization.

2.3.1.4. Leadership and Management Practices

Leadership style has a big impact on employee loyalty. Employee commitment has been demonstrated to increase under transformational leadership, which promotes an inclusive workplace and welcomes criticism (Adebayo, 2023). However, there is a lack of knowledge about how different leadership philosophies affect different kinds of workers, especially in a diverse workplace. Modern Security Company Pvt Ltd

could implement more specialized leadership development programs if future study examines the relationship between staff demographics and leadership styles.

2.3.1.5. External Opportunities and Economic Factors

It is impossible to overstate the impact of external job markets and economic circumstances. As workers look for greater chances, economic progress may cause a rise in brain drain (Kahn, 2020).

The impact of external employment markets is the subject of several studies, but little research has been done on how businesses may proactively develop competitive advantages to hold onto personnel in the face of outside pressures. Increasing employer branding initiatives and forming alliances with academic institutions to build a talent pipeline are two possible solutions.

2.3.1.6. Work-Life Balance

The importance of work-life balance in retaining employees is becoming more widely acknowledged. Burnout brought on by a poor work-life balance may cause workers to look for jobs with more flexibility (Böck and Dörre, 2021). However, the literature frequently takes a one-size-fits-all approach to work-life balance, neglecting to create customized programs like flexible scheduling that take into consideration the unpredictability of security job.

2.3.2. Assess the current working conditions in Modern Security Company Pvt(Ltd)

2.3.2.1. Health and Safety Standards

The significance of occupational health and safety regulations is another important issue. Strong health and safety procedures are crucial since the security industry frequently deals with high-risk situations. Research highlights that companies that put employee safety first not only meet legal obligations but also boost loyalty and morale (Böck and Dörre, 2021).

However, the dynamic nature of dangers encountered in security roles, which might vary depending on external factors, is often overlooked in the literature. Future studies could examine the efficacy of Modern Security Company Pvt Ltd's current health and safety protocols, enabling modifications that consider the changing nature of industrial threats.

2.3.2.2. Work-Life Balance

Recent studies have highlighted the importance of work-life balance and its effects on job satisfaction and employee well-being. Higher productivity and less stress are linked to a good work-life balance (Hansen, 2022).

However, the literature now in publication frequently offers broad frameworks that might not take into consideration the requirements of the security industry, where operational needs may interfere with personal time. Modern Security Company Pvt Ltd could think about introducing flexible schedule alternatives and creating policies that recognize the difficulties workers encounter in juggling their personal and professional life to close this gap.

2.3.2.3. Job Satisfaction and Employee Engagement

However, many studies do not adequately explore the specific factors that contribute to job satisfaction within the security industry; elements like autonomy, recognition, and the nature of the work itself may play critical roles but are often overlooked. The literature also emphasizes the relationship between job satisfaction and employee engagement, stating that high levels of job satisfaction are linked to greater employee commitment and productivity (Friedrichs & Voss, 2023). By conducting thorough surveys to identify the key drivers of job satisfaction among employees at Modern Security Company Pvt Ltd, targeted interventions that improve engagement may be implemented.

2.3.2.4. Leadership and Management Practices

An organization's working circumstances are greatly influenced by its management and leadership styles. Good leadership may raise morale, enhance communication, and create a positive work atmosphere (Adebayo, 2023). Nevertheless, there are sometimes insufficient in-depth evaluations in the literature of how various leadership philosophies affect worker experiences in particular industries, like security services. To build leadership training programs that improve management effectiveness, future study should examine how Modern Security Company Pvt Ltd's leadership practices affect employee satisfaction.

2.3.2.5. Training and Development Opportunities

Maintaining a professional staff requires training and development, particularly in fast-paced industries like security. According to the literature, companies that provide opportunities for ongoing learning typically see increases in staff retention and job satisfaction (Kahn, 2020). Many studies, however, fall short in addressing the particular training requirements in the security industry, where knowledge and abilities must be updated frequently to stay abreast of changing threats. To identify skill shortages and create specialized training programs that improve staff skills, Modern Security Company Pvt Ltd could profit from carrying out a training needs assessment.

2.3.3. Explore the extent to which service delivery has been affected by brain drain in the company under study

2.3.3.1. Impact of Brain Drain on Service Quality

The clear connection between service quality and brain drain is one of the main topics in the literature. According to research, the total quality of services provided by a firm might drastically decline when talented employees depart. Excessive turnover rates cause gaps in knowledge and experience that are essential for efficient service delivery, disrupting continuity (Hansen, 2022).

However, a large portion of the literature now in publication frequently ignores qualitative factors like team dynamics and staff morale in favour of quantitative measurements of service quality.

In order to address the underlying causes of service degradation, Modern Security Company Pvt Ltd may benefit from a more thorough investigation of how brain drain directly impacts the interpersonal interactions within teams.

2.3.3.2. Employee Engagement and Customer Satisfaction

The relationship between customer satisfaction and employee engagement is another rising subject. According to studies, motivated staff members are more likely to provide excellent customer service, which boosts client loyalty and satisfaction (Kahn, 2020). On the other hand, brain drain frequently results in disengagement among surviving staff members, who may feel overworked or disheartened by the departure of co-workers. The psychological effects of brain drain on surviving employees and how they affect service performance are often ignored in current study. By putting in place staff engagement programs that particularly address the fallout from turnover, Modern Security Company Pvt Ltd could close this gap and create a welcoming atmosphere that promotes teamwork and a commitment to providing exceptional customer service.

2.3.3.3. Training and Knowledge Transfer

To comprehend how brain drain impacts service delivery, the topic of training and knowledge transfer is essential. Experienced workers frequently take important knowledge and abilities with them when they depart, leaving a void that may impair the effectiveness of services (Böck and Dörre, 2021). Although the literature emphasizes how crucial training programs are to reducing these losses, it usually skips over talking about practical knowledge transfer techniques. In order to ensure that important information is kept within the company, Modern

Security Company Pvt Ltd could set up mentorship programs where retiring employees record their knowledge and instruct their successors.

2.3.3.4. Organizational Structure and Support Systems

In the face of brain drain, an organization's structure and support networks are also critical to service delivery. According to research, businesses with adaptable and flexible organizational structures are better able to manage employee turnover and uphold service quality (Friedrichs and Voss, 2023). The impact of structural components, including team structures and communication channels, on service delivery during times of significant personnel turnover is, nevertheless, not sufficiently examined in a large portion of the literature.

Assessing the efficiency of Modern Security Company Pvt Ltd's organizational structure internally may yield information on how to improve service continuity by optimizing support systems.

2.3.3.5. Leadership and Management Response

The way that brain drain is addressed and how it affects service delivery is greatly influenced by management and leadership techniques. By implementing tactics to mitigate the negative effects of turnover, effective leaders may help teams become more resilient and adaptable (Adebayo, 2023). Nevertheless, the research now in publication frequently lacks in-depth examinations of particular leadership philosophies and how well they handle the problems with service delivery brought on by brain drain. In order for Modern Security Company Pvt Ltd to properly train its leaders, future study might concentrate on determining which leadership approaches are most successful in keeping talent and upholding service quality in the security industry.

2.3.3.6. External Factors Influencing Service Delivery

The relationship between brain drain and service delivery is greatly impacted by external variables, including market competitiveness and

economic conditions. According to research, firms are more likely to lose talent in a competitive labour market, which could have a negative impact on service quality (Kahn, 2020).

