FACTORS AFFECTING PERFORMANCE OF SECURITY DEPARTMENTS IN PUBLIC ORGANIZATIONS WITHIN THE ENERGY SECTOR, (A CASE STUDY OF KENYA POWER AND LIGHTING COMPANY)

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D53/10219/06

A PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF KENYATTA UNIVERSITY

DECEMBER 2011

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Factors affecting performance of
DECLARATION

This research study is my original work and has not been presented to any other university for the award of any degree.

CAROLINE J. CHELIMO

D53/10219/06

Signature ........................................ Date ..........................

This project has been submitted with our approval as the university supervisors

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ABSTRACT

This research project was based on the topic: To investigate the factors affecting performance of the security department of Kenya Power and Lighting Company, a brief background of the company is highlighted, this includes definition of performance, factors influencing performance, the importance of performance, a historic background and the main function of KPLC. It also includes the company’s organizational structure and asset base. Security in many organizations worldwide has become a critical issue. William A. et al (1985) says security is a broad field related to asset management of physical security and human resource safety, it entails the identification of an organization's assets, the, development, documentation and implementation of policies, standards, procedures and guidelines, these affect the performance of the security department. An extensive literature review was done on the same and several past studies have also been reviewed touching on the main variables (supervision of security guards, ethical consideration and honesty of security officers, security systems and equipments and structure and establishment of the Security department of KPLC). The methodology of the research was descriptive since it's the precise measurement and reporting of the characteristics of the phenomena, this method was appropriate and was used to answer the research questions, the target population was the KPLC security employees in all the four regions (coast, Nairobi, Central Rift and Mt. Kenya) totaling 50. The study employed the stratified method of sample design since it ensured a better coverage of the problem which is homogeneous, the sample size was 30. Both primary and secondary data were utilized in this research, data collection was by use of questionnaire as an instrument of sourcing for information in a clear and simple language. The questionnaires were distributed and collected physically from respondents. Finally data was analyzed by use of descriptive statistical method; this included measures of central tendency, graphs, pie charts and bar graphs which aided the final conclusions.
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DEFINITION OF TERMS

**Performance**: General accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed.

**Public organization**: Public organization refers to the organization which can be used by any person. It is owned by government bodies.

**Security**: The state of being free from danger or injury.

**Ethics**: It addresses questions about morality, concepts such as good and bad, right and wrong, justice and virtue.

**Establishment**: Persons who make up a body for the purpose of administering something.

**Vandalism**: An intentional and malicious destruction of public or private property.

**Security guard**: A formally employed person who is paid to protect property, assets, or people.

**Severance**: A personal or social separation between opposing factions.

**Patrol**: The act of moving about an area especially by an authorized and trained person or group for purposes of observation and inspection.

**Testify**: Give testimony in a court of law.

**Armored**: A defensive covering as of metal, wood, or leather, worn to protect the body against weapons.

**Surveillance**: It is the monitoring of behavior, activities, or other changing information.

**Gratuity**: A relatively small amount of money given for services rendered.

**Polygraph**: A device used to detect whether one is speaking the truth or not.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CCTV</td>
<td>Closed circuit television</td>
</tr>
<tr>
<td>PIN</td>
<td>Personal identification number</td>
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<tr>
<td>CCT</td>
<td>Closed circuit twisted pair</td>
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<tr>
<td>PIR</td>
<td>Passive infrared radiation</td>
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<tr>
<td>VHF</td>
<td>Very high frequency</td>
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<td>AFC</td>
<td>Automated frequency control</td>
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<td>LED</td>
<td>Light emitting diode</td>
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<tr>
<td>GPS</td>
<td>Global positioning system</td>
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<tr>
<td>CEO</td>
<td>Chief executive officer</td>
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<tr>
<td>EAP&amp;L</td>
<td>East Africa Power and Lighting</td>
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<tr>
<td>K.P.L.C</td>
<td>Kenya power and lighting company</td>
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<tr>
<td>CSO</td>
<td>Chief security officer</td>
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<tr>
<td>SO</td>
<td>Security officer</td>
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<td>SNR- SO</td>
<td>Senior security officer</td>
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<td>ASO</td>
<td>Assistant security officer</td>
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ACKNOWLEDGEMENT

This research project would not have been successful without the love and mercy of our lord Jesus Christ. I acknowledge and praise his name.

I also thank my supervisors Mr. Shadrack Bett and Mr. Dominic Ngaba for their immense support through the difficult times I underwent when writing this report. Their support and guidance gave me renewed psyche to continue.

I also thank my family for their cooperation and support during his process, they were a source of encouragement and inspiration that I never lost hope.

