FACTORS AFFECTING PERFORMANCE OF PRIVATE SECURITY COMPANIES IN NAIROBI A STUDY OF BM SECURITY COMPANY.

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A Research Project submitted to the school of Management and Leadership in partial Fulfilment of the requirements for the award of degree of Business Management and Leadership of THE MANAGEMENT UNIVERSITY OF AFRICA.

SEPTEMBER, 2018
DECLARATION

This research project is my original work and has not been presented for an award of degree or any other award in this or any other university.

Signature .................................................. Date ...........................................
John Kipkorir Ayabei
BML/9/00263/3/2014

This research Project has been submitted for examination with my approval as University Supervisor

Signature .................................................. Date ...........................................
Mr. Daniel Komu
Dean of Students
The Management University of Africa
DEDICATION

I dedicate this project to my loving spouse for her support and encouragement and to my children Jeffrey, Jared, Jayson and Emmanuel who had to endure my long absence from home. Your support, love, patience, encouragement, sacrifices and prayers have transformed my dreams to the success of this degree. May the good Lord keep and bless you abundantly.
ACKNOWLEDGEMENT

I most sincerely wish to first and foremost thank our almighty God for giving me the strength and perseverance to endure through this research work. I want also to sincerely express my deepest appreciation to my supervisor Mr. Daniel Komu for his unwavering support and advice throughout the period of research.

My gratitude also goes to my respondents to questionnaires and those I interviewed and my colleagues in our discussion group for their substantial and useful inputs. Thanks to you all for you made a challenging program enjoyable and educational. I specifically want to thank my colleague Charles Chelimo and his team for their support and assistance in the typing and compiling of this research project.

The Degree program in Business Management and Leadership was extremely challenging and fulfilling. I could not have completed the program without the unwavering support of my spouse, Joan and Children Jeffrey, Jared, Jayson and Emmanuel. I wish to give them utmost gratitude for their support and constant encouragement through this process. I am forever grateful for their love, understanding, and patience throughout the period I undertook this program may the almighty God richly bless you all.
ABSTRACT

This study investigated the factors affecting performance of private security companies in Nairobi County using a case of the BM Security Services. The objectives of the study were to determine the extent to which regulatory framework, code of conduct and operations improvement approaches affect performance of Private Security Companies in Nairobi. The target population was over 12500 in BM Security Company Limited. The study used a descriptive research design and purposively sampled 384 respondents from the employees in the key sections of BM Security Services Ltd. Questionnaires and Interviews was used to collect data. Data collected by Research assistants was processed using Statistical Package for the Social Sciences (SPSS) and presented in tables and graphs. The findings show that BM Security operates in a sector with no regulatory framework and therefore Kenya should develop a PSC regulatory framework since this affects the performance of PSCs to a great extent. The study recommends all states should develop a national policy on the regulation of the private security sector as well as its rapport with the state security providers. A better regulated private security industry could possibly improve security conditions in Kenya besides creating more opportunities for employment. The findings further showed that the influence of Operations Improvement approaches on Performance of private security 62.1% ($R^2 = 0.621$) can be explained by lack of Operations improvement approaches leaving only 37.9% of the variability in Performance of Private Security Companies to be accounted for by other variables. Operations improvement contribute ($p<0.05$) significantly to Performance of Private Security companies.
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OPERATIONAL DEFINATION OF TERMS

**Private Security Companies:** A private security company is a business corporation, which provides armed and unarmed security services and expertise to private and public clients. Private security companies are defined by the US companies primarily engaged in providing guard and patrol services, such as bodyguard, guard dog, parking security and security guard services.

**Regulatory Framework:** A legal doctrine is a framework, set of rules, procedural steps, or test, often established through precedent in the common law, through which judgments can be determined in a given legal case.

**Operations Improvement Approaches:** Operational Improvement. Operational improvement is often a fundamental requirement and continuous effort for any organization that wishes to succeed in today’s environment of change and challenge. Along with operational efficiency, it can play an enormous role driving growth and profitability.

**Code of Conduct:** The code of conduct for a group or organization is an agreement on rules of behavior for the members of that group or organization.
CHAPTER ONE
INTRODUCTION

1.0 Introduction

Dempsey, 2008 says that the importance of security to mankind cannot be overemphasized because the socio-economic structure used by a given society relies on the security system that is easily available and accessible in such a society. As such, human beings and societies, considering that the beginning of time, have advanced methods to guard themselves and their properties against any hazard. A variety of these measures predate the institutionalization of the public police and other uniformed however country-owned establishments. While the nation stays dominant inside the protection quarter within the gift age, it isn't the best large actor because the belief that humans have a proper to shield themselves in opposition to any threat has existed considering that time immemorial.

1.1 Background Information

A number of studies have been done on the private security sector. On the international front Capobianco (2005) wrote an investigative paper on private security sector’s involvement in crime prevention. The author noted that future discussions of the roles of the private sector in crime prevention must also include an examination of their involvement in many areas since all have implications for crime prevention. Strom K et al (2010) studied various aspects of private security involvement of the private security industry as being a crucial component of security and safety in the United States and abroad. Wakefield (2005) wrote a paper on the public surveillance functions of private security, drawing on an empirical study of private security in three settings; a cultural
centre, a shopping centre and a retail and leisure complex. The writer noted surveillance as being the focus of crime prevention in such scenarios and was hence central in the broad management strategies applied. Finally, Parfomak (2004) also wrote a paper entitled “Guarding America: Security Guards and U.S. Critical Infrastructure Protection” in which he addressed the lack of federal or state policy that explicitly addresses critical infrastructure guards as a distinctive group. The study indicates the extent to which private guards are in charge of facilities including critical ones despite their welfare remains poorly managed.

On a regional perspective according to Fischer and Green (2004), most governments have limited resources and thus cannot provide one hundred percent security for her people. This has led to the need for the private security companies (PSC) to supplement efforts of state actors in crime prevention. The whole idea of PSC started first in the developed world and later in the developing world (Dempsey, 2008). The needs arises from citizens’ fear of crime and the thought that the public police cannot effectively have full control of crime by themselves. This had mandated greater liaison of citizens, organizations and companies with the private security sector and its resources to jointly forge a partnership for crime prevention and reduction (Fischer and Green, 2004).

The private safety industry is a vital factor of security and safety in Kenya and all around the world. Today, personal security is responsible not handiest for protecting among the kingdom’s establishments and important infrastructure structures, but also for shielding highbrow property and touchy corporate facts. Kenyan agencies additionally rely heavily
on non-public safety for an extensive range of features, along with shielding personnel and belongings, accomplishing investigations, performing pre-employment screening, imparting facts technology safety, and lots of other features.

Tabo (2013) argues that private security firms differ in size, most of them being small to medium sized, while others are owner managed. The majority of this small organization main operations are in one town or locality. The major companies operate countrywide. However the utmost concentration of companies is in Nairobi County. With two bodies currently governing private security firms in Kenya; Kenya Security Industry Association (KSIA) and the Protective Services Industry Associations (PSIA). KSIA is a federation of private companies whose main business is the provision of security products and services.

The association has drawn on the laws of Kenya, internationally accepted technical and systems specifications, and the professional experience of all member companies, to establish a set of benchmarks (Kimosop, 2007). KSIA guarantees that everyone personal protection companies registered underneath their umbrella adhere to authorities’ guidelines and policies which include the gazette minimal wage, no of hours a protection officer ought to work in a day in addition to the personnel” widespread welfare.