However, little research has been done on the interactions between these external forces and internal organizational elements. In order to strategically position itself in the labour market, Modern Security Company Pvt Ltd would benefit from performing a market analysis to comprehend how external competition affects employee retention and service performance.

2.3.4. Recommend strategies to curb brain drain at Morden Security Company Pvt (Ltd).

2.3.4.1. Enhancing Organizational Culture

The importance of organizational culture in retaining employees is a recurring issue in the literature. Employee loyalty is increased and turnover rates are decreased by an inclusive and upbeat culture (Kahn, 2020). According to research, companies that place a high priority on open communication, employee appreciation, and cultural alignment foster an atmosphere where workers feel appreciated and involved. However, a large portion of the research is frequently vague on the aspects of culture that security industry workers find most appealing. Modern Security Company Pvt Ltd should use focus groups and employee surveys to find out what cultural traits are most important to their team in order to close this gap. The business may foster a more unified and encouraging atmosphere that promotes sustained dedication by customizing efforts to enhance these facets.

2.3.4.2. Competitive Compensation and Benefits

The topic of pay and benefits is essential to comprehending retention tactics. According to studies, luring and keeping talent requires offering competitive pay and extensive benefits packages (Böck and Dörre, 2021).

However, current research frequently ignores qualitative benefits like flexible work schedules, wellness initiatives and chances for professional growth in favour of concentrating primarily on monetary pay. In order to close this disparity, Modern Security Company Pvt Ltd should thoroughly assess its pay plan to make sure it offers competitive pay together with a strong benefits package that caters to the various needs of staff members. Employee retention can be greatly increased by implementing frequent compensation evaluations and improving non-monetary benefits.

2.3.4.3. Career Development and Advancement Opportunities

The significance of career development and promotion chances in keeping talent is another important issue in the literature. Companies that offer employees clear growth and development pathways have a higher retention rate (Hansen, 2022).

Even though official training programs are the focus of several researches, informal learning options that can also help advance a profession are sometimes overlooked. Mentorship programs that connect junior staff members with seasoned mentors could be implemented by Modern Security Company Pvt Ltd to promote professional development and knowledge transfer.

In order to enable staff members to visualize their future with the company, the organization should also create clear career progression frameworks and convey potential opportunities on a regular basis.

2.3.4.4. Employee Engagement and Feedback Mechanisms

Studies indicate that engaged employees are more dedicated and productive, making engagement a key factor in determining employee retention (Friedrichs and Voss, 2023). The literature, however, usually ignores the ways in which businesses might successfully involve their workforce. Fostering engagement and resolving employee concerns require regular feedback and communication channels. Modern Security Company Pvt Ltd could use structured feedback mechanisms, like

quarterly performance reviews and pulse surveys, to improve employee engagement by giving staff members a platform to express their thoughts and feel heard.

This strategy not only improves communication but also shows that management respects staff opinions, which encourages loyalty and a sense of community.

2.3.4.5. Leadership Development

Employee retention is greatly impacted by leadership behaviours. Successful leaders can excite and encourage their groups, which fosters a retention-friendly atmosphere (Adebayo, 2023). Nevertheless, the literature frequently lacks information on leadership development techniques suited to the difficulties encountered in the security industry. To give leaders the skills they need to effectively assist their teams, Modern Initiatives for leadership development that prioritize conflict resolution, emotional intelligence, and team-building skills could be funded by Security Company Pvt Ltd.

Additionally, fostering an environment where leaders are transparent and approachable can help close the gap between employees and management, enhancing commitment and confidence.

2.3.4.6. Work-Life Balance Initiatives

Work-life balance has become a crucial component of employee retention and satisfaction. Employee morale is better and turnover rates are lower in companies that support a healthy work-life balance, according to the literature (Böck & Dörre, 2021). Many studies, especially in high-demand industries like security, fall short in offering practical solutions for striking this equilibrium. Modern Security Company Pvt Ltd could close this gap by introducing flexible work arrangements that take into account employees' personal demands, like remote work choices and scalable schedules. Furthermore, encouraging wellness programs like stress management classes and leisure pursuits might improve workers' general wellbeing.

2.3.4.7. Recognition and Reward Systems

The topic of rewards and recognition is essential to preserving worker happiness and motivation. According to research, workers are more likely to stick with their company if they feel their efforts are valued (Kahn, 2020). However, there are frequently no particular frameworks for putting in place efficient recognition systems in the literature that is currently available. It is possible for Modern Security Company Pvt Ltd to create a systematic recognition program that honours both individual and group accomplishments. This may include performance incentives, awards and public acknowledgment at corporate meetings, which would encourage staff to perform well and strengthen the culture of gratitude.

2.4. Research Gap

There are a number of important holes in the current research that need to be filled in light of the brain drain phenomena that Modern Security Company is experiencing in Zimbabwe. In order to formulate the research questions and support the necessity of this study, it is imperative to identify these gaps. The main gaps in the current body of knowledge are highlighted in the points that follow.

2.4.1. Limited Focus on the Private Security Sector

Most of the current study on brain drain frequently ignores the difficulties encountered by the private security sector in favour of focusing on more general academic or economic domains. Chikanda and Ndlovu's (2021) study, for example, looked at Zimbabwe's migration patterns but did not particularly explore the security sector's effects. Understanding how brain drain affects operational performance, staff morale, and service delivery, specifically within private security firms, is lacking due to a lack of focused study.

2.4.2. Context-Specific Insights

Despite the fact that brain drain has been examined in a number of international settings, little research has been done to offer a comprehensive knowledge of the socioeconomic and political climate in

Zimbabwe. The difficulties of skilled migration in Zimbabwe are highlighted in recent work by Moyo (2022), but it skips over the details of the variables that specifically affect the private security industry. This lack of context-specific knowledge limits the findings' relevance to the particular situations that Modern Security Company and other organizations encounter.

2.4.3. Quantitative Data Deficiency

A large portion of the research currently in publication is based on qualitative evaluations with insufficient quantitative data to back up conclusions. According to a review by Maposa and Dube (2021), there is a dearth of empirical research that measures the degree of brain drain in the private security industry, as evidenced by the preponderance of qualitative studies in the subject. A better picture of its effects on companies like Modern Security Company would be possible with the use of such data.

2.4.4. Longitudinal Studies

Because Zimbabwe's socioeconomic landscape is dynamic, longitudinal studies that monitor changes over time are necessary. Current research on the effects of brain drain on the private security industry and personnel retention tactics frequently offers a snapshot rather than a developing perspective. Gudyanga (2022) conducted a longitudinal research that looked at migration patterns but did not particularly address the consequences for security industry personnel retention. By filling in these gaps, this study hopes to provide important new information about the brain drain issue in Zimbabwe's private security industry. The results will not only improve knowledge of the difficulties Modern Security Company faces, but they will also help develop plans for enhancing operational efficiency and staff retention in this crucial sector.

2.5. Summary

Chapter 2 concludes with a thorough literature analysis that outlines the body of knowledge about brain drain and its effects on Zimbabwe's

private security industry, with a special emphasis on Modern Security Company. Several significant gaps in the literature were found by the analysis, highlighting the necessity of context-specific insights, focused staff retention tactics, and a more thorough comprehension of the driving forces behind skilled migration. The knowledge gained from this review of the literature will guide the methodology and data analysis in subsequent chapters, ultimately leading to a more thorough comprehension of how Modern Security Company can improve its operational efficacy in Zimbabwe and overcome the difficulties presented by brain drain.