To all I say God bless you abundantly.
DEDICATION

This research project report is dedicated to my mother Regina, merriest of all souls. Thank you.
CHAPTER ONE: BACKGROUND OF THE STUDY

1.0 INTRODUCTION

This chapter entails the background information which defines performance, it also discusses the factors influencing performance and the importance of performance. A brief profile of K.P.L.C is also mentioned, this includes its history, its ownership and functions. The statement of the problem brings out the need of the research by pointing out the major problems in the security department of K.P.L.C. This is further elaborated in the objectives of the study and research questions, also included are the significance, scope and limitations of the study.

1.1 Background

Performance is defined by Merriam Webster dictionary as a measure of the results achieved, performance is an abstract concept and must be represented by concrete measurable phenomena or events. Michael Armstrong (2006) says performance involves getting better results from the organization’s teams and individuals by managing and measuring performance within agreed framework of competence, requirement and standards. Performance is the act of performing, execution, accomplishment and fulfillment; it includes operating or functioning, usually with regard to effectiveness.

1.1.1 Factors influencing performance

There are several factors that influence performance, according to A. Arnold (1985), he points out that there are many factors which influence employee performance that managers need to know and work to improve in order to get maximum performance from
the employees. He continues that an effective employee is a combination of a good skill set and a productive work environment. Robert H. et al (2009) says performance influencing factors can be divided into two major parts, first are workplace related factors which he says are mostly controlled by the company management, the management must have practical knowledge for handling specific situations to create confidence and motivation among employees. This is an absolute condition to achieve results, these factors include workplace economy, environmental factors, availability of working equipments, workplace interaction, workplace personnel policy and workplace layout.

Robert points out that the second factors influencing performance are the human related factors, this can be improved by having control of human related factors, they include both psychological and physiological factors which include medical and illness related factors, mental state of an employee like ability to concentrate on work and make good decisions, experience and the ability to learn and perform tasks required.

1.1.2 Importance of performance

Performance is very important since it ensures that employees not only fulfill their responsibilities but do so to the best of their abilities and upto the organizations' expectations, Derek T. et al(2005) say performance allows for tapping of full potential of organizations' employees, it ensures that tasks are efficiently completed on time and on or under budget, performance ensures, evaluates and rates individual employee effort and gives them a clear picture of where they presently stand, their weaknesses and strengths. He says performance ensures optimum productivity and ensures that both personal and organizational goals are achieved. Michael Armstrong (2006) says that
performances maximizes the potential of an individual and teams focusing on the achievement of their objectives, it also enhances proactive management, this empowers and motivates employees to do their best, he emphasizes that performance focuses on future planning and improvement rather than on retrospective performance appraisal, it also provides the basis of frequent and regular dialogue between managers and individuals about performance and development needs. He says performance ensures optimum productivity thus personal and organizational goals are consistently achieved.

1.1.3 KPLC profile

Kenya power and lighting company dates back to 1875 when the sultan of Zanzibar acquired a generator to light his palace and nearby streets. Later in 1908, a wealthy merchant in Mombasa acquired a generator and transferred it to Mombasa electric power and lighting company. This led to the formation of the Nairobi lighting syndicate which formed the East African Power and Lighting (EAP&L) in 1922, this was later renamed Kenya Power and Lighting Company (KPLC) in 1983. The K.P.L.C website (www.kplc.co.ke) shows that the company is owned by the government (49%) and other 20,000 small shareholders who own (51%), the ownership of K.P.L.C. The major functions of KPLC is to transmit and distribute electricity, it has a staff complement of about 7000 employees comprising of permanent, contract and temporary employees. Out of these, there are only 50 security officers in the company. KPLC has a business conduct policy which provides guidelines to all employees in all capacities, this serves as basis which guides them to ensure ethical conduct in their relationships with their colleagues and customers with whom they interact on daily basis.
1.2 Statement of the problem.

The K.P.L.C security department initially comprised of security guards only, this was in the 1970's, there were no security officer(s) to supervise the guards, this led to the employment of security assistants who supervised the guards and investigated incidences, they were under the audit manager. In the 1980's, the security assistants together with audit personnel recommended for security systems and equipments to be availed, this was for protection against danger, loss and criminals by use of security equipments, this is the time when vandalism of transformers was first experienced.

The equipments were not bought until later in the 1990's when security department was officially formed. Some few equipments namely alarms, locks and surveillance cameras were availed in some installations this frustrated the performance of the department, CCTV cameras and alarms are now being installed in some vital installations and on vandalism prone areas, this is still not sufficient and the department still has to do a lot manually/physically.

The employee satisfaction survey paper (2010) highlights issues of ethical considerations and honesty which arose when a number of security officers were warned, suspended and others dismissed on bribery and fraudulent related accusations, this research showed that the other staff do not trust the security officers at a rate of (48%). The security department has the lowest numbers in terms of staff, most of those sacked and those who retired have not been replaced, the few left are overwhelmed by the enormous work and crimes which has become technical and challenging, this has affected the performance of the department considering the enormous asset base of the company.
This research therefore seeks to study the factors affecting performance of security department of KPLC.