BM Security Was founded by the late Senior Assistant Commissioner of police Bob Morgan in 1984 with a vast experience, BM Security Company has built a reputation of professional in providing a range of Security solutions to the Corporate, Banking and Diplomatic sectors. BM Security operates a national network coordinated by state of the
BM Security has branches in Mombasa, Nyeri, Nakuru, Eldoret, Kisumu.

In Kenya, the rise in crime and the growth of the private security sector are intimately connected to the decline of state capacities and services that began in the late 1980s and continued throughout the 1990s (Abrahamsen & Williams, 2005). The police are under-funded and poorly paid, even after latest pay rises, and often lodge to extortion and corruption a good way to subsidize their wages. The police force has frequently been implicated in political intimidation and violence (Human Rights Watch, 2003).

Dempsey, 2008 says that similar to the case for lots African international locations, this was a period of declining monetary prosperity in Kenya. During this era, country expenditure and investment had been substantially decreased because of fit the global donor requirements for economic liberalization as well as structural adjustment. As a result, the United States plugged into non-stop deterioration and misplaced the potential to supply offerings, inclusive of the availability of law and order.

1.2 **Statement of Problem**

The private security industry is increasingly rendered to be playing a significant role in improving conditions conducive to national development, investment and growth in Kenya.
However, rise in insecurity and fear have integrated into the main defining features of life in Kenya. A report by the United Nations (UN) Habitat characterizes Nairobi as one of the world’s most dangerous capital cities, and insecurity is a major deterrent to tourism, foreign investment and the overall economic growth in the country (Stavrou, 2002). Consequently, the high tiers of violence and crime and the shortage of self-assurance and consider in the public police force have resulted in the abundance of private safety providers. Over 2000 private security companies (PSCs) currently operate in the country, and large sections of the population rely on private providers for their everyday security (Ngugi, 2004). The private security enterprise is, consequently, more and more identified as playing a massive role in nurturing conditions conducive to improvement, funding and boom in Kenya.

However, just like any other business, PSCs are confronted by a number of difficult challenges in their day-to-day operations (Ngugi, 2004). The coordination and cooperation among PSC and the police is unstructured, more often inefficient; and ineffective. The zone is at gift largely unregulated, and requirements of provider and professionalism range significantly.

BM Security Company provides tangible long-term benefits to its clients by providing improved security, reduced costs, greater revenue-generating opportunities and better experiences for their customers. The investors alternatively rely upon business enterprise always to seek lengthy-time period and sustainable growth generated via its sturdy and ongoing relationships with clients as the sector’s leading company of protection answers. Despite this reputation, to the high-quality information of the researcher, confined research has been performed in Kenya in regards to the factors that affect its overall
performance. This take a look at therefore sought to investigate factors affecting overall performance of corporations within the non-public safety enterprise with unique reference to BM Security Company.

1.3 **Objectives the Study**

To establish the factors affecting performance of private security companies in Nairobi County.

1.3.1. **Specific Objectives**

1. To determine the extent to which regulatory framework affect performance of Private Security companies in Nairobi.

2. To assess the extent to which code of conduct affect performance of Private Security Companies in Nairobi.

3. To establish how operations improvement approaches affect performance of Private Security Companies in Nairobi.

1.4 **Research Questions**

The study will seek to answer the following Questions;

1. What extent does regulatory framework affect performance of Private Security companies in Nairobi?

2. How does code of conduct affect the performance of Private Security companies in Nairobi?

3. How does operations improvement approaches employed by Private Security affect the performance of Private Security Companies in Nairobi?
1.5 **Significance of the Study**

The findings obtained by this study is useful in making recommendations to the Nairobi County policy makers on appropriate programmes tailored to help increase performance of Private Security companies. It may even assist the Policy makers in establishing the nice improvement techniques to put in force to growth customer base, customer loyalty, sales, earnings, marketplace share and survival in their businesses. Theoretically the look at will make a contribution to the existing frame of expertise by presenting pupils, educators and researchers with referencing cloth for in addition studies in this location of operations development.

1.6 **Scope of the Study**

The researcher may face challenges in reaching the high number of Private security firms in Nairobi County to time and resources.

1.7 **Chapter Summary**

The study assumes that respondents will be willing and cooperative during the collection of data which will be useful for the study.
CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Rwegoshora (2006) argues that any meaningful research activity should be able to generate or expand knowledge; this can be possible by identifying the knowledge gap. Thus, the knowledge developed can fill the gap identified in the statement of the problem. In this chapter, basically various literatures related to this study were reviewed in order to familiarize the researcher of what exists in the knowledge pool as well as identifying the knowledge gap.

2.1 Theoretical Literature Review

The study was guided by the humanist psychologist Abraham Maslow, who states peoples actions are inspired to achieve certain needs. This hierarchy proposes that people are motivated to meet basic needs and then move to security needs. Maslow did believe that these needs are similar to instincts and are key in motivating our behavior. Deficiency needs such as Physiological, social, security, and esteem needs, which arises due to deprivation. On the other hand Security needs include a desire for good health care, steady employment, safe neighborhoods, properties and shelter. Security needs are important for survival.
Figure 2.1 is a pyramid reflecting the hierarchy of needs as developed by Maslow.

Figure 2.1: A pyramid of Needs

Source: McLeod, (2007), The Maslow’s Hierarchy of needs

2.1.1 Clark Wilson Model

Secondly the theory will be guided by Clark Wilson model which attempts to capture security requirement for commercial applications. The theory argues that security is very instrumental in creating changes in the society because development needs require security measures to be in place. Dempsey, 2008 says that security is strongly needed not only to ensure safety of human beings and their properties but also it (security) is needed to maintain confidentiality of these human beings. From this perspective, private security companies need well defined structures which include computerized systems to help them in the provision of security services which is a key determinant of peace.
2.2 Empirical Literature Review

2.2.1 Factors affecting Performance of Private Security Global Experience

Private security is either a private type organization or an individual who doing the business of giving all types of security-related services, such which includes investigation, alarm, and armored transportation, guarding, lie detection, patrol (Brunet, 2008). Among the common function across most of these services, include crime prevention and detection.

Wairagu et al., 2004 says that Private security entails different forms of security provided for companies, individuals and other organizations to be paid for by the client as opposed to Public Security.

The private security industry is a very essential aspect of security and safety in the world. Today, private security companies are responsible not only for the protecting a wide range of nations institutions and infrastructure many of the nation’s institutions and critical infrastructure systems, also for the protection of intellectual property and sensitive corporate areas of the world.

Gill, & Hart, 2009 argues that Private security is important because many industries, homes really heavily on it for a range of functions including protecting employees and property, conducting pre-employment screening, steering investigations, providing information technology security, and much more security functions.

In United States of America by the late 1960s, the private security industry grew at a rate of 10-15% annually. Estimates given on the number of private guards, number of investigators, and so on ranged from 350,000 to 800,000. From 1976 to 1981, there was a 20% rise in calls for police
There was demand for non-routine services, such as police checks of vacationers' homes, extra patrols during business closing times, escorts services for merchants making bank deposits and much more. During this time, many police departments were under budget freezes or cuts, and the police number of employees per 1,000 population reduced by 10 percent between 1975 and 1985. The Police had to device differential responses in responding for services requests, deprivitizing investigation of "cold" burglaries and larcenies. Due to this development Private firms were employed to fill these gaps. Extensive records have been compiled by private police and their clients on this crimes; department store pilferage. By 1990, three-fourths of all police officers in the United States comprised of private police. There is a suggestion that the private sector of policing in the future is given an upper-hand role of public guardian of society, with public policing left to a narrower role that focuses on personal violence.