CHAPTER 3

RESEARCH METHODOLOGY

3.0. Introduction

A review of pertinent literature was the main emphasis of the previous chapter. The demographic, sample size, sampling technique and research design will all be covered in this chapter. The research tools, validity and reliability as well as the methods for gathering, presenting and analyzing data will all be covered.

3.1. Research Design

In this instance, the researcher used the case study research design. The primary methods used to investigate and characterize the effects of brain drain in the security industry were exploratory and descriptive in nature.

3.2. Case Study

The study employed a descriptive case study methodology. Techniques that were both quantitative and qualitative were employed. The case study has benefits of its own. One benefit is that it enables a thorough analysis of occurrences in the context of real life for investigative purposes. Its emphasis on theory development, which yields practical knowledge rather than theoretical knowledge, is another benefit.

A case study does, however, have certain drawbacks. Because the findings are based on the researcher's preferences, one of the drawbacks is that the conclusion will be quite subjective. It will be challenging to generalize the findings due to the tiny and unrepresentative sample. This approach was chosen by the researcher because it works well for exploratory, descriptive, and explanatory research (Gillham, 2019).

One of the main objections to case study research nowadays is the problem of generalization.

Despite their widespread use, case studies are thought to produce conclusions that are more applicable to theoretical dispositions than to a population (Yin, 2017). Developing and testing hypotheses is not aided by the case study method.

3.3. Population

According to Lomnicki (2015), a population is the entire set of cases from which the sample is drawn as well as a collection of cases with comparable traits. Seventy workers that worked for Modern Security Company made up the research population.

3.4. Sample Size

According to Lomnicki (2015), sampling is the process of choosing a specified number of people from a population for a research, ideally in a way that makes them representative of the wider group from which they were drawn. In this context, a sample size of 30 Modern Security Company personnel was selected from a total population of 70. About 40% of the entire population will be represented in this representative sample.

3.5. Sampling Procedure

Simple random sampling was introduced into stratified random sampling by the researcher. This approach was chosen by the researcher due to its ease of implementation. Probability sampling and non-probability sampling are the two categories of sampling techniques. To choose the target population, the researcher employed both probability and non-probability sampling techniques.

3.5.1. Stratified random sampling method

To obtain a true representative of the population, the researcher employed the stratified random sampling technique. Stratified random sampling, according to Solanki (2015), is the process of dividing a population into several levels or statuses that are significantly different

from one another but collectively encompass the population, for instance:

- Management staff
- Supervisory staff
- Lower level staff

Three strata, management, supervisory, and lower level staff, were used to categorize the population. Each population had a stratum of 14, 25, and 35, respectively. Each stratum's sample was chosen using the basic random approach. Until a sample size of seven was reached, subjects from the first stratum which included the management staff were chosen at random. For the second layer, which included the supervisory staff, the identical procedure was carried out again. From a population of 25, subjects were chosen at random until an 11-person sample was obtained. The third and last stratum underwent the same procedure once more until a sample size of 13 was reached. A total of 31 people were included in the sample. population of 74.

The fact that the stratified random sample technique includes participants from all employment grades is one of its benefits. The fact that each element will have an equal probability of being chosen is another benefit.

Another benefit is that, with proper implementation, it will allow the researcher to assess factors, modify a comparable group of examples, and extrapolate findings to all cases.

Nevertheless, there are certain drawbacks to the stratified random sampling method. Not feasible without a comprehensive list of population members; maybe costly to do; disruptive to separate group members; timeframe may be excessively lengthy; data/sample may fluctuate, Strata need to be precisely defined; they are more complicated and demand more work than basic random. Furthermore, for stratified random sampling to be effective, the subset proportions must be precise and known

Table 3.1: Population and Sample Size

Population	Number	Sample Size	%
Management	14	7	50
Supervisory Staff	25	11	44
low level Staff	35	13	37
Total	74	31	37

3.6. Primary data

Data that is gathered initially and for a specific purpose is referred to as primary data. Data was gathered using primary data collection techniques, which include telephone interviews, in-person interviews and questionnaires.

3.7. Research Instruments

In an attempt to gather information, the researcher employed both qualitative and quantitative research methods. This made sure that the benefits of each triangulation complimented one another, which led to a more robust research design. Additionally, it made the results more valid and dependable.

3.7.1. Questionnaires

Information from participants was gathered via a questionnaire. They are frequently employed in methods for gathering survey data. Both open-ended and closed-ended questions were used in the study. Because respondents were free to share their thoughts and experiences, the open-ended questions improved the chance to collect detailed and comprehensive information.

The benefits of using a questionnaire as a data collection tool led to its use. Compared to other types of research tools, data analysis will be more objective and scientific. Furthermore, a lot of data will be gathered from a lot more people in a short length of time and at a reasonable cost. A researcher or a software program like the Statistics Package of Social

Sciences (SPSS) will be able to rapidly and easily quantify the questionnaire's results.

A questionnaire has drawbacks of its own. They might not be valid because some respondents might read the questions incorrectly. Additionally, questionnaires restrict the respondents' ability to provide thorough responses, and the research will be unable to delve deeper for additional data. Furthermore, it depended on the respondents' capacity and willingness to supply the necessary information, and the researcher had no means of assessing the respondents' level of ability or willingness or of growing their interest.

3.7.2. Interviews

To uncover the underlying causes and motives for people's views, preferences, or behaviors, a semi-structured interview which is a qualitative technique was employed. One-on-one or group interviews will be conducted by the researcher for this study. Among its benefits were the ability to observe respondents' facial expressions and the ability to probe farther to gather rich, in-depth data.

Interviews were also helpful in gathering specific details regarding individual sentiments, viewpoints and opinions. In addition, a high response rate was obtained through interviews. Incomplete responses were also followed up on, and ambiguities were resolved. Interviews were suitable for difficult circumstances requiring in-depth knowledge, and interviewees were not swayed by other members of the group.

The semi-structured interviews did have major drawbacks, though, as they were restricted to a specific region, which made it difficult to generalize the findings. Respondent bias is likely to occur when the interviewee tries to impress or please, presents a false personal image or ends the interview too soon. Hawthorne effects brought forth by researcher biases led to the gathering of inaccurate data.

3.7.3. Secondary data

We also used secondary data, both internal and external. The information produced by original sources was supplemented by secondary sources. According to Blaxter (2016), all research efforts must use and analyze secondary documents to some degree. This is accomplished by reading or consulting the work of other researchers.

The availability of the existing data, the speed and low cost of data collection, and the ability to give historical or comparative data with the study's primary data were some advantages of using secondary data sources.

However, the fundamental drawback of secondary data sources was that they were out of date and did not give the researcher the precise information they needed, raising doubts about their validity and dependability. Furthermore, secondary source data have been gathered and used for various objectives.

3.8. Reliability and Validity of Instruments to be used.

Following the construction of the questionnaire and interview guide, a small pilot study was carried out to make any necessary corrections and eliminate any ambiguities. Seven employees from various levels within the department participated in the researcher's pilot study; these were not included in the main study. Because the respondents shared features with the population under study, this improved the reliability of the research tools.

3.8.1. Validity

Validity refers to the extent to which the findings accurately reflect the phenomenon being studied. To ensure validity in this research the study will employ several techniques including credibility, transferability, dependability and conformability [Bryant & Charmaz,2020]. Credibility will be enhanced through prolonged engagement with participants, members checking and peer debriefing [Bryant & Charmaz,2020].

