The influence of Christian Ethics and Job Satisfaction on Employee Retention in the Security Services in Ghana

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Abstract: What role does empirical research play in developing a constructive theory of Christian ethics, job satisfaction, and employee retention in Ghana's security services? Specific empirical investigation of Christian ethics, employee work happiness, and retention are discussed in this paper. The paper examines the influence of Christian ethics and job satisfaction on employee retention in the security services in Ghana. Organizations can avoid the inconvenient consequences of high attrition by identifying the factors that drive employee retention and how to improve them. In recent years, the academic idea of Christian ethics, job satisfaction and employee retention has piqued the interest of researchers in the domains of the security services, management, social psychologies, and practical operations. The influence of Christian ethics on employee job satisfaction and retention has a positive impact on employee retention in the security services in Ghana. Several factors directly or indirectly impact employee's satisfaction at work hence their retention. Security services that create work cultures that attract, motivate, and retain skilled individuals will do better in today's competitive world. Organizations' key challenges today are not only managing their human resources but also satisfying and retaining them. Securing and retaining a talented workforce is critical for every organization, especially in the Ghanaian security services as their knowledge and skills have become increasingly significant in achieving and maintaining security at its highest standard.

Key words: Ghana, Christin Ethics, Job Satisfaction, Employee Retention, Security Services.

I. INTRODUCTION

The idea of security has evolved from a traditional, state-centric emphasis on the usually territorial, military-like protection of states and people from conflicts and physical harm to a focus on people and their various complex and related physical and socioeconomic needs, commonly referred to as human security. During the colonial era, justice and security institutions were established to safeguard colonial power structures, some of which persisted even after independence. These institutions can be found in developing nations, particularly in Africa. In most cases, these systems were maintained by the political elite who assumed control of the state's affairs after independence to safeguard and further their interests. Additionally, many of these institutions lack the personnel and resources needed to provide these services on a large scale (Badong, 2008). Employees are the lifeblood of every organization. Even though, practically, every firm is now technologically driven in modern organizational management, human resources remain the organization's most valuable and significant asset (Das & Baruah, 2013; Nabi, Atimed & Rahman, 2017). Christian faith converges to produce actionable concepts, criteria, guides, and a set of virtues relevant to economic activity. For the past 2000-years ago, Christian spirituality has always been a part of Christianity, but its application to modern commercial activities is relatively new. Christian economics and corporate ethics have a lengthy history, yet they still require further development. Christian ethics in social-economic life dates back to the commencement of Christianity when it was seen as a revitalized continuation of Jewish morals in both intellectual and practical advancements (Charles 1998). Christian ethics are virtue ethics that emphasize the development of ethical character, starting with adherence to a system of norms and laws viewed as divine instructions that reflect ethical obligations, forbidden, or permissible activities. A good work attitude surely needs virtues to support organizational culture. To provide honest advice to their employees, managers must grasp Christian ethics. Christian ethics must avoid ethical reasoning fallacies such as radical thinking or focusing on minor issues while overlooking important ones.

The security services of Ghana are the back born of Ghana's defensive powers that protect and guide its territorial integrity (Land, Sea and Air space). They also maintain and protect the internal peace and security of Ghana. The security services in Ghana include the Ghana Armed Forces (GAF), the Ghana Police Service (GPS), Ghana Immigration Service (GIS), Customs Exercise and Preventive Service (CEPS), Ghana National Fire Service (GNFS), Ghana Prisons Service (GPS), among others. Unlike other resources (land, capital, technology, etc.), which are passive, the security services employees have discretionary decision-making powers and have a competitive advantage over other resources; they are an organization's most significant and active resources. This backs up Stein's (2000) thesis that, human resources are critical to organizational excellence and that they are a crucial factor in accomplishing projected organizational goals.

Job satisfaction measures how happy employees are with their work. It's the whole amount of joy or fulfilment derived from a task. Job satisfaction is a component of overall happiness. It's a reaction to a job based on emotion (Parvin & Kabir, 2011; Singh & Jain, 2013). In organizational psychology,

employee happiness is one of the most important and widely explored topics (Spector, 1997). Employees who are content with their work are less absent, less likely to leave, more productive, more likely to show organizational loyalty, and more likely to be pleased with their lives (Nabi et al., 2017; Okolie & Omole, 2017). Several things can influence employee degree of job satisfaction.

Employee retention has always been a commitment to continue doing business or exchanging information regularly with a specific organization (Zeineldin, 2000). Keeping qualified staff is extremely difficult in today's competitive corporate world. Top management and the HR department devote a significant amount of time, money, and effort to retain their personnel and gain a competitive advantage (Barlett & Ghoshal, 2013). A positive work environment, possibilities for personal and professional growth, a compelling future, and financial benefits are among other factors of retaining competent employees in an organization (Adegoke, 2013; Dutta & Banerjee, 2014; Haider et al., 2015). In today's dynamic and highly competitive economy, most organizations worldwide are experiencing employee turnover. Employee turnover is a severe issue for many organizations. It is a serious problem that will cost a lot of money, time, and effort. This issue could be a substantial roadblock for HR professionals in developing their HR policy. Customer confidence in the firm is also harmed by employee churn, as many consumers are unwilling to teach new personnel about their needs (Shakeel & But, 2015).