2.2.2 Private Security Companies in Enhancing Security in Society-European Experience

BLS, 2009 states that many states worldwide are outsourcing the services of private security companies this was traditionally undertaken by military and the police being partly as response to public sector downsizing, and also the changing nature of warfare.

This new version of safety provision offers governments and public establishments to enhance on performance by putting all efforts on their core functions while transferring any surplus obligations to private groups. For instance, the Confederation of European Security Services predicted in 1999 that greater than 500,000 guards had been hired via 10,000 PSCs within the European Union (EU) alone. This number is likely to have doubled due to the expansion of the EU. Although limited research has been undertaken in this area, the available evidence suggests
that the trend towards increased security provision by non-state actors is prevalent in all regions of the world (ASIS Foundation, 2009). A confluence of supply and demand factors ranging from the readily availability of personnel in some states lead to a downsizing of their security forces, down to the poor quality of policing in many countries and chronic insecurity, that appears to be driving this new trend.

2.2.3 Private Security Companies under the Partnership with South Africa Police Force – Experience from South Africa

According to Sabelo Gumedze, a defence researcher for South Africa’s ISS, the South Africa Police Services (SAPS) cooperate with a number of individual security firms which requested for the formation of partnership with the private sector under the programme on environmental design and maintenance. Among the interventions adopted by South Africa include effective community crime prevention. The programme as enabled the rate of crime to decrease as opposed to previous years whereby the crime incidences endangered the lives of South African Citizens together with destruction of properties.

2.2.4 Private Security Companies under the East African Community Experience

In Tanzania, public security and policing services are provided by the Tanzania Police Force and the Tanzania Intelligence and Security Services (TISS). These organs are responsible for keeping peace in the society and assure the people of safe environment. In order to improve security in the society in Tanzania, Tanzanian policy force work hand in hand with the private security
companies to provide security in the country. The number of private security companies in Tanzania has been increasing day after day.

According to the Dar es Salaam Deputy Commissioner of Police Suleiman Kova there are fewer than 1 million police officers in the country and that private security guards are filling the gap. “We can no longer work in isolation. The total number of private guards in the country is up to 1.2 million, as opposed to less than 1 million police officers”. “Private guards have been instrumental in maintaining security and now we have decided to give them police-like training”. Private guards have to attend a six-month training camp managed by the police. The training costs 600,000 shillings ($380) per guard, with the cost split between the private firms and the police. He said 10 companies have committed to taking part in the programme and 50,000 security guards participated in the first training session 15th February 2013 (The Guardian. July 8th 2012).

Although limited research has been undertaken in this area, the available evidence suggests that the trend towards increased security provision by non-state actors is prevalent in all regions of the world (ASIS Foundation, 2009). A confluence of supply and demand factors ranging from the readily availability of personnel in some states lead to a downsizing of their security forces, to the chronic insecurity and poor quality of policing in many countries, appears to be driving this trend.
2.2.5 EFFECT OF REGULATORY FRAMEWORK ON PRIVATE SECURITY

GLOBALLY

According to Mandel (2002), legislation impacts on the performance of PSCs. As such, comprehensive licensing systems that clearly states the type of services that PSCs are likely to put in addition to the legislation so as to create a clear set of criteria over which license applications are checked on a case-by-case basis. There exist specific information to recall inclusive of whether the employer and its proposed sports might threaten public security; undermine economic development; exacerbate instability; make a contribution to or provoke internal intervention or external aggression; violate worldwide embargoes.

Schreier and Caparini (2005) notes that regulation regarding the operation of PSCs should demand a background check to be undertaken of PSC employees and owners before licensing and the process of vetting needs to be extended to the close family members of those who work also PSC owners and operators so that the ownership of PSC management is done by people who have a clean criminal records.

Button and George, 2006 argues that all states needs to develop a national policy on regulation of private security and also develop a system of rapport with the state security. The policy should be developed with the highest possible standards in all aspects and supplemented with appropriate legislation and regulations.

In Kenya, where the private security industry is one of the fastest growing sectors, considerable regulatory challenges have been experienced for some time (Wairagu et al., 2004). The introduction of regulation for the private security sector arose as a matter of urgency leading to
the creation of the Private Security Industry Regulatory Authority (PSIRA) through the Private Security Industry Regulation Bill, 2010. This mirrors the South African and the British models for the licensing and monitoring of domestic private security services (Abrahamsen and Williams, 2005). A better regulated private safety industry ought to likely improve protection conditions in Kenya besides developing extra possibilities for employment. Consequently, predicted Security Sector Reform (SSR) measures can assist in addressing the connection between private protection organizations and law enforcement corporations.

However, the Private Security Industry Regulation Bill, 2010 does not cover a number of the maximum vital troubles, inclusive of education and wages, and there also are doubts regarding its effective enforcement. In regard to the private security quarter in Kenya, there were continuous disputes over the enforcement of the minimum wage.

There are other non-home regulatory demanding situations that affect the operation and performance of the Kenyan private protection industry. They stem from the export of personal safety offerings to neighboring nations. The personal security marketplace in Kenya is relatively highly advanced and due to its strategic geographical role, it serves as a hub for the safety services to maximum of the East African states. Also, worldwide businesses as well as the extractive enterprise are increasingly more relying on the offerings of Kenyan PSCs adding weight to the decision for suitable regulatory framework to enhance better service transport by using the non-public security region.

Holmqvist, 2005 states that there exists a large overlap between the state and the non-nation security vendors. Besides, the regularly negative difference among the responsibilities of each sector, there are some of PSCs that hire off duty policemen, and actually have police and government officers on their Boards which in flip impact on the overall performance of the
PSCs. Appropriate regulations are essential to fully enhance and put a clear understanding about the relationships between the private and public security sectors (Schreier and Caparini, 2005). In cases where they are not nicely defined, and/or gift conditions conducive to corruption, misuse of power, duty and oversight are very poor.

Various studies that have been done on Private security firms in Kenya. Kaguru and Kepha (2014) conducted a research on factors affecting Private security firms in Nairobi County: A Case of study of G4s Security Services (K) Ltd. The results of the study revealed that the private security industry do not have a regulatory framework and Kenya as a country should plan and create a Private Security Companies (PSC) regulatory framework since its absence affects the performance of PSCs to a greatly. This study focused on regulatory framework issues without putting into consideration operational issues. The study concludes that a comprehensive regulatory framework or system at the national level is essential for both achieving public oversight and control over the private security sector

Recent studies on operations improvement include Kisombe (2012) lean manufacturing tools and techniques in industrial operations: A survey of the sugar industry in Kenya and he found out that there was lack of a general understanding of lean manufacturing practices in the industry. Manmeet (2014) Kaizen costing catalyst for change and continuous cost improvement, Kibwage (2012) business process improvement tasks by practicing savings and credit societies with use of front office service activity in Nairobi County.

Other recent studies in Kenya on private security industry are by; Tabo (2013) challenges of strategy implementation in private security companies in Kenya, Kihoro et al (2014) Effects of
Competitive Strategies on Customer retention in G4s Security Services (K) Ltd, Kimosop (2007)

Labour Turnover in Private Security Firms in Kenya: A Case of Future Force Security Firm and Mulongo (2013) Change management practices and role leadership in managing change at G4s (K) Ltd. All the above studies have dwelt on strategic and human resources management troubles in personal safety corporations in Kenya. They have rarely touched on operational troubles in those companies. Balancing a firm’s operations and customer satisfaction becomes a delicate balancing game that can determine a firm’s success or failure (Reinwald 2013). Till today very little research has been conducted on Factors Affecting Performance of Private Security used by private security firms in Kenya, because of this, the effect of these factors on Performance on private Security is not known. This research intends to close that gap, by finding out the Factors affecting Performance of Private Security adopted by private security firms in Kenya.