3.8.2. Reliability

This speaks to the reliability and consistency of the results. Inter-coder and intra-coder reliability checks will be used in the study to guarantee reliability [Morse, 2020]. Multiple coders, coding schemes and intra-coder reliability tests will all be used to assure inter-coder reliability.

3.8.3. Pre-Testing and Pilot Testing.

To guarantee the authenticity and trustworthiness of the results, pre-testing and pilot testing are crucial procedures. Potential problems can be found and the data collecting instruments improved by pre-testing the survey, interview guide or observation protocol with a small group of participants [Giola, 2020]. The viability of the research design can be tested, potential biases can be found, and the data collection procedure can be improved by pilot testing the study with a limited number of participants.

3.9. Data Collection Procedures

The researcher sent a letter to Modern Security Company's management requesting permission to conduct the study. Appointments for the interview date were established. The questionnaires were presented in person, along with a cover letter. After five days, the surveys were collected and follow-up calls were made to remind responders of the submission deadline. Reminders were used to boost the response rate and follow-up calls were also conducted to remind interviewees of the date, time, and location of the interviews. The confidentiality of personal information was guaranteed to each respondent.

3.10. Data Presentation and Analysis Procedure.

The Statistical Package for Social Sciences (SPSS) was used to analyze the data that was gathered through questionnaires. To fully provide a comprehensive picture of the trends in the data, the researcher chose the Microsoft Excel program as the primary instrument for data presentation.

These consist of basic tables, graphs, and figures in descriptive formats. Because tables are simple to read and comprehend, they were used. Data was presented using graphs, including pie charts and bar graphs. For easier interpretation, figures were created to illustrate the correlations between the variables.

3.11. Summary

The research methodology that the researcher employed to conduct the study was discussed in this chapter. The demographic, sample size, sampling methods, research tools, data gathering, presentation and analysis processes were all highlighted in the chapter. To get primary data from the subjects, the researcher employed interviews and questionnaires. Because the questions in the two study instruments were distinct, actual data from the various topic groups could be gathered, and bias was avoided.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0.Introduction

The primary research instruments that were employed were questionnaires and in-person interviews. Therefore, the data that was gathered and compiled from the descriptive study and analysis of the factors driving brain drain in the security sector is presented, analyzed, and discussed in the next chapter.

4.1. Response rate for the Questionnaire

Table 4.1 below illustrates the response rate for the questionnaire.

Table 4.1: Questionnaire Response rate

<i>Participants</i>	<i>Questionnaire Issued</i>	<i>Response Received</i>	<i>Percentage Response</i>
Management Staff	7	6	85
Supervisory Staff	11	8	73
Low Level Staff	13	9	69
Total	31	23	74

Source: Raw data

High response from the subjects is consequential to the active follow ups on the questionnaires and telephone calls to the sample

4.2. Response rate for interviews

Table 4.2 below illustrates the response rate for interviews.

Table 4.2: Interview Response rate

<i>Meeting Planned</i>	<i>Meetings held</i>	<i>Percentage Response</i>
8	7	87.5

Source: Raw data

The majority of the respondents found time to participate in the interviews despite the demands of their jobs. This was due to our strong connection, as the majority of them had previously engaged with me when their business was hired to supply my company, National Handling Services, with outsourced security services at RG Mugabe International Airport. Only one of the eight scheduled meetings was cancelled, representing an 87.5% success rate. Due to significant weather disruptions, only one meeting could be held and it was unable to be rescheduled.

4.3. Industry and Demographic Characteristics

4.3.1. Percentage distribution by qualifications

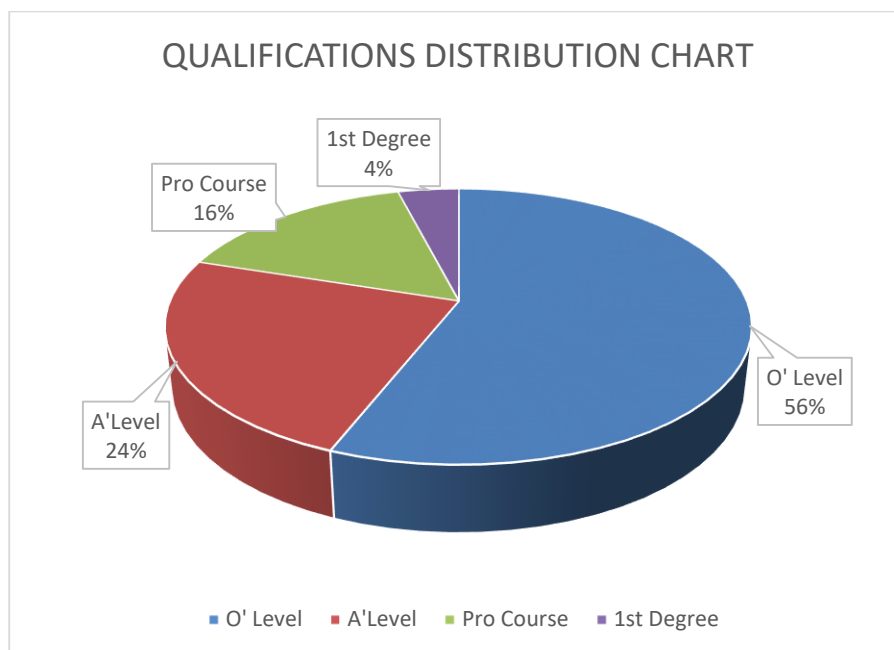
Most of the subjects had the requisite knowledge for the study and their qualifications are tabulated below;

Table 4.3: Respondents' Educational Qualifications

<i>LEVEL Of EDUCATION</i>	<i>PERCENTAGE</i>
O' Level	56
A' Level	24
Professional Course	16
First Degree	4

Table 4.3: The respondents all had basic education background.

Figure 2: Percentage distribution of respondents by qualifications



Source: Raw data

4.3.2. . Table 4.4 below shows the respondents experience level.

Table 4.4: Respondents experience level

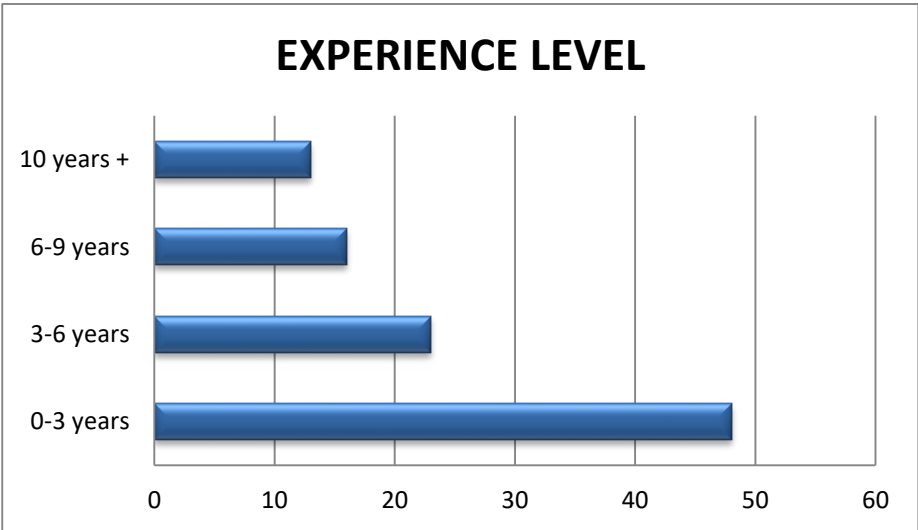
YEARS OF EXPERIENCE	FREQUENCY	PERCENTAGE OF FREQUENCY
0-3 YEARS	15	48
3-6 YEARS	7	23
6-9 YEARS	5	16
10 and ABOVE	4	13

Source: Raw data

It is evident from the above table that many employees are leaving after three years. According to the report, lower level employees have the highest turnover rates. The rate of employee turnover falls as we move up the managerial hierarchy. This is mostly because incentives are used to entice management to stay. The data shown in the table indicates that

the sample was representative of the actual population needed to achieve the desired outcomes. Figure 2 provides additional illustrations of this.