Many factors influence job satisfaction and employee retention in the security services in Ghana. Motivation has no influence or effect on employee commitment intended to produce job satisfaction (Masydzulhak et al., 2016, Jusmin et al. 2016 and Yahya et al. 2017). The questions interest include, are employees motivated to be committed to their organizations? does employee motivation led to job satisfaction? and are all committed employees satisfied with their jobs? Secondly, most of the work done on job satisfaction looks at causes of job satisfaction, and organizational commitment. Little work has been done on the effect of employee commitment on job satisfaction and employee retention (Bajpai & Sweksha, 2018). Mullins (2001) outlines that employee gives a conditional commitment, thus either for affective, normative, or continuance reasons. The security services in Ghana are not an exception as they battle employee job satisfaction and employee retention issues. This means that, an employee's commitment does not indicate job satisfaction but may be because of the contingencies. It, therefore, gives ample reasons for this research to be carried out to help make strategic and managerial decisions on the issues of Christin Ethics, Job Satisfaction, and Employee Retention in the Security Services in Ghana.

Objective

This study aims to examine the influence of Christin ethics and Job satisfaction on employee retention in the Security Services in Ghana.

Research Questions

1. What is the influence of Christian Ethics and Job satisfaction on employee retention in the Security Services in Ghana?
2. What factors influence employee commitment and employee retention and in the Security Services in Ghana?

II. LITERATURE REVIEW

This part focuses on the concepts and theories underpinning the study and an empirical review of related works on Christin ethics, Job satisfaction, and employee retention in the security services in Ghana. The theories are Herzberg's Motivator-Hygiene theory, Discrepancy theory, Adam's equity theory and Expectancy theory. The literature is reviewed with reference to the objectives of the research.

Herzberg's Motivator-Hygiene Theory

In 1959, Herzberg, Mausner, and Snyderman proposed the theory of job happiness by developing the motivator-hygiene theory and challenging the conventional paradigm of job satisfaction. The theory suggests that Job satisfaction and discontent are not two extremities of the same spectrum but rather two distinct and at times, unconnected ideas. For a person to be content at work, motivating factors such as compensation and benefits, recognition, and achievement must be met. workers will be dissatisfied with their jobs if there are no 'hygiene' variables (such as working environment, business regulations and structure, job security, interaction with co-workers, and management quality). Herzberg's motivator-hygiene theory provided a powerful motivation for researchers to explore job satisfaction research.

Discrepancy Theory

Edwin A. Locke proposed the discrepancy theory in 1976, and it is widely regarded as the most prominent job satisfaction model. Many ideas have attempted to explain why people feel the way they do about their jobs. This theory proposes that a person's job happiness is determined by what they consider important rather than whether their needs are met. According to the discrepancy theory, dissatisfaction occurs when a person obtains less than expected.

Adam's Equity Theory

People maintain an appropriate link between performance and rewards in contrast to others (Adam 1963). In other words, if employees' inputs exceed their outputs, they will become demotivated by their job. Adam's equity theory demonstrates the amount of motivation among employees. If a person believes he is being treated fairly, he is considered highly motivated. An individual's degree of motivation is determined by how fair he feels he is treated in terms of rewards in contrast to others.

Expectancy theory

The assumption that employee motivation is boosted because employees have a clear expectation for organizational benefits such as compensation and advancement is central to the practice of performance management (Vroom, 1964). Despite this solid theoretical foundation, whether the performance management reform has fulfilled these goals remain a primary question. The motivational impact of performance management has been a contrasting argument. While some researchers (Kosnik & Bettenhausen, 1992; Nigro & Kellough, 2012) believed that attaching organizational rewards to performance-motivated, motivates employees to work more, others believe that performance management has no motivational benefits. The results of the empirical study on this link are equally divided. Several studies (Belfield & Marsden, 2003; Kellough & Selden, 1997; Lazear, 2000; Prendergast, 1999) have demonstrated a link between performance-based incentive implementation and increased motivation and performance. The three components of valence, anticipation, and instrumentality, according to Vroom (1964), determine the strength of human resources. The subjective value of possible benefits projected to be given because of meeting performance goals is called valence. The subjective probability that an actor will reach the performance goal is expectancy. Instrumentality refers to the personal likelihood that promised benefits will be granted when performance goals are met. Employees' hard work could not affect their rewards under traditional human resource management. Organizational rewards such as pay and promotions were primarily based on how long one had served the organization (i.e., low expectancy). Adopting a performance-based compensation scheme, on the other hand, will allow employees to be acknowledged and rewarded for their accomplishments, increasing public employees, and improving their work motivation.

Christian ethics and employee job satisfaction.