2.2.6 EFFECT OF CODE OF CONDUCT ON PERFORMANCE OF PRIVATE SECURITY COMPANIES

The introduction of regulation to be used by the private security sector came as a matter of urgency which has led to the establishment of the Private Security Industry Regulatory Authority (PSIRA) through the Private Security Industry Regulation Bill, 2010. This mirrors the South African and the British models for the licensing and monitoring of domestic private security services (Abrahamsen and Williams, 2005).

A better regulated personal security enterprise ought to probable improve security situations in Kenya except developing more possibilities for employment. Consequently, predicted Security Sector Reform (SSR) measures can assist in addressing the connection between personal safety
businesses and law enforcement companies. However, the Private Security Industry Regulation Bill, 2010 does no longer cowl some of the maximum critical troubles, together with schooling and wages, and there also are doubts regarding its powerful enforcement. In regard to the non-public protection zone in Kenya, there have been continuous disputes over the enforcement of the minimum salary invoice and other labour legal guidelines for the generally unarmed safety guards. This has been one of the biggest issues for domestic regulation that has affected the performance of PSCs in Kenya (Wairagu et al., 2004).

The bill doesn’t have a clean regulation to set up minimum necessities for the transparency and duty of PSC operations, ranging from inner structures of governance like personnel recruitment, education and behavior, responsibilities of forums of governors to economic and contractual topics like agency systems, and obligations of public disclosure.

There are other non-domestic regulatory challenges that have an effect on the operation and overall performance of the Kenyan non-public protection industry. They stem from the export of private security Services to neighboring international locations. The private security industry in Kenya is relatively pretty advanced and due to its strategic geographical function, it serves as a hub for the security services to maximum of the East African states. Also, worldwide corporations as well as the extractive industry are an increasing number of counting on the services of Kenyan PSCs adding weight to the decision for suitable regulatory framework to decorate better provider transport through the private security sector.

A seminal study on the private security sector in Kenya by Wairagu et al. (2004) called for effective government regulation through licensing and monitoring schemes. The study additionally recommended the formation of expert associations through which protection
operators could be represented in legit committees and voices their legitimate worries. The country wide private security markets mirror the general socio-economic occasions, the political scenario and the strategic challenges of a rustic. This makes it a nearly impossible scenario to suggest a one-size-suits-all template for the regulation of the diverse country wide markets for PSCs.

According to Holmqvist (2005), the performance of PSCs can be improved with the establishment of government policies which ensure that the people employed by PSCs are all individually licensed to work within the security set up and should be trained in order to ensure effectiveness and efficiency of operations of PSCs. The legislation should have provisions on the registration and storage of all this firearms assigned to PSC employees. This regulation should be part of wider national small arms and light weapons (SALW) control programme.

2.2.7 EFFECT OF OPERATIONS IMPROVEMENT ON PERFORMANCE OF PRIVATE SECURITY IN KENYA

As the service businesses grow continually each day there may be need to enhance operations to support their profitability. Due to increased competition, globalization, expanded rules and new technology there may be vital importance to usually improve business operations. Businesses face mounting stress to enhance their supply chain and this call for the want to enhance their operations (Stevenson et al, 2007)

Gachuhi, 2012 argues that in the last decade organizations have adopted lean operations and total quality management (TQM). This resulted to improved quality systems. While alignment of operations is key in providing continuity, competiveness to play a complimentary role in the
quest for competitiveness. Kibwage (2012) argues that competitiveness of a company is mostly
dependent on its ability to perform well in dimensions such as cost, quality, delivery
dependability, speed, innovation and flexibility to adapt its self to variations in demand.

2.2.7.1 Operations Improvement Approaches

Leseure (2010) points out that at practical level a number of 10 operations management concepts
are about innovation and change e.g. (innovation management, process management and
Kaizen), he presents the theories in operations management as; the theory of operations
management, system theory, contact theory (Customers), coordination theory, the theory of
performance frontiers (trade-offs), the theory of swift, even flow (Just in Time inventory), the
theory of constraints (throughput). All these theories articulate on the foundations of practices in
the operations management discipline but touch very little on improvement approaches that can
be induced to these practices to make them work better.

Operations improvement refers to Process analysis and improvement approaches which include
cost and time reduction, productivity improvement, process yield improvement, quality
improvement and increasing customer satisfaction (Stevenson et al, 2007). Some of the theories
that touch on operations improvement are Lean management, six sigma and Kaizen. Stevenson et
al (2007) also argues about Frederick Winslow Taylor to be the first person to come up with
operations improvement strategies. Taylor is often referred to as the father of scientific
management. Taylor believed in a “science of management” based on observation, measurement,
analysis, improvement of work methods and economic incentives. He studied work methods in
great detail to identify the best method for doing each job.
Six sigma is the latest approach on operations improvement. The term was generated by physicist Shewhart’s through an observation in the 1920’s when he discovered that three sigma from the mean is the point where a process in operations requires correction. Gachuhi (2012) defines six sigma as a term used to denote perfection and is usually defined for practical purposes as achieving a rate of defects per million opportunities.

2.3 SUMMARY AND RESEARCH GAPS

This study will be guided by the humanist psychologist Abraham Maslow, which states that our actions are motivated in order to achieve certain needs. From this idea, he developed the need for safety and security as a basic need that human beings depend on to secure their lives and properties from endangered environment. In this stage, he analyzed the important elements of security which need strong emphasize to enable human being develop. The second theory is Clark Wilson Model which postulates the importance of security enhancement in the community as a way of achieving development in a society. This model attempts to capture security requirement for commercial applications.

Previous research has been done on the concept of private security sector but not totally. Some or most of the research was able to examine the regulation of private security sector for example in 2006 the Institute for Security Studies (ISS) embarked on a project entitled ‘Regulation of the Private Security Sector in Africa’ while Mandel (2001: 139) focused on the private security industry within South Africa's borders. Van Steden and Sarre (2007) indicated the increase of gated neighbor hoods or security enclaves that may be due to the exclusionary nature or
insecurity of the public. When citizens retreat from the larger community into their fortified, feudal-like enclaves, there is no assurance that their feelings of nervousness and restlessness will be reduced.

According to Buzan, Waever and De Wilde (2001), the rise in marketization of crime control increases vital problems about the leadership of private security. These examples show that there is insufficient information on private security sector that calls for a study such as this. From the studies described above no clear conclusions on the development and growth of the security sector have been drawn while not much information concerning the role and the impact of private security sector is available. There are also conflicting outcomes on the meaning of private security and how it should be utilised by administration to protect its citizens’ security and safety. On the other hand, some authors such as Gumede (2007); Richards and Smith (2007); Foddy (2008); and Wakefield (2005) even came up with different outcomes within their studies depending on the goals of private security companies. By focusing on each single country and dealing with particular subjects at a given time, brought out inconsistencies which this research will try to overcome, as well as the possible errors and prejudices of former research as discussed above and come up with conclusive recommendations on this area of study.

Despite this recognition, to the best knowledge of the researcher, constrained studies has been conducted in Kenya with reference to the elements that have an effect on its performance. This examine consequently sought to investigate elements affecting performance of companies within the personal safety enterprise with unique connection with BM Security Company Limited.
2.4 CONCEPTUAL FRAMEWORK

Mugenda and Mugenda (2003), define a conceptual framework as a hypothesized model identifying the notions under study and their relations. Figure 2.1 is the researchers own conceptualized relationship between variables in the proposed study. The study’s perceived functions of the private security sector for individuals and organizations, include in-house security; private investigation; loss prevention functions and site or mobile patrol functions. The model shall be put to the test so as to establish the significance of the proposed relationship.