Figure 3: Respondents Experience level

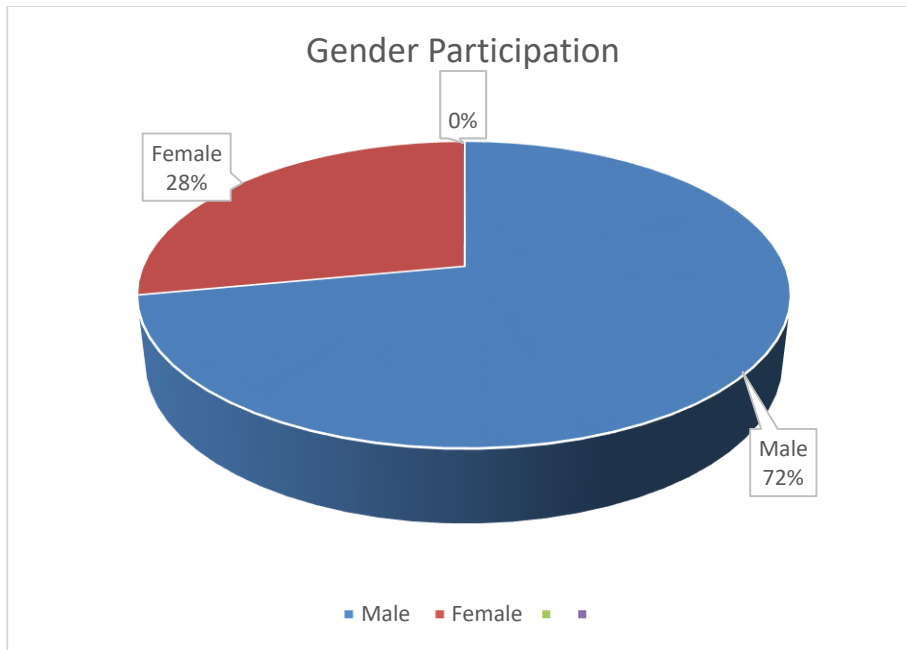


Source: Raw data

4.3.3. Gender of Participants

Figure 3 below shows the percentage distribution of respondents by gender.

Figure 4: Percentage distribution of respondents by gender



Source: Raw data

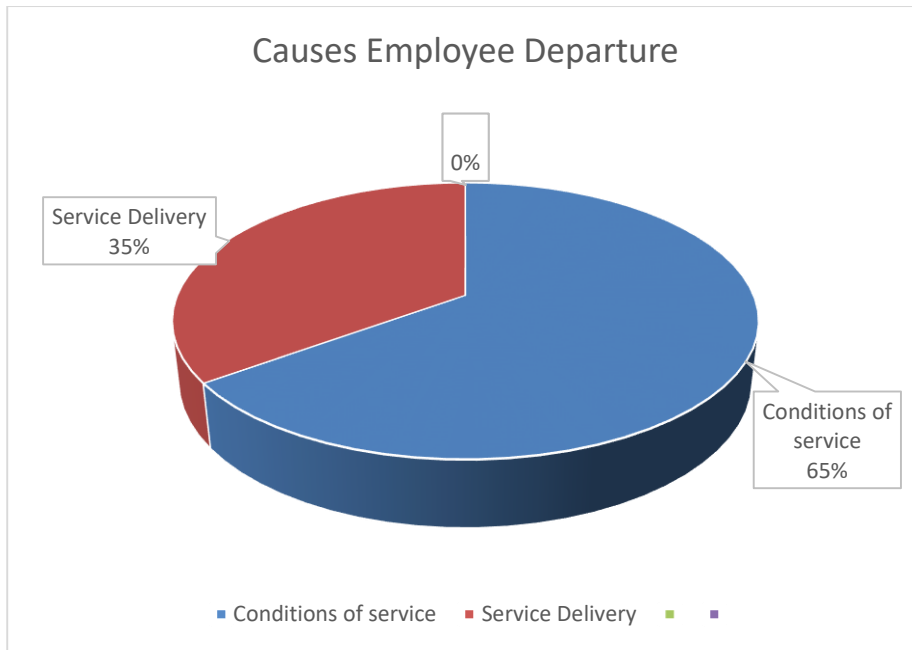
The low percentage of women in the workforce reflects the employment demographics, which show that there are more men working in the security sector than women.

4.4. Analysis of responses in relation to the departure of skilled employees in Modern Security Company.

4.4.1. What are the causes of the departure of skilled employees in Modern Security Company?

The majority of respondents felt that their compensation did not match the amount of work they did. As a result, they are forced to live hand to mouth and are unable to advance their careers or social status. Employment can be terminated at any time, and job security was not guaranteed either. Discipline-related cases are not handled professionally, and defendants are not given enough opportunity to present their arguments.

Figure 5: Respondents distribution on causes of employee departure



Source: Raw data

4.4.2. What are the current working conditions in Modern Security Company?

The majority of those surveyed thought the working conditions were subpar. These include extended workdays and a lack of attention to welfare concerns. Bereavement and declining health for employees or their immediate family are not given priority, and any inability to report for work is addressed with threats and occasionally the loss of pay or benefits.

Uniforms and personal protective equipment, such as raincoats and safety shoes, are insufficient. Employees must obtain them from other sources. The managerial level primarily responded to lower level employees in this way.

Figure 6: Respondents comments on current working conditions

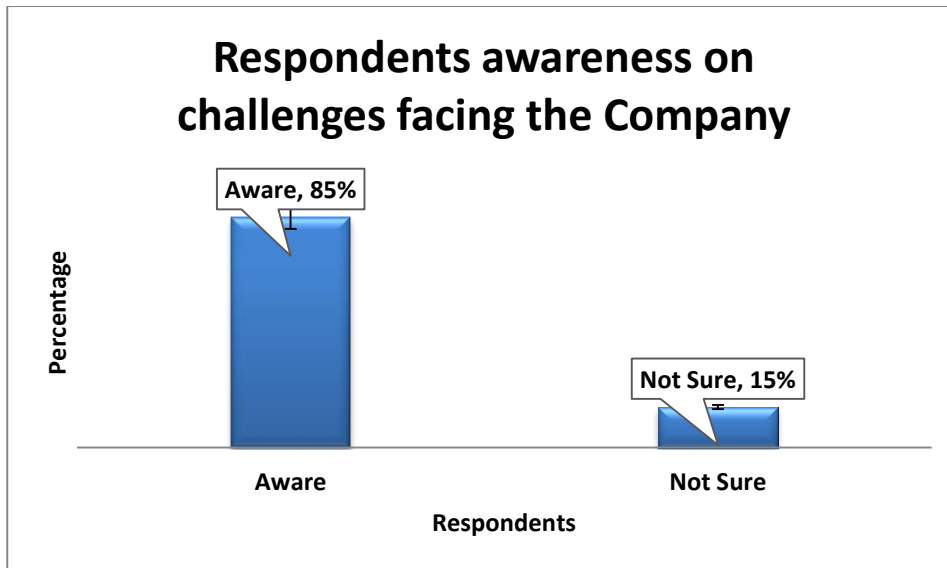


Source: Raw Data

4.4.3. Challenges facing the company due to the departure of skilled manpower?

According to 85% of the respondents, brain drain was having a detrimental effect on the functioning of the organization and preventing it from growing and competing with its counterparts. Although some tasks call for experienced personnel, the company's low level employees, who make up the majority of its human resource base, are primarily inexperienced. The company has lost some business to rivals as a result of this. New and unskilled staff members are now being tutored by the few experienced employees. Since they are new low-level employees, the remaining respondents were unaware of any difficulties. Refer to figure 6 below.