In today's varied workplace, managers strive to create an inclusive environment that values whole-person expression. According to research, such encouragement involves the acceptance of spirituality and religious faith's core concepts (Ali and Gibbs 1998; Walker 2013). Understanding an employee's beliefs helps to reduce misunderstandings and fosters a healthy and tolerant work environment. It improves employee job satisfaction. Ghazzawi and Smith (2009) stated that religious faith could affect at least three characteristics: the nature of the work, the individual's personality, demographics, values, and the individual's general life satisfaction. Individual values, for example, are frequently created and enhanced by the religion with which a person is associated. Religious communities and teachings, for example, may have an impact on how a person perceives the importance of their job. Indeed, studies have discovered favourable links between an employee's spirituality and professional happiness and commitment (Barnett et al. 1996; Kolodinsky et al. 2008; Milliman et al. 2001). On the other hand, religious devotion has received less attention. While

religion may not be as crucial in the workplace in the West as it is in other cultures, it is believed that many people do not want to hide their religious identities at work (Kennedy and Lawton 1998; Kutcher et al. 2010).

Furthermore, companies are growing more diversified (Cunningham, 2010; Kriger and Seng, 2005) and understanding the links between religious devotion and work attitudes becomes even more crucial for managers who want to establish inclusive workplaces.

The link between religion and ethics has gotten a lot of attention in recent years (Cavanagh and Bandsuch 2002; Childs 1995; Ibrahim et al. 2007; Kutcher et al. 2010). Religions often provide the foundations for their members' ethical ideals through the norms, values, and beliefs they promote (Horton, 1950; Fararo and Skvoretz, 1986; Fisher, 2001; Turner, 1997). For example, the Ten Commandments' set of ethical standards serves as a moral foundation for some major religions (Christianity, Judaism, and Islam). Theoretical evidence supports a link between a higher level of religious commitment and ethical workplace attitudes (Allmon et al. 2000; Barnett et al. 1996; Conroy and Emerson 2004; Siu et al. 2000; Smith and Oakley 1996; Wolkomir et al. 1997). Personal religious commitment, for example, is said to have influences on an individual's views of situations, choices, and implications of business decisions, according to Hunt and Vitel's (1986) Ethics Model. According to the model's tests, personal religiousness appears to influence an individual's ethical decision-making behaviour (Kennedy et al. 1998; Vermillion et al. 2002). This influence could be because many people see religious ethical norms as general moral standards in their organizations and personal lives (Ali et al. 2000; Conroy and Emerson 2000; Friedman 2000; Kohlberg 1981). When economist Adam Smith states, "The ultimate relationship between religion and ethics is...", he may be expressing the ultimate connection between religion and ethics.

The impact of religion on job satisfaction in an organization.

Scholasticism is still well and alive and makes significant contributions to corporate ethics. Lamberto Zollo et al. (2017) address the connection between moral intuition and moral reasoning in decision-making in the issue of Scholastic thinking. They believe that new psychological and managerial research, which emphasizes the relevance of unconscious parts of decision makers' cognition, such as intuition and emotions, has undermined the old rationalist paradigm of ethical decision-making. Moral intuition, they believe, is an antecedent to ethical decision-making, to be combined with traditional moral reasoning or the deliberative and intentional process.

What is the function of religion in the workplace? In the United States, federal law forbids hiring discrimination or preference based on religion. Employers, however, should provide reasonable accommodations for employees whose religious views, practices, or observances conflict with job obligations, unless doing so would cause undue hardship (U.S.

Department of Labour n.d., para. 3). Some managers may experience ambivalence because of this. Religious commitment can have a positive impact on employees. Three significant effects have been identified in the literature. Many religions promote moral frameworks that incorporate consideration for others. Childs (1995); Lewis and Hardin (2002) argued that values play a significant part in creating ethical management decisions and that these judgments should be founded on treating customers, colleagues, and employees with respect (Vitell 2009). Buddhism and some Hindu groups emphasize the value of people working together harmoniously toward a common goal (Rich 2007). Knowing that God is watching, Christians and Muslims are obligated to treat their employees fairly (Al-Qazwini 1999; Bible, Colossians 4:1). The Jewish scriptures devote an entire book (Bible, Proverbs) to honesty and dedication in life and work and honourable dealings with others (Pava 1998).

Second, the five significant faiths encourage their followers to be honest and conscientious workers, typically by encouraging believers to see their job as dedicated to a higher power (Epstein 2002). According to Choompolpaisal (2008), the Buddhist work ethics connects with Weber's theory that a person's worth can be measured by their willingness to work hard (Weber 1958: 68-70). Stewardship is one of Islam's essential principles. It requires believers to maintain the resources entrusted to them and treat others fairly (Dunn & Galloway 2011); stewardship is also a crucial Jewish and Christian idea and part of various Hindu practices sects (Fisher 2008). Religions can also contribute to positive attitudes toward work by encouraging believers to see their work as transcendent to the present moment, even when it is unpleasant (Kutcher et al., 2010; Vitell, 2009).

Furthermore, those with strong religious social networks may be better equipped to assimilate unfavourable job experiences than those with weaker networks (Kolodinsky et al., 2008; Martinson and Wikening, 1983). Lloyd Sandelands' article places a strong emphasis on Christian spirituality. He focuses on a new genre of business scholarship known as positive organizational scholarship (POS) (Cameron 2003; Cameron and Spreitzer 2012), which began at the University of Michigan at the turn of the century and gained popularity. Employees with strong religious commitments are more likely to be emotionally healthy (Brooks, 2008; Hill and Pargament, 2003), while the converse has also been observed (Brooks, 2008; Hill & Pargament, 2003; Lenski 1969, and Lugo et al. 2008). Religiously committed workers may receive positive emotional support and, in some cases, physical provision from their faith community's members (Duffy 2006; Stone et al. 2003). This may make it easier for a person to deal with work demands (Davis et al. 2004).