![Conceptual Framework Diagram](image-url)

Figure 2.2 Perceived functions of private security firms (Author: 2017)
2.5 OPERATIONALIZATION OF VARIABLES

TABLE 2.1 OPERATIONALIZATION OF VARIABLES

<table>
<thead>
<tr>
<th>Objective</th>
<th>Type of Variable</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To determine the level to which regulatory framework poses effects to Performance of Private Security Companies in Nairobi</td>
<td>Independent</td>
<td>Licenses</td>
</tr>
<tr>
<td></td>
<td>Regulatory</td>
<td>Legislation</td>
</tr>
<tr>
<td></td>
<td>Framework</td>
<td>Government</td>
</tr>
<tr>
<td>To assess the extent to which code of conduct affect Performance of Private Security Companies in Nairobi</td>
<td>Independent</td>
<td>Existing code of conduct</td>
</tr>
<tr>
<td></td>
<td>Code of Conduct</td>
<td>No of security firms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No. employees in Security firms</td>
</tr>
<tr>
<td>To establish how operations improvement approaches affect Performance of Private Security Companies in Nairobi</td>
<td>Independent</td>
<td>Theories</td>
</tr>
<tr>
<td></td>
<td>Operations</td>
<td>Concepts</td>
</tr>
<tr>
<td></td>
<td>Improvement</td>
<td>Regulation</td>
</tr>
<tr>
<td></td>
<td>approaches</td>
<td></td>
</tr>
</tbody>
</table>

2.6 Chapter Summary

The private security industry lacks a regulatory framework and Kenya should develop a PSC regulatory framework since the lack of it affects the performance of PSCs to a great extent. There exists no 'code of conduct' for PSC self-regulation in the industry, there is no legislation with a clear set of criteria against which license applications can be assessed on a case-by-case basis, demands for thorough background checks can be undertaken of PSC employees and owners prior to licensing, a strong system of industry self-regulation to complement to national legislation and licensing systems clearly defining the type of services PSCs may be allowed to provide.
The study concludes that a comprehensive regulatory framework or device at the country wide level is important for both reaching public oversight and control over the private safety zone. Appropriate guidelines are vital to fully decorate and positioned a clear expertise approximately the relationships among the private and public safety sectors. Legislation effects on the performance of BM Security. The service delivery and performance of BMS can be enhanced if states set up a government rules that make certain that all personnel employed through BMS are individually now not best licensed to paintings within the private security sector however also are skilled to high requirements for effective and performance operations of the BMS. 

The study recommends that everyone states need to increase a country wide policy at the regulation of the personal security area in addition to its rapport with the country security vendors. The coverage have to be designed to ensure the very best possible standards in each spheres and be supplemented with appropriate number one law and guidelines. Locally running businesses and people operating beyond the U.S. Ought to be regulated by national regulation. A higher regulated private security industry could in all likelihood improve protection situations in Kenya besides growing more possibilities for employment. There need to be formation of expert institutions thru which security operators could be represented in reliable committees and voices their legitimate worries. Comprehensive licensing structures that without a doubt defines the form of offerings that PSCs may be allowed to provide and offering for the revocation of licenses in positive instances have to be established. The regulation have to establish a clean set of criteria in opposition to which license packages are assessed on a case-by using-case basis.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 INTRODUCTION

This chapter entails research design and the necessary procedures that were followed in conducting the study.

3.1 RESEARCH DESIGN

The research design put into use was descriptive survey focusing on Factors affecting Performance of Private Security Companies in Nairobi. This design was adopted because the method is efficient in collecting original data from a wide range of respondents (Mbwesa, 2008). Kothari (2003) also recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exist or existed. This design allowed the researcher to produce both numerical and descriptive raw facts that were used in measuring correlation between variables.

3.2 TARGET POPULATION

The population area chosen for the study was Nairobi Central Business District. The population included 12,500 BM Security Limited employees. A population size of 384 BM Security limited senior managers present in cash services, doing company marketing, conducting alarm response manned security services, offering courier services, and securing data, and fire and equipment services. This is the total population of BM Security Limited workers that are currently operation in the county.
3.3 SAMPLE AND SAMPLING TECHNIQUE

The study used descriptive research design. The population sample of the study was all the 12,500 BM Security Limited employees while the target population was 384 respondents comprising of senior managers present in cash services, doing company marketing, conducting alarm response manned security services, offering courier services, and securing data, and fire and equipment services. Under this design purposive sampling technique was used to gather 80 interviewees from the target population. The study used structured questionnaire to collect primary data.

3.3.1 Sample Size Determination

The sample size for the population will be determined using a statistical Formula for larger proportions (Cochran and Gox, 1963).

Formula: $Z^2 \frac{Pq}{n}$

Thus:

$N = \frac{(1.96)^2 \times 0.5 \times 0.5 \times 1}{(0.05)^2}$

$N = 384$ respondents

$n = \text{The minimum sample size (if target population value is greater than 10,000)}$

$z = \text{The standard normal deviation at the required confidence level 1.96 which corresponds to 95%}$

$P = \text{The proportion in the target population estimated to have characteristics being}$

Measured

$q = 1-p \text{ thus } (1 - 0.5) = 0.5$

$d = \text{The level of statistical significance or degree of freedom which is 0.05 }$
To get the sample of the key informants the researcher got 30% of the population of Security Firms owners. This is because they will be best placed to understand factors affecting the performance of Security companies in their respective firms. According to Cochran (1977), a sample of 30% of the population is sufficient for a study. The same concept is supported by Blanche et. al.(2003). Respondents in this study were picked by simple random sampling.

3.4 DATA COLLECTION INSTRUMENTS

This study will use questionnaires in gathering information from the selected respondents from various security firms. Both the primary and secondary data will be collected for the to be used in this study. Questionnaires still will be used to collect the primary data, while the secondary will be collected from the offices of the Security firms in Nairobi. The primary data will be collected using both open and closed questionnaires. Open ended questions will be used to seek in depth information.

The questionnaires with detailed instructions and employing simple to understand language will be delivered to the already specified samples of the population led by researcher and assisted by the research assistants. Setting of data collection date will be agreed upon at the point of delivery and follow-ups will be made over the phone during the process.
3.5 PILOT STUDY

A pilot study will be carried out by researcher to test the accuracy and reliability of the questionnaire. This will ensure that any irrelevant question items in the instrument will be removed so that the focus of the questionnaire will obtain the right information is obtained. Piloting will be done to check the content of questionnaire, sequence used in the questionnaire, meaning, structure applied, and ambiguity of questions used. According to Fraenkel and Wallen (2000), content validity is determined by expert judgment. The researcher will also make the interview schedules in consultation with the supervisors to make sure that they deal with all viable regions of study accurately and appropriately. This will assist rectify any inadequacies in time earlier than real series of information in an effort to reduce biases. The questionnaires may be pre-tested by way of administering it to sub-pattern of thirty eight respondents that's 10% of the sample population.

3.5.1 Validity

In order to enhance validity the researcher ensured that the research devices were correct through making the necessary adjustments after undertaking a pilot observe and ensured the questions were getting the proper responses to degree what became intended. Information collected become additionally pass checked with different resources to ensure authenticity and accuracy.