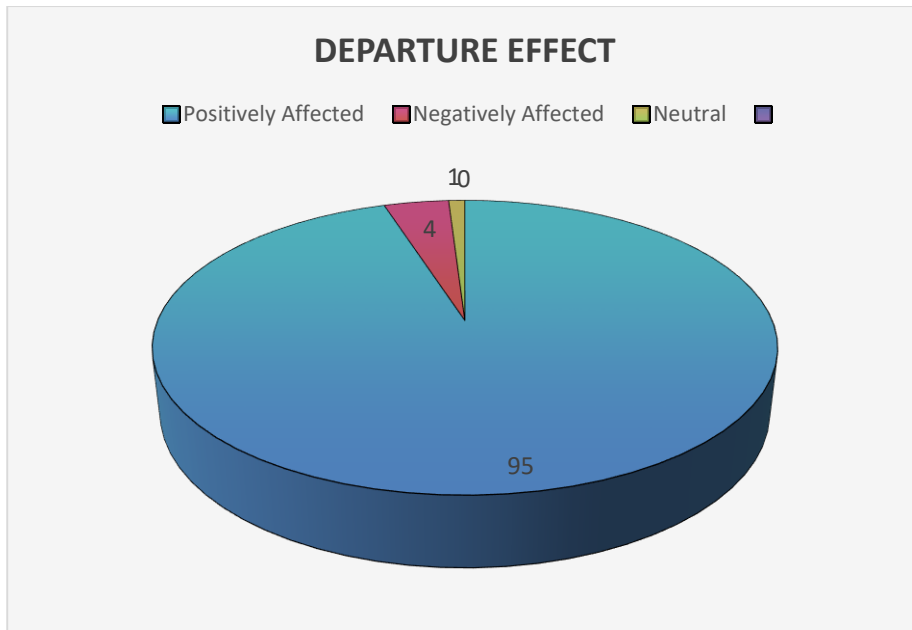
Figure 7: Percentage distribution of Respondents' knowledge on challenges facing the company



Source: Raw data

4.4.4. How has service delivery been affected by the departure of skilled employees in the company under study?

Figure 8: Respondents views on how service delivery has been affected

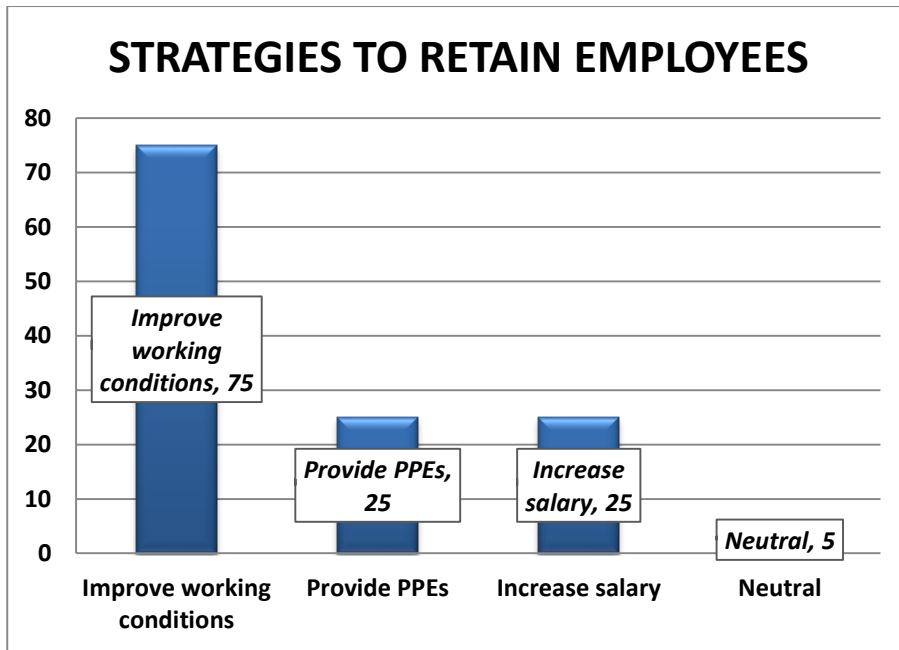


Source: Raw data

The study makes it abundantly evident that managers and supervisors at all levels are aware of the detrimental impacts that brain drain has on the provision of services by the organization and are able to provide more details. Their justification stemmed from the fact that certain customers had complained about the company's performance and a more thorough investigation revealed that the regions in question were occupied by employees with less expertise. As a result, some customers have stopped renewing their contracts with them, which has caused them to lose business. Low revenue inflow as a result has had an impact on staff financial incentives. The resources and time required to train and onboard new hires are expensive, cannot be quickly recouped, and the problem is recurrent and vicious. Some low-level employees lack the knowledge necessary to understand the consequences of brain drain.

4.4.5. What strategies do you think should be applied by the company to reduce employee turnover?

Figure 9: Respondents opinions on what to be done to mitigate employee turnover



Source: Raw data

The solution to stop brain drain was said to be better working conditions and higher pay, particularly for supervisory and entry-level employees. The majority of managerial and entry-level employees, who are the categories most affected by excessive employee turnover, had this view. Only a small percentage of respondents chose to upgrade workplace tools, clothes, and personal protective equipment (PPEs). This might come from the management team, who are primarily focused on maintaining client appearances.

4.4.6. How often within the course of the year is remuneration reviewed and are there any other benefits besides remuneration?

Table 4.5: below shows how often the remuneration is reviewed annually.