According to longitudinal surveys, religious persons of all faiths report being roughly 13 points happier on average than non-religious people (Brooks 2008; Davis et al. 2004). Religious people frequently report feeling upbeat about the future and confident in their abilities (Davis et al. 2004; Snoep 2008). Several studies have discovered a link between religion and job satisfaction (Ali et al. 1995; Chusmir & Koberg 1988; Ghazzawi et al. 2012; Martinson & Wikening 1983; Yousef 2001). Religion is a substantial moderator of job happiness in a study comparing two branches of Christianity, Catholicism and Protestantism. Frequent attendees of religious sites tended to be more satisfied with their jobs than less regular attendees Skjorshammer (1979).

Similarly, Muslim employees who are more spiritually committed are more committed to their jobs (Ali 1987; Ali et al. 1995). According to Ghazzawi and Smith (2009), religion influences three of the four key components that have been proposed to determine an individual's degree of job satisfaction: individual values, societal influence, and general life fulfilment. Personal values that religions influence shape attitudes and beliefs and inspire faith communities, which have a social impact (Pava 1998). If their family and friends model happiness at work, people are more likely to feel satisfied at work (Van den Berg & Feij 2003; McGee & Cohn 2008). Although the direction of the association has been questioned, the greater the degree of general life satisfaction, the higher the degree of job satisfaction (Tait et al. 1989; Jones, 2006; England & Whitely 1990; Kolodinsky et al. 2008).

Again, many studies have discovered that spirituality has a favourable relationship with employment and career happiness (Klonodinsky et al., 2008; Milliman et al., 2001). Because religions include spirituality in their systems, it should be no surprise that strong religious devotion and professional satisfaction are associated. Research on religion and its influence in the workplace reveals that religiously dedicated people are better content with their jobs in general. However, there may be specific differences among persons of various religious affiliations and levels of religious commitment in the security services in Ghana.

The Concept of Job Satisfaction

This research incorporates Haorei (2012), Khan et al., (2011), Gupta and Sharma (2009), Lavania et al., (2011), Mudor and Tooksoon (2011), and Gibson et al., (2011) definitions and explanations of job satisfaction. According to these authors, job satisfaction is the feelings, or set of attitudes employees have about their jobs and parts of their careers. According to them, job satisfaction relates to how much employees enjoy (i.e., satisfaction) or dislike (i.e., discontent). Job happiness is determined by the intrinsic and extrinsic qualities that a job provides (Vansteenkiste, 2005). Job happiness is more about attitude than it is about behaviour. Employee job satisfaction is of great interest to those who work in organizations and those who study them. Work satisfaction is the most investigated construct in the social science and organizational behaviour. It encompasses pay and benefits, supervisory actions, work-life balance, and work character. If they discover that the corporation is more concerned with delighting its employees than they thought, job efficiency in the organization will improve. Job satisfaction is derived from characteristics inherent in the work environment, such as

success, appreciation, development, growth capability, work itself, and accountability; these variables are called motivators.

According to Sarker and Afroze (2014), an employee's role is fascinating if, pay is decent, advertising opportunities are reasonable, their boss is helpful in every business sector activity. This situational approach predicts that employees are happy with their jobs. (Darshan 2011) research organized the deciding variables for assessing workplace happiness with additional elements such as: quality of work, supervision, working environment, advancement incentive, workgroup, worker productivity, and remuneration scheme. Management must conduct effective HRM to improve employee work satisfaction through training and development, compensation, promotion, employment protection, recruiting and selection, and career management (Piyasena & Kottawatta 2015).

Job satisfaction has been linked to various organizational factors, including motivation, performance, attitude, leadership, and morale. Researchers like Parvin and Kabir (2011), Singh and Jain (2013), Kahan and Aleem (2014), and Okolie et al. (2017) have successfully identified many dimensions of job satisfaction, quantified their relative importance, and examined their implications on employee productivity. According to Umukoro (2005), job satisfaction is the feeling of fulfilment for someone whose performance has been recognized as commensurate with what is expected of him through performance appraisal. This mood causes the individual to have a positive attitude toward their employment. And until the employees of the organization are satisfied and well-motivated for fulfilling tasks and achievements of goals, no organization can advance or achieve success (Bajpai & Sweksha, 2018). Hence, a strong motivational urge is required to bring out the best performance among employees of the security services in Ghana. The perception that performance is recognized as satisfactory is the source of satisfaction for the Ghanaian security services employees. Job happiness is also determined by how well the job fulfils the individual's desires. As such, an employee whose job is deemed satisfactory following a performance review will be overjoyed if it is accompanied by positive outcomes such as income and advancement, job stability, and appreciation. Ellickson and Logsdon (2002), job satisfaction is how people like their employment. Reilly (1991), employee job satisfaction is the worker's emotion about their job or a general attitude toward work or a job. The impression of one's career influences it. Unugbro (2006), job satisfaction effectively responds to numerous aspects of an employee's employment.