1.3 Objectives of the study

The main objective of this study was to investigate the factors affecting performance of the security department of K.P.L.C.

1.3.1 Specific objectives

The specific objectives of the study were to:

i. Find out how supervision of security guards affect performance of the security department of K.P.L.C.

ii. Determine the effects of security systems and equipment on performance of the security department of K.P.L.C.

iii. Establish how ethical consideration and honesty of security staff affect performance of the security department of K.P.L.C.

iv. Assess how the structure and establishment of the security department of KPLC affect the performance of the security department.

1.4 Research questions.

The research questions for the study were:

i. How does supervision of security guards affect performance of the security department of K.P.L.C?

ii. What are the effects of security systems and equipment on performance of the security department of K.P.L.C?
iii. How ethical consideration and honesty of security staff does affect performance of the security department of K.P.L.C.

iv. How does the structure and establishment of the security department of KPLC affect the performance of the department?

1.5 Significance of the study

The study is critical and crucial especially for the stakeholders in the company, it will be of great importance to:-

i. The government, board of directors and management of KPLC since they will be able to understand the impact of security on the performance of the company.

ii. Employees and customers since they will be able to understand their role in assisting the security department to improve performance of the company.

iii. The security department since they will be able to improve on their weak areas and uphold their strengths.

iv. To other researchers who will use this report as a basis for further research.

1.6 Scope of the study

The research will look at the factors affecting the performance of the security department of KPLC. The research will center on these factors with a view of establishing the main effects on security of the company.
1.7.0 Limitations of the study

1.7.1 Time factor

Most staff are usually out in the field and finding them may require time, I will address this by attending departmental meetings when all or part of the security staff are present, I will also send some questionnaires through e-mail.

1.7.2 Fear by some respondents

Some respondents may fear to freely respond to questions due to fear of exposing confidential and sensitive information, I will ensure the respondents that all information will be treated as confidential.
CHAPTER TWO: LITRATURE REVIEW

2.0 Introduction to literature review

This chapter is centered mainly on literature review relevant to the effects of security departments within the energy sector. This will be a collection of literature from manuals, reports, journals, research papers and other related materials.

2.1 Main review

According to H.T Graham et al, (1998), performance management involves the integration of employee development with result based assessment, it encompasses performance appraisal, objective setting, appropriate training programmes and performance related pay. William A. Formby et al (1925) say that the cost of providing security is a legitimate operational expense in any company, despite its increases in recent years. In many cases, a good security programme will inevitably pay for itself through the protection of company assets. Two case studies covering companies utilizing access control systems demonstrate the means of maintaining an adequate level of security while containing costs. The application of this process and its impact on particular organizations will depend on the interpretation of what constitutes a mandatory activity and the amount of unplanned activities by the organization. Only through a critical analysis of any given situation can these activities, and subsequently the amount of savings can be determined.
2.1.1 Performance of security departments and quality service provision

Bohlander S. (2004) explains that quality service provision involves excellent provision of customer service, employee performance and customer service are interrelated, when employees provide excellent customer service, they exceed job expectations, the popularity of organizations products is based on the level of service customers receive, the employee reputation is based on employee performance. He continues that essential product quality and innovation is achieved through hardworking staff, thus, the design, engineering, quality assurance and marketing of products leads to building a strong customer base. Karen Legge (1995), performance measures include minimizing expenditure and improving the ratio of return. Quality provision of performance should consider the amount of backlog and speed of activity of response, it also measures effectiveness and ensures attainment of a standard change of behavior and physical completion of work.

According to the department of homeland abstract (2008), security has an overriding and urgent mission to secure their country, it points out that the department was created to secure the country against those who seek to disrupt the American way of life, its charter also includes preparation for and response to all hazards and disasters. The citizens of the United States must have the utmost confidence that the Department can execute both of these missions. The department’s mission is to sharpen operational effectiveness, particularly in delivering services in support of initiatives and the other mission goals. It identifies the goals and objectives by which it continually assesses its performance. The
department uses performance measures at all levels to monitor strategic progress and program success.

Sabelo G. (2007) discusses professional security services companies that offers premium specialized security service aimed at a select client willing to recognize this type of service, that implies a high operation cost and shows how some of its features include strict personnel selection process, current operating permits for all staff members for Arm Bearing as well as Private Security. Values such as honesty, respect, transparency and many more have been incorporated and assimilated by the company in order to consolidate the profile described as 24-hour effective work in post supervision to guarantee adequate fulfillment of the established procedures and trunked radio system to communicate with officers. This guarantees the confidentiality and effectiveness of communication. However, as a human resource policy, every year the company pays the employees their corresponding severance liquidation, which becomes a real benefit for the employee because the maximum legal severance pay limit is overcome. As it can be observed from the points above, the company not only has the established legal operation conditions, but it also exceeds them to obtain the effective and efficient service quality expected by the client.