3.5.2 Reliability test

Reliability is vital as it allows the researcher to identify misunderstandings, ambiguities, and insufficient objects inside the studies units and make the important modifications so that information amassed could have greater reliability. This changed into done via the researcher accomplishing a pilot look at and making the important changes inside the research contraptions
by way of reframing the questions to lead them to better understood, giving the necessary commands and simplifying the language to ensure the precise interpretations. A Test–Re take a look at was carried every week after to the exercising to assure that the records to start with given is reliable. From the findings the correlation coefficient turned into zero.875 that is greater than the advocated 0.Eighty five and therefore the instrument become deemed as distinctly reliable in information collection.

3.6 DATA COLLECTION PROCEDURE
The researcher will collect information from respondents from various Security firms in Nairobi County. Data will be collected using a variety of methods, Questionnaires both closed and open ended, one-on-one assessments, computer-assisted telephone interviews (CATI), and self-administered paper and pencil questionnaires. The researcher will train research assistants who will help in the field to collect the data required.

3.7 DATA ANALYSIS AND PRESENTATION
The raw data collected will be first preprocessed. This will include enhancing of data to locate errors and omissions and correct where feasible: in order to contain a cautious scrutiny of the finished questionnaires to ensure that the records is accurate, regular with records amassed and uniformly entered. The researcher then will code the records for efficiency at some stage in facts evaluation. The data can be classified on the premise of common characteristics and attributes. The mass of raw data will be assembled, it will be presented in statistical tables, in give room for further analysis. SPSS software will be applied to analyze the data and it will be presented in form of tables, graphs, pie charts, line graphs.
3.8 ETHICAL CONSIDERATIONS

3.8.1 Informed Consent

The consent of each respondent to the questionnaire was sought before participating in answering the questionnaire.

3.8.2 Voluntary Participation

The respondents were made aware that their participation was to be voluntary and no one whatsoever had been forced to answer the questionnaire.

3.8.3 Confidentiality

The researcher ensured that all information was held in strict confidence and ensured anonymity of the respondents.

3.8.4 Privacy

Privacy was maintained by the researcher by ensuring that each questionnaire was used for the purpose of research and no questionnaire was exposed or was not used for the unintended purpose.

3.8.5 Anonymity

The researcher ensured that indication of name or titles in the questionnaire was optional for all the participants.
3.9 CHAPTER SUMMARY

The main objective of the study “Factors Affecting Performance of Private Security Companies in Nairobi” is to develop and establish the factors affecting performance of private security companies in Nairobi County.

The chapter describes the methodology that has been developed. It gives insight into how the data will be collected and processed, and will set out the definitions to be used and criteria to be applied. It will include a detailed description of the instruments (Target definition, Research design Sample and sampling techniques, pilot study, Data Collection Procedure, Data Analysis and Presentation, Ethical Consideration.)
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The sole purpose for conducting the study was to find the factors affecting the performance of private security firms in Kenya. This chapter presents the results gathered from the analysis of research findings. The chapter has four sections, with the first section being descriptive statistics of respondent’s general information. The rest of the sections are thematically presented based on the research questions. Section two analyzes how regulatory framework affect the performance of private security companies in Kenya. Section three analyzes how code of conduct affect the performance of private security in Kenya. Section four presents the findings of how operations improvement approaches affect performance of private security companies in Kenya. Out of the 384 questionnaires distributed, 320 questionnaires comprising respondents from BM Security Company limited was successfully filled and returned. Table 4.1 shows the response rate. The table shows that successful responses accounted for 83.3% of the sample whereas 16.6% did not respond. Therefore, the response rate was 83.3%. Thus, the response rate was adequate.

Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Respondents</td>
<td>320</td>
</tr>
<tr>
<td>No responses</td>
<td>64</td>
</tr>
</tbody>
</table>

4.1 Descriptive Statistics of General Information
The general information analyzed in this section include: number of years respondents had worked in the industry and the company, number of years the company had been in existence, size of company by number of employees.

4.1 Presentation of Research Findings

4.1.1 Industry Experience Respondents had to indicate the number of years they had served in the private security industry.

Figure 4.1.1 Industry experience of respondents

Figure 4.1 shows that most of the respondents (52.0%) had been in the industry for between 4 to 10 years. However, 26.5% of the respondents had worked in the industry for more than 10 years, whereas 21.5% of the respondents had worked for between 1 to 3 years.
4.1.2 Age of Firm The distribution of respondents by the number of years their security firm had been in existence is shown in figure 4.1.2.

**Figure 4.1.2 No of year of Existence of Security Firms**

![Bar chart showing the years of existence of security firms.](image)

Figure 4.1.2 shows that majority of security firms (46.2%) had been in existence for more than 10 years. However, some 20.9% of the security firms had been in the industry for between 6 to 10 years whereas only 16.2% of the firms had been operational for 3-6 years and only 6.7% of the firms have been in existence between 1-3 years.
4.1.3 Tenure in the Company

Respondents were asked to give the number of years they had served in their current security firm.

Figure 4.1.3 Number of years respondents had worked in their company

Figure 4.1.3 shows that most of the respondents 49.2% had worked in their respective security company for over 10 years. 27.5% had worked for between 4 to 10 years. 21.2% had worked for between 1 to 3 years and only 2.1% had worked for less than 1 year.
4.1.4 Regulatory Framework

**Figure 4.1.4 Effect of Regulatory Framework on Performance of PSCs**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>83.5</td>
<td>No</td>
</tr>
<tr>
<td>16.5</td>
<td>yes</td>
</tr>
</tbody>
</table>

Figure 4.1.4: Existence of PSC Regulatory Framework impacts positively the performance of Private Security as shown above that majority of the respondents 83.5% say that there is no PSC regulatory framework and only 16.5% agree. Security therefore operates within a poor environment in terms of PSC regulatory framework despite the fact that private security industry is one of the fastest growing sectors (Wairagu et al., 2004).

A comprehensive regulatory framework availed at the national level is very important for both achieving public oversight and control over the private security sector (Button and George, 2006). Kenya should increase a PSC regulatory framework in addition to a countrywide policy at the regulation of the personal safety area as well as its rapport with the nation safety companies.

Further, table four.1.Four show a precise of the findings. A PSC regulatory framework affects the performance on BMS Security Services (K) Limited as shown in figure 4.1.4 because some
of the companies employ off-duty policemen while some have police and government officials on their Boards (Holmqvist, 2005).

Using a 5-point Likert scale where 1-1.499 was very low extent; 1.500 - 2.499 was low extent; 2.500 - 3.499 was moderate extent; 3.500 - 4.499 was great extent and 4.500 - 5.000 was very great extent, the respondents were asked to give the extent that aspects of regulatory framework improved the performance of BMS Security Ltd plus other companies in Kenya. Table 2 shows a summary of the findings.