According to Wanous and Lawler (1972), Job satisfaction is a fluid concept that must be maintained. Job discontent and satisfaction are determined not just by the nature of the job but also by the job's expectations. Beateman and Snell (2011), employees will be satisfied if they feel suitably treated for their results or their techniques. When many people are dissatisfied with their jobs, the result is a workforce that is more likely to exhibit higher turnover, higher absenteeism,

less good citizenship among employees, more grievances and lawsuits, strikes, stealing, sabotage, vandalism, poor mental and physical health (Safdar, 2012; Ruche, 2014). Job satisfaction is a multi-faceted phenomenon driven by various elements, including compensation and promotion, working environment, communication, autonomy, and organizational loyalty (Lane et al., 2010; Parvin & Kabir, 2011).

However, factors that could improve job satisfaction in developing countries, particularly Ghana, and specifically in the security services, include good salary, regular salary payment, attractive fringe benefits, a pleasant work environment, quality leadership and social relationships, and the perceived fairness of an organization's promotion system. These impetuses cause feelings of contentment, fulfilment, and enjoyment associated with job satisfaction and employee retention in the security services in Ghana.

Determinants of Employee's Job Satisfaction

Many factors influence employee job satisfaction and Ghana's security services are no exception. The days of concluding that a fit between work qualities and employee demands was the key to job satisfaction are long gone. According to Singh and Jain (2013), Ruche (2014), and Nabi et al. (2017). These factors include pay, promotion, training, and development, working conditions, leadership styles, relationship with superior authority, job security, relationship with group members, fairness, and the nature of the job itself. These characteristics, taken together, represent a set of workplace norms and practices that could be interpreted as encouraging employee job satisfaction and promoting staff retention. The following are some of the determinants of Employee Job Satisfaction.

Expectations: Employee expectations of a job is a significant deciding element. For example, if employees' expectations of the job are met, they turn to be happier and if they expect the job to be challenging, but it is not, they will be unsatisfied.

Self-evaluation: Job happiness is also influenced by an employee's self-perception. They will be willing to confess that a job can bring them down if they generally view it as unsatisfied, and if they also have a sunny temperament, this will likely reflect their attitude toward the job.

Input/output Relations: An employee's job satisfaction is also influenced by how they view the link between what they provide to the job (input) and what they get out of it (output). If they fail to achieve their intended outcome while putting in lot of effort, they will be less content.

Social Norms and Comparisons: Job happiness is influenced by the values that other people (particularly opinion leaders) in society place on occupations.

Work conditions: The workforce is highly motivated when working conditions are good because they create a sense of security, comfort, and motivation. On the other hand, poor working circumstances cause employees to be concerned about their health. Employees gain from a workplace that

promotes a sense of belonging Miller et al. (2001). Wells and Thelen (2005), organizations with generous human resource policies have a better chance of satisfying and retaining their employees by providing an appropriate level of privacy and sound control over the work environment, which increases employee motivation to stay with the company for a more extended period.

Pay and Promotion: The most critical factor in employee job satisfaction is pay. Individuals rewarded for their hard work with promotions are more likely to be satisfied. Promotional possibilities accompanied by an increase in cash incentives usually have more weight or influence on the employee's level of happiness. This category may include the following items: (a) Promotional opportunities, (b) Wages and salaries, and (c) Incentives such as medical and educational opportunities.

Employee's Training and Development: Training, according to Bateman and Snell (2011), is teaching lower-level workers how to do their current duties, whereas development entails training managers and professional staff on the broader abilities required for their current and future roles. Nabi et al. (2017), training and development is "an educational process that comprises sharpening skills, concepts, changing attitude, and learning additional knowledge to boost employee performance." Training and development were identified as motivational drivers for employee retention in a study of public and private sector businesses in South Africa. The findings revealed a high correlation between training and development and employee retention (Samuel & Chipunza, 2009). Kabungaide et al. (2013) discovered a positive association between work satisfaction and employee retention based on training. Terera and Ngirande (2014) also found a good link between job happiness and training, which aids in employee retention. This category may include access to training and development programs, Equal opportunity for advancement regardless of gender, changing attitudes, and getting more knowledge.

Singh and Jain (2013), Job Security is "an employee's belief that they will keep their existing job." Employees who have a high level of job security are less likely to be laid off shortly. During a study of Japanese workers, Abegglen (1958), and Das and Baruah (2013), discovered that employment aspects such as job security led to solid commitment, job satisfaction, and employee retention. According to a study done by Davy et al. (1991), employee happiness results from job security. Work possibilities offer a higher level of job security than others.

Furthermore, job security is influenced by the worker's performance, the company's success, and the present economic climate (Singh & Jain, 2013).

Relationship with Immediate Boss: It is important to have a strong working connection with your immediate boss or superior since you will need their professional advice, constructive criticism, and comprehensive understanding at every stage is important (Singh & Jain, 2013). Brunetto and Farr-Wharton (2002) said adequate supervision by the immediate boss improves job satisfaction among public sector personnel. Emotional commitment and employee retention are linked to relationships with immediate bosses (Ahsana et al., 2013).