Table 4.5: Number of times remuneration is reviewed

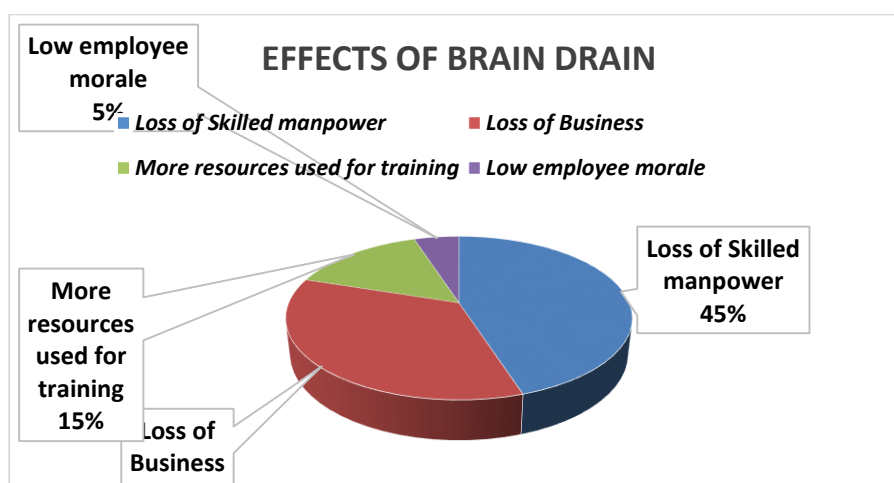
<i>PARTICIPANTS</i>	<i>QUARTERLY</i>	<i>HALF YEARLY</i>	<i>YEARLY</i>	<i>PERCENTAGE</i>
Management Staff	—	—	7	100
Supervisory Staff	—	—	11	100
Low Level Staff	—	—	13	100
TOTAL	—	—	31	100

Source: Raw data

All the respondents said that salaries are reviewed once at the beginning of the year although the increment is a small margin.

4.4.7. What are the effects of the departure of skilled employees in the security sector?

Figure 10: Effects of brain drain in the security sector



Source: Raw data

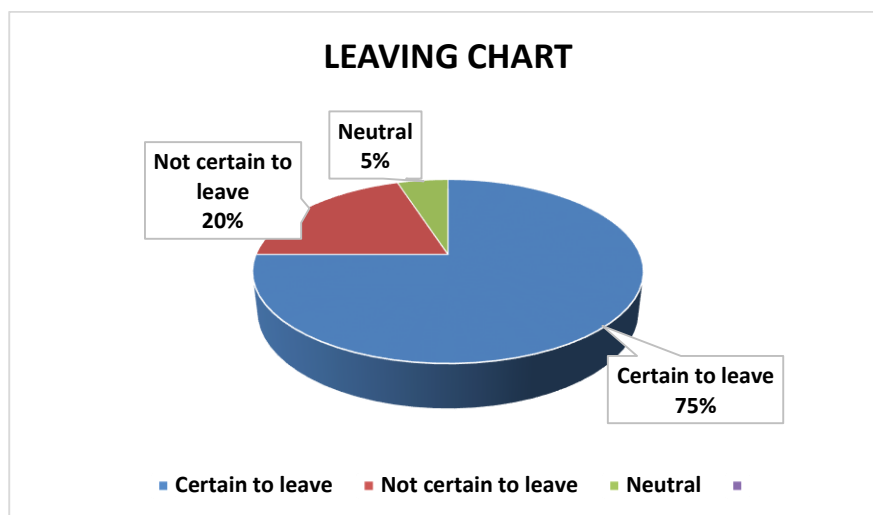
Any organization's most important asset is its human capital; without it, its activities would be severely hampered, especially if it had highly qualified employees. Therefore, the majority of the repercussions of brain drain were related to the loss of trained labor. When skilled workers are lost, performance suffers and customers choose to do business with other companies. Thus, the second effect of brain drain on the security sector was a loss of business. Even while this domestic brain gain exceeds the brain grain, growth and welfare may benefit overall. The average level of those who stay may be higher than it would have been

in the absence of migration, in other words, even in the case of a brain drain. A higher proportion the necessity to replace the departing workforce necessitates hiring new employees, which drains the company's finances. This includes educating and acclimating new employees. Although it was a small percentage, some employees blamed their low morale on witnessing their colleagues depart.

4.4.8. Given an opportunity, would you leave Modern Security Company?

The majority of respondents who were professionally qualified believed that they would definitely go elsewhere if there was a chance for better working conditions and welfare. The less skilled might also think about leaving, but they are scared of the opportunities that are vanishing.

Figure 11: Respondents views on retaining their jobs in the company



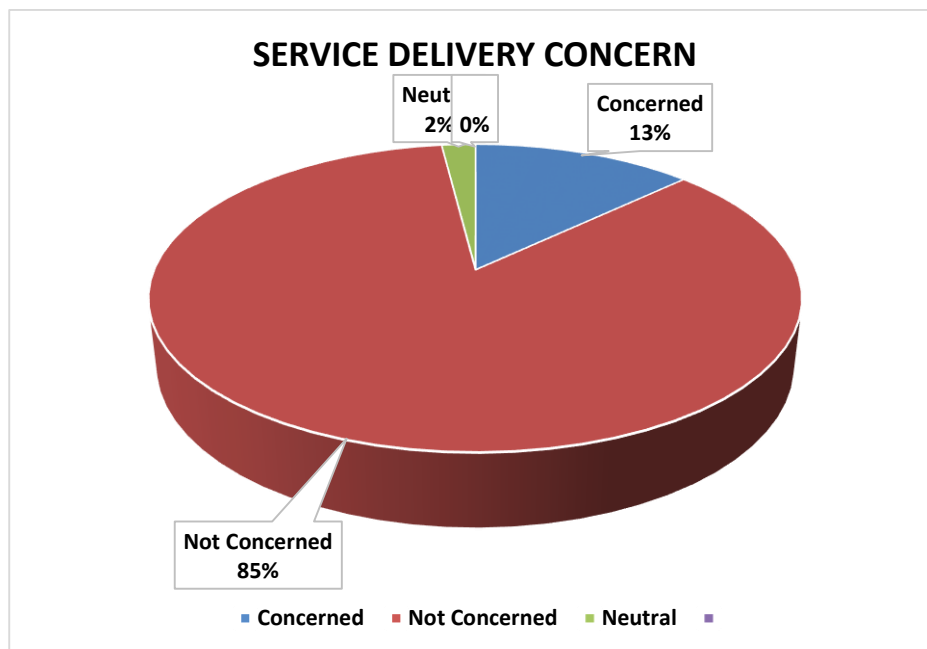
Source: Primary data

4.4.9. Are you concerned about the state of service delivery caused by your departure?

Most respondents are not at all worried about what would happen if they left the organization. They claim that in a scenario similar to sour grapes, the employer ought to have prioritized their well-being. In fact, they

attributed their departure to their employer. They would have been compelled by the circumstances to look for better opportunities elsewhere. A lesser percentage expressed concern about service delivery if they departed; these individuals might have had lengthy employment and preferred professional advancement to beginning anew at a different company. However, they were forced to resign due to unfavorable working conditions. The others are indifferent; they seem unsure and on the fence.

Figure 12: Respondents concerns on the state of service delivery



Source: Survey Data

4.4.10. After the training and imparting of skills set; do you feel that the services being provided by employees are commensurate to requirements of security sector service delivery?

Despite the company's own difficulties, every responder stated that they were giving the necessary service to the business. They expressed similar feelings about the exhaustion that comes from working long hours.

4.4.11.What motivational initiatives can the company employ for it to boost employee morale?

Employees are concerned about the issue of lengthy workdays, and the majority believes that a reduction in daily working hours will be a positive move. Low-level employees labor twelve hours a day for four days in a row, with irregular off days. Employees also complained that their hard work was not acknowledged, despite the company's prompt disciplinary action for any violation.

4.5.Discussion

Some fascinating facts were revealed by the research findings. The majority of responders could understand the study's argument because they had only a minimal education. At every level, the amount of workers looking for better opportunities is inversely proportionate. However, compared to other employees with less formal schooling, people with professional credentials tend to leave sooner. Even though they deliver the services that make the company what it is, lower level employees continue to feel devalued and their contributions ignored. Since they can be replaced with no difficulty, they believe the firm treats them with contempt. Their survival instincts were awoken by this, and they now see their membership in the group as a springboard to better opportunities for their continued education. Despite being significantly fewer in number than their male counterparts, female employees receive the same treatment. Feminism is not explicitly taken into consideration by any gender policy initiatives. It is expected of women to work under the same circumstances as males.