Table 4.1.1 Effect of Regulatory Framework on Performance of PSC’s

<table>
<thead>
<tr>
<th>Regulatory Framework</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>μ</th>
<th>Σ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing systems clearly stating the type of services BM Security may be allowed to provide.</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>4.17</td>
<td>0.0883</td>
</tr>
<tr>
<td>Provision for license revocation for certain cases</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>4.05</td>
<td>0.827</td>
</tr>
<tr>
<td>Legislation with a clear set of criteria over which license applications are assessed.</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>4.35</td>
<td>0.606</td>
</tr>
<tr>
<td>Legislation that demands for thorough background checks be undertaken of BM employees and owners prior to licensing</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>4.35</td>
<td>0.932</td>
</tr>
<tr>
<td>Limited duration licenses that will ensure high standards of professionalism and continual tracking of PSCs activities</td>
<td>51</td>
<td>1.00</td>
<td>5.00</td>
<td>4.00</td>
<td>1.225</td>
</tr>
<tr>
<td>Government policy that ensures that all BMS employees are individually licensed to serve at the private security sector and trained to government high standards.</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>3.29</td>
<td>1.404</td>
</tr>
<tr>
<td>Legislation enshrined BMs employees’ roles and responsibilities at the legal framework agreements amidst the police and the company.</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>3.64</td>
<td>1.115</td>
</tr>
<tr>
<td>Requirements for transparency and accountability of BM Security</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>3.70</td>
<td>0.920</td>
</tr>
<tr>
<td>A strong system of industry self-regulation to counter the national legislation.</td>
<td>51</td>
<td>2.00</td>
<td>5.00</td>
<td>4.23</td>
<td>0.970</td>
</tr>
</tbody>
</table>
4.1.5 Effect of Code of conduct on the Performance of Private Security Firms in Kenya

Table 4.1.2 Effect of Code of Conduct on Performance of Private Security firms in Kenya

<table>
<thead>
<tr>
<th>Existence of Code of conduct for PSC Self-regulation</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>63</td>
<td>19.0%</td>
</tr>
<tr>
<td>No</td>
<td>238</td>
<td>75.0%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>19</td>
<td>6.0%</td>
</tr>
<tr>
<td>Total</td>
<td>320</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.1.5 above shows that majority of the respondents 75.0% are not aware of presence of 'Code of Conduct' to PSC self-regulation. While 19.0% indicate existence of code of conduct and 6 per cents were not sure. The Private Security Industry Regulation Bill, 2010 does not have a clear legislation to establish minimum requirements for the transparency and accountability of PSC operations, ranging from internal systems of governance like staff recruitment, training and conduct, responsibilities of boards of governors to financial and contractual matters like company structures, self-regulation and duties of public disclosure (Wairagu et al., 2004).
Most of the respondents 68.3% agree that operations improvement indeed has a positive impact on the operations of Private Security while 22.3% indicate that operations improvement approaches does not impact on the performance of private security with only 9.4% who indicated not being sure.

4.1.5.1 EFFECT OF OPERATIONS IMPROVEMENT APPROACHES ON PERFORMANCE OF PRIVATE SECURITY

The researcher sought to test the influence of Operations Improvement approaches on Performance of private security and the results are as show in table 4.1.6.1 whereby the effect of Operations Improvement approaches 62.1% ($R^2 = 0.621$) can be explained lack of Operations improvement approaches leaving only 37.9% of the variability in Performance of Private
Security Companies to be accounted for by other variables. Operations improvement contribute (p<0.05) significantly to Performance of Private Security companies.

Table 4.1.3 Effect of Operations Improvement Approaches on Performance of PSCs

<table>
<thead>
<tr>
<th>Variables</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whether the Improvement approaches for PSC Exist in Kenya Security firms</td>
<td>25.8% 39.7%</td>
</tr>
<tr>
<td>Whether respondents were aware of the existence of Operations Improvement approaches</td>
<td>4.6% 34.5%</td>
</tr>
<tr>
<td>Whether Operations Improvement influence Performance of PSCs</td>
<td>77.2% 22.8%</td>
</tr>
<tr>
<td>Effectiveness of Operations Improvement on Performance</td>
<td>23.5% 76.5%</td>
</tr>
</tbody>
</table>

4.2 Limitations of the Study

The researcher was limited by finances to cover the whole of Kenya in undertaking the research, some respondents were not will not give information and time constraints

4.3 Chapter Summary

This study had three objectives which were to determine the level to which regulatory framework affect performance of Private Security companies in Nairobi, to check on the level to which code of conduct impacts on performance of Private Security Companies in Nairobi and to establish how
operations improvement approaches affect performance of Private Security Companies in Nairobi.

According to the findings, legislation with a clean set of standards towards which license applications are assessed on a case-by-case foundation, legislation that demands for thorough history tests be undertaken via BM protection employees and owners previous to licensing, a robust gadget of industry self-regulation to supplement to national law and licensing structures actually defining the type of services BM security may be allowed to provide and improve its performance to a great extent based on the mean of 4.353, 4.353, 4.235 and 4.177 respectively. According to Mandel (2002), legislation impacts on the performance of PSCs.

The Private Security Industry Regulation Bill, 2010 does not have a clear legislation to establish minimum requirements for the transparency and accountability of PSC operations, ranging from internal systems of governance like staff recruitment, training and conduct, responsibilities of boards of governors to financial and contractual matters like company structures, self-regulation and duties of public disclosure (Wairagu et al., 2004).

Operations Improvement approaches on Performance of private security affect the performance of private security as 62.1% ($R^2 = 0.621$) can be explained lack of Operations improvement approaches leaving only 37.9% of the variability in Performance of Private Security Companies to be accounted for by other variables. Operations improvement contribute (p<0.05) significantly to Performance of Private Security companies.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter entails the summary of key data findings, conclusions arrived at from the findings highlighted and recommendations that were given. The conclusions and recommendations drawn were intended to address research objectives of determining factors that affect the performance of private Security and determining the extent to which such factors led to the success of the Performance of Private Security Companies in Kenya.

5.1 Summary of Findings

The private security industry lacks a regulatory framework and Kenya ought to develop a PSC regulatory framework because the lack of it influences the performance of PSCs to a terrific extent. There exists no 'code of behavior' for PSC self-regulation in the industry, there is no legislation with a clean set of criteria in opposition to which license applications may be assessed on a case-by using-case foundation, needs for thorough history tests may be undertaken of PSC personnel and owners previous to licensing, a sturdy machine of industry self-law to complement to countrywide law and licensing structures truly defining the sort of offerings PSCs may be allowed to provide.

5.2 Recommendations
The study concludes that a complete regulatory framework or system on the national level is important for each achieving public oversight and manage over the private security sector. Appropriate guidelines are essential to absolutely beautify and placed a clean understanding approximately the relationships among the non-public and public safety sectors. Legislation effects on the overall performance of BMS. The service delivery and performance of BMS can be improved if states develop government policies that will look into the fact that all personnel employed by BMS are individually licensed but not only to serve in the private security sector but are also equipped with training of high standards to aid in providing effective and efficiency operational BM Security Services.

The study recommends to all states to develop a national policy on the regulation of the private security sector as well as its relation with the state security providers. The policy should be designed bearing in mind the highest possible standards available in both spheres and be boosted with appropriate primary legislation and regulations. Companies operating and those operating up-country should be regulated by national legislation.

A higher regulated private security enterprise could in all likelihood enhance protection situations in Kenya besides creating more opportunities for employment. There need to be formation of professional associations through which security operators could be represented in authentic committees and voices their legitimate worries. Comprehensive licensing structures that absolutely defines the sort of services that PSCs may be allowed to provide and imparting for the revocation of licenses in sure instances ought to be installed. The rules should set up a
clean set of standards towards which license programs are assessed on a case-with the aid of-case foundation.

5.2.1 Implication of the Research on Policy, Practice/training and education

International agencies as well as the extractive industry are increasingly relying on the services of Kenyan PSCs adding weight to the call for appropriate regulatory framework to enhance better service delivery by the private security sector (Wairagu et al., 2004). Government policy that look into the fact that all BM security employees get individually licensed to work in the private security sector and get training of high standards to improve the performance of the company to a moderate level as shown by a mean of 3.294. According to Holmqvist (2005), the service delivery and performance of PSCs can be enhanced if states establish a government policies that ensure that all personnel employed by PSCs are individually not only licensed to work within the private security sector but are also trained to high standards for effective and efficiency operations of the PSCs.