III. JOB SATISFACTION AND EMPLOYEE RETENTION

Mandhanya (2015), employee retention has become critical for organizations looking to improve performance. Employee retention is also a management initiative to achieve high employee satisfaction through corporate rules (Mandhanya, 2015). Retaining professional personnel is critical since it saves money on recruiting and replacement costs and provides firms with consistency in terms of experience and excellent knowledge throughout the organization (Tymon et al., 2011). Pitts et al., 2011), organizations with high stability outperform those with low resilience. Shaw et al. (2005) and Mustapha et al. (2011), organizations with poor strength and high turnover stand the risk losing institutional memory. Employee retention issues are becoming the most pressing workforce management issues in recent times, especially in the security services in Ghana, as many and more security services personnel are leaving their jobs.

Dutta and Banerjee (2014), successful organizations will soon be those who adjust their organizational behaviour to the realities of today's work environment, where longevity and success are dependent on creativity and flexibility. Therefore, retaining outstanding individuals is essential to an organization's long-term health and performance. Products sales, customer pleasure, happy co-workers and reporting authority, successful progression planning, and deeply rooted organizational knowledge and learning are all assured by retaining brilliant individuals (Safdar, 2012; Dutta & Banerjee, 2014; Ruche, 2014; Shakeel & But 2015). Employee retention is management's systematic effort to build and promote a workplace that encourages current employees to stay employed by putting rules and practices that satisfy their specific requirements (Adegoke, 2013). Healthfield (1995), talented and valuable personnel are an organization's asset and are critical to the company's long-term growth and success. Thus, it is vital to retain competent individuals not only to save organization money but also because the knowledge and abilities of brilliant employees have become increasingly important in attaining a competitive advantage in today's corporate world Samuel and Chipunza (2009). Higher commands in the Security services in Ghana believe that one of the most challenging aspects of the security services is maintaining talented employees. Most of the time, when these individuals depart, they take their knowledge and trade secrets with them to other organizations, putting their previous employers in a precarious position. This circumstance necessitates that the security sector investigates the causes behind employees' frequent job changes.

Furthermore, many academics have examined the antecedents of employees' intent to resign to answer what determines an employee's intention to quit. There has been minimal consistency in findings, partly due to the diversity of

antecedents used by academics and the lack of consistency in their conclusions. As such, there are various reasons why people leave one organization for another. Haider et al. (2014), and Azeez (2017), the following are the reasons for an employee to leave their job: Less pay, Lack of promotion, poor relationships with manager/team leader, lack of trust in top management, poor working conditions, lack of job satisfaction, harassment, illness, poor opportunities to develop their skills, Poor relationships with colleagues, among others.

Job quitting appears to represent serious workplace difficulties rather than prospects for advancement into better professions among the security services employees in Ghana. Therefore, management must recognize the importance of employee job satisfaction and retention in the security services in Ghana. Unhappiness at work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening are all factors that contribute to high turnover, Jackson (1981). In a study of 1091 registered nurses in seven hospitals across the United States, Price and Muller (1981) discovered that work unhappiness impacted turnover indirectly. Employee turnover resulted in intangible expenses such as lowered morale and disrupted social and communication norms. These issues point to a lack of appropriate HR management practices and procedures, prompting employees to resign. Sunderji (2004) based his conclusion on Herzberg's two-factor theory, i.e., motivating, and gratifying elements, proposed by Herzberg in 1968. Applying the two-factor theory to employee turnover, he concluded that if employees are driven and content with their positions, they will have no desire or cause to jump ship.

Hausknecht et al., (2009), job satisfaction was the primary reason for employee retention (51 percent of employees chose job satisfaction over other variables such as extrinsic rewards, organizational loyalty, lack of alternatives, and so on). Das and Baruah (2013), job satisfaction is attained when an employee's expectations, which he takes with him when he joins the firm, match reality. Terera & Ngirande (2014) revealed a substantial link between work happiness and employee retention, giving organizations a clue on how to keep their staff happy. Employee retention grew popular in the 1970s and 1980s as people and companies realized the value of retaining talented personnel and its benefits to the organization. People used to join organizations to earn money or meet their necessities before the 1970s. However, rapid expansion in organizations with fierce competition forced senior management and HR departments to devote substantial time, money, and effort to managing and retaining talented people to gain a competitive advantage over their competitors. Employees work hard when they are proud of their occupations, when they find their professions fascinating and significant, and when they are recognized for their efforts and benefit from their actions.

Azeez (2017), Ekwoaba, and Ajibewa (2018), employees are happier when they believe they are paid well for their service. Security service personnel who are more satisfied with their jobs are more committed to duty, have higher retention rates, and may be more productive. Happy security service personnel are more likely to go above and beyond the call of duty to meet the demands of their duties and are more motivated to work to their full potential. More importantly, satisfied employees stay with the organization longer, resist competitive job offers, do not actively seek other jobs, and recommend the company to others as a great place to work. The security services' high hierarchies can reduce undesirable voluntary turnover because the most critical factors driving employee happiness and commitment are mainly within their direct control. These could include demonstrating acknowledgment, providing regular feedback, and ensuring fair compensation that reflects an employee's efforts and worth to the company (Haider et al., 2015; Nabi et al., 2017; Okolie & Omole, 2017).