4.6.Summary

In accordance with the study's goal, Chapter 4 addressed the presentation, analysis, and interpretation of the data. The findings, conclusions, and suggestions will be the main topics of Chapter 5.

CHAPTER V

SUMMARY CONCLUSION AND RECOMMENDATIONS

5. Introduction

The essence of this research study was to investigate the impact of brain drain on service delivery within Modern Security Company. Having collected data in the field and made a comprehensive analysis in the previous chapter, the researcher is able to summarise, conclude and offer recommendations in this chapter.

5.1. Summary of Major Findings

The research established the following findings from the majority of respondents;

- i. The working hours do not correspond with the earnings. The employees work long hours and earn a little and are not able to develop in terms of tangible assets and professionally.
- ii. Job security is not guaranteed in these private security companies and employees are not entirely settled and face uncertainty.
- iii. Social stigmatisation and status of being a security guard drives employees to be eternally seeking greener pastures.
- iv. Economic factors led by the desire to earn more and save for future investments brings about the desire to move from low paying jobs to higher paying jobs
- v. Poor working conditions coupled with very low salaries constitute the cause for the brain drain being experienced at Modern Security Company.

- vi. Working conditions obtaining at the company currently are not favourable to the majority of employees and if opportunity arises they are ready to leave for greener pastures. There is need to revisit these working conditions and see areas that need improvement.
- vii. Experienced staff has left the company and this has affected service delivery and it has not put the company in good stead with its clientele. The company has tried to plug the gaps through employing young and energetic employees.

5.2.Conclusion

Linking the thrust of the study to the subsequent findings the researcher reached the following conclusions;

- i. Brain drain has a negative impact on service delivery.
- ii. Workers' compensation and benefits coupled with working conditions have a major impact on brain drain.
- iii. Factors such as political, social and economic environment are also a major contributor to brain drain.
- iv. A greater number of employees from Modern Security Company would opt to leave the company if the situation permits.

5.3. Recommendations

To mitigate against these brain drain pushers, the study makes the following recommendations;

- i. The company must engage its workers and formulate a consensus on how employees can be rewarded competitively and also improve working conditions.

- ii. The management must be sensitive and accommodative to the workers plight.
- iii. Motivational strategies should be put in place to boost employee morale at the work place.

5.4. Future Research

The study proposes that the following areas need to be researched in order to clarify the results

Effectiveness of Human Resource Management at Modern Security Company.

Effectiveness of Modern Security Company remuneration and incentive scheme as a motivational tool.

Recruitment policy of personnel within Modern Security Company.

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APPENDIX A

Request Letter to Carry Research Study at Modern Security Company

The General Manager
Modern Security Company
HARARE

18th February 2025

Dear Sir/Madam

**RE: REQUSET FOR PERMISSION TO CONDUCT A RESEARCH STUDY
IN YOUR COMPANY AND THROUGH YOUR PERSONNEL.**

Reference is made to the above subject.

My name is Fidelis Madaka and I am studying for a Bachelor of Business Administration (Honours Degree) in Police and Security Studies at Bindura University of Science Education.

In partial fulfilment of this programme, students are required to undertake a research study. My research topic is **“The impact of brain drain on service delivery in the security sector: A case study of Modern Security Company”. 2014-2023**

The thrust of this research study is to explore the extent to which service delivery has been affected by the migration of skilled employees in your security company. Through this research study conclusions will be drawn and recommendations made to upscale the service delivery amidst departure of skilled and experienced staff. The findings of the study will be used entirely for academic purposes.

Your cooperation in this regard will be highly appreciated.

Yours Sincerely

Fidelis Madaka
Student Number B220321B

APPENDIX B

Questionnaire Covering letter

Bindura University of Science Education

BINDURA

Dear Respondent

My name is Fidelis Madaka and I am studying for a Bachelor of Business Administration (Honours Degree) in Police and Security Studies at Bindura University of Science Education.

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As part of fulfilling the degree programme, I am carrying out a research entitled **“The impact of brain drain on service delivery in the security sector: A case study of Modern Security Company”. 2014-2023**

You are kindly requested to assist by completing or answering questions below as sincerely and honestly as you can. All the information you are going to provide will be treated with the utmost confidentiality and will be used solely for the purpose of this study. Therefore, no name or any form of identification should appear on the questionnaire.

May I take this opportunity to thank you in advance for your cooperation and assistance in this regard.

INSTRUCTIONS

- a. Indicate your response by ticking or filling in the correct space provided.
- b. Answer all questions fully and honestly.
- c. Do not write your personal details on the questionnaire.

APPENDIX C

QUESTIONNAIRE

Section A [PERSONAL AND ACADEMIC DETAILS]

1. What is your gender?

☐

Male

☐

Female

2. What is your age group?

☐

21-25 years

☐

26-30 years

☐

31-35 years

☐

35-40 years

☐

41 years and above

3. Current position held

4. How long have you been employed at Modern Security Company?

☐

0-3years

☐

3-6 years

☐

6-9 years

☐

10 years and above

5. What is your highest level of education attained?

☐

ZJC

☐

O'Level

☐

A' level

☐

Degree/Course

Section B [PROFESSIONAL AND WORKING EXPERIENCE]

6. Presented with a chance would you resign from Modern Security Company?

☐
☐

If YES, what could be the reason?

.....

.....

.....

.....

7. How do you classify working conditions at Modern Security Company?

1	V e r y s a t i s f a c t o r y	
2	S a t i s f a c t o r y	
3	U n s a t i s f a c t o r y	
4	V e r y u n s a t i s f a c t o r y	
5	Neither satisfactory/unsatisfactory	

Give reasons why?

.....

.....

.....

.....

8. Are you concerned about the impact of your departure to service delivery at Modern Security company

V e r y		Concerned		Neutral		V e r y		Unconcerned	
---------	--	-----------	--	---------	--	---------	--	-------------	--

Concerned					Unconcerned			
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9. Would you give reasons to your response on Number 8?

.....

.....

.....

10. What would you suggest as a solution to be able to retain skilled and experienced staff at Modern Security Company?

1	I m p r o v e w o r k i n g c o n d i t i o n s	
2	I m p r o v e s a l a r y	
3	I m p r o v e o n P P E s	
4	N e u t r a l	

11. Would you still leave if conditions on number 10 are improved?

1	V e r y u n l i k e l y	
2	U n l i k e l y	
3	N e u t r a l	
4	L i k e l y	
5	V e r y l i k e l y	

12. What other factors are likely to influence your decision to leave or stay?

.....

.....

.....

.....

End of Questionnaire

APPENDIX D

INTERVIEW GUIDE

I would be glad if you would respond to the following questions on the impact of brain drain on service delivery in the security sector.

1. For how long have you been employed by Modern Security Company?
2. After the training and imparting of skills set, do you feel that the services being provided by employees is commensurate to requirements of security sector service delivery?
3. What would you say are the factors that are pushing workers to leave the company?
4. What do you think the company can do to mitigate against brain drain?
5. What would you suggest can be the motivational initiatives and incentives to boost employee morale?

Thank you for your assistance