5.3 Conclusion

The study concludes with the fact a comprehensive regulatory framework or system at the national level is important for both achieving public oversight and control over the private security sector. Appropriate regulations are important to fully enhance and put a clear understanding on the relationships between the private and public security sectors. Legislation impacts on the performance of BM Security Services. The service delivery and performance of
BM Security services can be improved if states develop government policies that ensure that all personnel employed by BM Security services get individually not only licensed to work within the private security sector but are also trained to high standards to provide effective and efficient operations of the BM Security Services.

6.0 REFERENCES


Analyst, International Centre for the Prevention of Crime (ICPC)


De Wilde, W.G. Wener, (2001) Faculty of Behavioural, Management and social Sciences


APPENDIX 1: LETTER OF INTRODUCTION

TITLE: FACTORS AFFECTING THE PERFORMANCE OF PRIVATE SECURITY COMPANIES IN KENYA

RESEARCHER NAME: JOHN KIPKORIR AYABEI

Before agreeing to take part in this study, we strongly encourage you to study the following explanation of this observe. This assertion describes the cause and techniques of the study. Also defined is your right to withdraw from the study at any time. This study is designed to examine the factors affecting the performance of Private Security companies in Kenya. I am accomplishing this observe to learn greater approximately this question because it has no longer been studied an awful lot within the beyond. Participation in the have a look at entails finishing touch of a questionnaire that asks you basic questions about yourselves A face-to-face stand interview, if you want to last for approximately one to 2 hours. The interviews might be conducted through one of the researchers, audio-taped and later transcribed for the purpose of information analysis.
APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. How long have you worked in the Security industry?
   
   Less than 1 year □

   1-3 years □

   4-10 years □

   More than 10 years □

2. How long has your security firm been in existence?

   Less than 1 year □

   2-3 years □

   4-10 years □

   More than 10 years □

3. How long have you served for your current Security firm

   Less than 1 year □

   3-3 years □

   4-10 years □
SECTION B: EFFECT OF REGULATORY FRAMEWORK ON PERFORMANCE OF PRIVAT SECURITY COMPANIES IN KENYA

Please state whether you agree or disagree with the following given statements by place tick (√)

Inside the appropriate box:

<table>
<thead>
<tr>
<th>EFFECT OF REGULATORY FRAMEWORK ON PERFORMANCE OF PCS</th>
<th>Strong agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing systems clearly defining the type of services BM Security may be allowed to provide.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for license revocation in certain cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislation with a clean set of criteria over which license applications are assessed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constraint duration licenses that look into ensuring high standards of professionalism and continual monitoring of PSCs services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government policy that look into it that all BMS employees are individually licensed to work in the private security sector and get maximum training to high standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislation enshrined BMs employees’ roles and responsibilities in the legal framework agreements amidst the police and the company.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requirements for transparency and accountability of BM Security</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A strong system put in place of industry self-regulation to complement to national legislation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION C: EFFECT OF CODE OF CONDUCT ON PERFORMANCE OF PRIVATE SECURITY COMPANIES IN KENYA

Please indicate whether you are aware of the existence of code of conduct for private security companies in Kenya

<table>
<thead>
<tr>
<th>Yes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
</tbody>
</table>

SECTION D: EFFECT OF OPERATIONS IMPROVEMENT ON THE PERFORMANCE OF PRIVATE SECURITY COMPANIES IN KENYA

Please indicate by a tick whether operations improvement approaches effect the performance of Private Security companies in Kenya

<table>
<thead>
<tr>
<th>Effect of Operations Improvement on the Performance of PSCs</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whether the Improvement approaches for PSC Exist in Kenya Security firms</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whether respondents were aware of the existence of Operations Improvement approaches</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whether Operations Improvement influence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX III: INFORMED CONSENT FORM

LETTER OF CONSENT

Risks and Discomforts

There are not any dangers or discomforts which can be predicted from your participation within the have a look at. Potential risks or discomforts include possible emotional feelings of unhappiness while asked questions all through the interview.

Benefits

The predicted advantage of participation is the opportunity to talk about feelings, perceptions, and worries associated with the revel in of Factors affecting performance of private protection Companies and to contribute to knowledge of choice-making at some point of the studies procedure.

Confidentiality

The facts accrued during this study will stay personal in comfortable premises at some point of this task. Only the researchers can have get entry to the take a look at statistics and information. There will now not be any identifying names at the surveys or interview transcripts; they will be coded and the important thing to the code might be kept locked away. Your names and any other figuring out details will never be revealed in any guide of the outcomes of this study. The tapes can be destroyed on the final touch of the have a look at. The consequences of the studies will be
posted in the form of a research paper and may be posted in a professional journal or offered at professional conferences. It may also be published in e book shape. The expertise obtained from this look at may be of exquisite fee in guiding professionals to be extra effective in elements affecting overall performance of Private Security Companies in Kenya.

Withdrawal without Prejudice

Participation on this have a look at is voluntary; refusal to take part will contain no penalty. You are loose to withdraw consent and stop participation in this undertaking at any time without prejudice or penalty. You are also loose to refuse to answer any query we would ask you.

Further Questions and Follow-Up

You are welcome to ask the researchers any questions that occur to you all through the survey or interview. If you have got in addition questions once the interview is finished, you're recommended to touch the researchers the usage of the contact information given beneath. If, because of collaborating on this examine you sense the need for in addition, longer term assist, you are welcome to contact John Kipkorir Ayabei at ayabei40@yahoo.com.

I, _________________________________ (name; please print clearly), have read the above information. I freely agree to participate in this have a look at. I remember the fact that I am loose to refuse to reply any query and to withdraw from the study at any time. I take into account that my responses will be kept anonymous.

Name of Participant _________________________________

Signature __________________________________________

Date ______________________________________________
If: (a) you would like a copy of your interview transcript once it is available (b) you are interested in information about the study results as a whole and/or (c) if you would be willing to be contacted again in the future for a possible follow-up interview, please provide contact information below: Email address:_______________

### APPENDIX IV: RESEARCH STUDY WORK PLAN

<table>
<thead>
<tr>
<th>No</th>
<th>Tasks</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Baseline familiarization of research sites/mapping and development of project proposal</td>
<td>Q1</td>
<td>Q2</td>
<td>Q4</td>
</tr>
<tr>
<td>2</td>
<td>Baseline familiarization meeting with key informants to access secondary materials in the research sites.</td>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>3</td>
<td>Compiling and review of literature review chapter and presentation of project proposal</td>
<td></td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>4</td>
<td>Development of research instruments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Training Research Assistant/ pretesting of instruments/ Data Collection</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Year 2**: Data Collection
  1. Key informants workshops
  2. Data Processing (entry and checking for analysis)
  3. Data analysis/presentation of results
  4. Data analysis revision/field result

- **Year 3**: Production of 1st draft
  1. Presentation/Revisits to sites
  2. Production of final draft and presentation of results
  3. Defense/Handing in final report Graduation
APPENDIX V: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>No of Days</th>
<th>No of People/Items</th>
<th>Rate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Field Researchers</td>
<td>10</td>
<td>4</td>
<td>1000.00</td>
<td>40,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Photocopying, Typing, printing</td>
<td></td>
<td></td>
<td></td>
<td>50,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Data Analyst</td>
<td></td>
<td></td>
<td></td>
<td>50,000.00</td>
</tr>
<tr>
<td>4</td>
<td>Data Entry and Cleaning</td>
<td>2</td>
<td></td>
<td>25,000.00</td>
<td>50,000.00</td>
</tr>
<tr>
<td>5</td>
<td>Printing and Binding</td>
<td></td>
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<td></td>
<td>30,000.00</td>
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<tr>
<td>Total</td>
<td></td>
<td></td>
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<td></td>
<td><strong>220,000.00</strong></td>
</tr>
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</table>