Kaliprasad (2006), an organization's ability to retain its personnel is entirely dependent on its ability to manage them. He discovered four interconnected processes that can be used to create an efficient HR system. According to Okpara (2004), employee turnover is extremely costly to a firm in terms of both money and customer satisfaction. Abbasi and Hollman (2000), the cost of replacing an employee can be high due to advertising and recruiting, productivity loss, and time spent training a new employee. This backs up Baker's (2006) argument that acquiring new staff is significantly more difficult and costly than retaining existing personnel. Managing employee retention necessitates a focus on efficiency and equity.

Management rules alone are insufficient to ensure high performance of service personnel. Hence, employee perceptions of equity are impacted by perceived fairness and consistency in promotions and replacements within the service. Wocke and Heymann (2012) indicated that hiring a new employee varies and includes a wide range of expenses such as marketing, recruiters' wages, reimbursements of candidates' fees, and employee training. Individual happiness, personal sense of attachment, and achieving long-term personal goals are characteristics of satisfaction that improve an organization's image and retention of skilled employees (Okolie and Omole (2017).

In a study conducted by Parvin and Kabir (2011), satisfied employees are more innovative, committed, and productive to their companies. Job satisfaction improves employee retention and lowers the cost of acquiring new workers. Employee work satisfaction determines employee retention, and a lack of job satisfaction correlates to poor employee retention, as evidenced by the preceding. Therefore, an organization that encourages employees to stay for a more extended amount of time will undoubtedly reap the benefits of increased productivity, enhanced organizational image, retention of attractive people, and improved teamwork. High performance increases in efficiency and effectiveness than completing a series of tasks detailed to an employee in an organization or company (Indrasari, 2017).

Employee Retention as Human Resource Strategy in the Security Services in Ghana today is a sophisticated task that seeks opportunities to develop and improve their abilities, their imaginations, ideas, and creativity and work for the service with a strong reputation. Retention of employees begins at the top. The organization's governing board and HR department find, hire, and retain competent employees. Securing and maintaining qualified people necessitates policies and processes that are focused, well-known, and comfortable, and that make retention a top management goal.

Gberevbie (2008), if firms, particularly security agencies, follow and implement appropriate employee retention methods, personnel will inevitably stay and contribute to the effective achievement of organizational goals. He further stated that one of the critical challenges facing institutions in performance is their failure to establish and implement strategies capable of recruiting and keeping competent workers to achieve organizational goals.

The HR department, according to Das and Baruah (2013), plays an active role in employee development. This demonstrates that it is not only about retaining employees but also about retaining valuable skills. The HR manager or department must understand how to attract and keep qualified personnel, as these individuals may build or break the company's reputation (Safdar, 2012; Haider et al., 2015). Employees of any organization are satisfied and well-motivated to fulfil tasks and achievements of goals, (Bajpai & Sweksha, 2018). Hence, a strong motivational urge is required to bring out the best performance among the security services employees in Ghana.

According to researchers (Dutta & Banerjee, 2014; Ruche, 2014; Terera & Ngirande, 2014; Haider et al., 2015), organizations with a workplace culture that includes job enrichment, safety, and availability (resources available) are more likely to have engaged and committed employees hence, employee retention. More importantly, after hiring the proper employees, HR managers most crucial function is to assume responsibility for their employees' success, including guiding them toward performance goals and targets (Yusoff et al., 2013). To minimize a high rate of attrition and its negative implications in the security services in Ghana, retention methods should be centred on creating human resource management systems, such as improving communication processes and HR policies and practices and more efforts should be put into improving employee retention in the security services in Ghana by considering a variety of variables like better recruitment, training, and career development, work-life balance, organizational commitment, job security, counselling of leavers, turnover policies, job flexibility, working environment, skill recognition and respect, job content review, participation in decision-making, and promotion and organizational support. HR specialists should carry out these efforts.

Designing Competitive Related Rewards in the Security Services.

Employees view rewards as sources of recognition and job security (Abdulla et al., 2011). Whether or not the rewards are competitively structured may substantially impact their decision to stay or leave. In Ghana's Security Service, incentives are essential in retaining staff in specialized divisions such as crime intelligence, where it is acknowledged that Military men are underpaid. Employers have a significant role in rewards, such as assessing the context, designing, implementing, and revising reward systems. They monitor if the policies help to retain targeted employees and execute them. Evaluating the need for a rewards program is complicated. Employers must consider the context when determining the level of turnover and employees who may be prone to departing, and the reasons that may drive them to do so.

Another generally recognized concept in the Ghanaian security service is loyalty-based compensation, in which employees are compensated for the number of years they have spent working for the government (Sigler, 1999). Many non-profit organizations also use surplus profit-sharing to reward employees. Employers must understand that the amount and value of prizes are significant to employees and how security personnel evaluate the methods used to decide and distribute rewards when using rewards as a retention strategy. Transparency and constant communication are essential, as evidenced by the legislation governing employee retention in the security services in Ghana.

Creating a Supporting Institutional Culture in the security services.

Institutional culture, also known as organizational or corporate culture, refers to the information, experiences, ideas, values, attitudes, meanings, hierarchies, religion, roles and relationships, world concepts, and tangible items and assets that employees accumulate over generations (Rashid, Sambasivan & Johari, 2003; Gqada, 2004). It results from learned behavioural features and refers to deeply held and shared ideals and practices that have grown over generations (Parker & Bradley, 2000; Martins & Terblanche, 2003). Language, clothes, behaviour patterns, feelings, interactions, and standards are all part of it. Fundamental assumptions that employees have invented, developed in learning to cope with their problems of external adaptation and internal integration assumptions that have worked well enough to be considered valid and thus to be taught to new security service employees as the correct way to perceive, think, and feel concerning those problems are institutional culture. Institutional culture is a uniting factor that offers meaning and direction (Rashid et al., 2003). It influences how employees define personal and professional objectives, perform their jobs, and use resources (Lok & Crawford, 2004; Martins & Terblanche, 2003). (Lok & Crawford, 2004).

Although, Service leaders are considered part of an institution's culture, the legislation gives them the power to

shape it, specifically to create an institutional culture that fosters employee commitment (Lok & Crawford, 2003). Job happiness is influenced by institutional culture. Security service officers in Ghana have a responsibility to develop a cohesive institutional culture when it comes to organizational management. The high command can use the components of culture, such as trust and trustworthiness, empowerment and delegation, consistency, and mentorship, as positive cultural traits. These elements are the foundations of effective public institutions. Their role in melding the culture includes developing support structures that enable employees to empower themselves, succeed, and improve their own and public institutions' effectiveness.

The Security Services can also establish beliefs, principles, and practices that reinforce and validate fundamental values. Obtaining commitment from all types of leaders, instilling the culture of performance, ensuring that the public institutions' values are integrated into standards and practices, clarifying the roles of employees in the management of culture, and ensuring that employees are held accountable are all critical roles they can play in managing and introducing cultural change. It is also crucial to ensure that security services commanders have the tools to implement programs that support institutional sector culture.

IV. METHODOLOGY

This study is carried out to examine Christin ethics, Job satisfaction, and employee retention in the security services in Ghana. The research methodology used was the qualitative research methods approach.

Designing research helps the researcher plan and implement the study to get the correct results; this increases the possibility of getting information associated with the actual situation (Burns & Grove, 2001). To get the intended outcomes of the study, this research employed an explanatory survey. The explanatory survey was selected based on the primary research objective of the study. Explanatory research answers research questions intended to find the how, why, and what of happenings in the various spheres of life. Thus what, why, and how do some phenomena occur in the multiple sectors of life.

Ethical Issues

The principle of respect for persons tells me that autonomous people should be allowed to make informed and voluntary choices about participating in a study. Ethical rules guiding the conduct of research are observed by ensuring that the relevant authorities had been consulted and obtained the necessary approvals.

Findings

The security Services have made greater contributions to peace, security, and justice throughout sub-Sahara Africa, including Ghana. But their functions are frequently interfered by those of governmental security systems. Therefore, a deeper comprehension of these players and their functions in

ensuring security is crucial in promoting lasting peace and sustainable development. It is discovered that Christian ethics and job satisfaction play a crucial role in the retention of employees in the security services in Ghana. For the security services to function effectively, it is important that the role of state actors in the provision of peace, security and justice be examined in policy formulation and implementation.

Also, employee retention is an important phenomenon that must be given a necessary attention for institutions to fully survive and function well.

V. CONCLUSION

Based on the studied literature on Christian ethics, job satisfaction, and employee retention in the security services in Ghana, it can be stated that the retention of skilled personnel is critical to any organization's long-term performance and growth. However, staff retention, particularly in the security service, is not done in isolation. Specific characteristics and conditions must be ensured and met for employees to be satisfied with their jobs. The satisfaction of employees in Ghana's security services is of utmost importance for their retention. They are the nation's most crucial and dynamic resources since their knowledge and talents serve as the backbone of peace. This study will be significant to the high hierarchies of the security services in Ghana as respective commands could implement the findings and suggested practices to their benefit. The study would provide more in-depth understanding of local security dynamics and provide insight into potential strategies for utilizing the strengths and abilities of such groups. It will possess a lot of benefits to be gained by managers of agencies and HR practitioners in public and private institutions in Ghana. Students and scholars alike will find the findings of this study extremely beneficial as it will make available literature gaps that can further be explored for more insightful findings.

VI. RECOMMENDATION

With the positive relationship revealed by this paper, the Security Services should develop strategies that strengthen the work environment and increase employee morale and job satisfaction to improve employee retention, leading to an increase in performance and dedication to duty. If the criteria mentioned earlier are present in Ghana's Security Services, it will help attract new individuals into these security services and help retain existing personnel. HR primary responsibility is to comprehend employee retentions essential concerns, incorporate them into its policy, and assist employee retention programs.

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