According to Dick.K. (n.d) guards should carry out their patrols effectively. A computerized system, designed to replace the traditional Night Watchman’s clock, is as effective as having a supervisor patrol with each guard. Its benefits include, Simplicity to use, Monitoring of guard routes and the times at which strategic points are visited,
identifying guards who are not patrolling properly and it allows to focus patrol routes where and when its needed. Providing the perfect solution to an age old problem has proven popular with end users.

2.1.2 Supervision of security guards

Arnold. A. (1985) illustrates how employee evaluation is an interactive process where the supervisor gives his input on the employee performance and the employee gets the chance to point out what she has learned throughout the year, supervisors develop a plan for the coming year on how employees can develop and improve their performance. he continues to say that performance evaluates and rates individual effort and gives them a clear picture of where they presently stand their weaknesses and strengths. Gerald Cole (2003) points out that support from supervisors is very crucial, superiors have to understand the needs of the employee for the employee to work efficiently, sometimes frequent fault finding of the employees work may lead to deficiency in work and loss of employee effectiveness if there is no proper guidance or planning in an organization.

Dick .K. (n.d) provides the perfect solution to an old age problem, it has proven popular with end users and security companies, it uses a computerized system which ensures guards remain productive Night and Day, it also enables supervisors to eliminate security problems and Provides extensive report about guard activity. This website describes how the system works. The guard is issued with a baton onto which he registers his identity tag upon commencing a shift, when out on patrol the guard is required to tag his baton upon the monitoring points installed at strategic stages along the route, the patrol data is
subsequently downloaded from the baton via a docking station linked to the PC, reports may then be generated to assess the diligence of the various guards in carrying out their patrols like missed point, missed route, point visited out of order, point visited outside specified time among others.

Job bank USA link (2011) shows how workers protect their employer’s investment, enforce laws on the property, and deter criminal activity and other problems. They use radio and telephone communication to call for assistance from police, fire, or emergency medical services as the situation dictates. Security guards write comprehensive reports outlining their observations and activities during their assigned shift. They also interview witnesses or victims, prepare case reports, and testify in court. It adds that although all security guards perform many of the same duties, their specific duties vary with whether the guard works in a “static” security position or on a mobile patrol. Guards assigned to static security positions usually serve the client at one location for a specified length of time. These guards must become closely acquainted with the property and people associated with it and must often monitor alarms and CCTV cameras. In contrast, guards assigned to mobile patrol duty drive or walk from location to location and conduct security checks within an assigned geographical zone. They may detain or arrest criminal violators, answer service calls concerning criminal activity or problems and issue traffic violation warnings.

Job bank USA continues to highlight how security guard’s job responsibilities vary with the size, type, and location of the employer. In departmental stores, guards protect people, records, merchandise, money, and equipment. They often work with undercover store
detectives to prevent theft by customers or employees, and they help apprehend suspects prior to the arrival of the police. They also patrol parking lots to deter car thefts and robberies. In office buildings and banks, guards maintain order and protect the institutions' property, staff, and customers.

The link explains that armored car guards protect money and valuables during transit. In addition, they protect individuals responsible for making commercial bank deposits from theft or bodily injury. When the armored car arrives at the door of a business, an armed guard enters, signs for the money, and returns to the truck with the valuables in hand. Carrying money between the truck and the business can be extremely hazardous because of this risk; armored car guards should wear bulletproof vests.

Job bank USA says security officers must show good judgment and common sense, they should supervise advice and deploy all guards under them, testify accurately in court, and follow company policy and guidelines. Guards should have a professional appearance and attitude and be able to interact with the public. They also must be able to take charge and direct others in emergencies or other dangerous incidents. In a large organization, the security manager often is in charge of all the security officers and guards, in a small organization, a single security officer may be responsible for all security. Surveillance agents act as security agents using primarily audio and video equipment in an observation room, they observe operations for irregular activities such as cheating or theft by either employees or customers. They keep recordings that are sometimes used as evidence against alleged criminals in police investigations.
According to Harvey Burstein,(1996) the security manager should ensure that security guards meet the minimum standards set, they should comply with all laws relating to the making of investigative reports and have no criminal records, in good mental and physical health and capable of performing all duties assigned to them, the guards should be trained in legal restrictions on arrest, searches, seizures, detection, reporting, fire control, use of firefighting equipment and should have good conduct, appearance and attitude, they should also perform routine patrols, control entries and exits and perform other emergency procedures. Guards are prohibited from making arrests, detaining persons or swearing out complaints on behalf of the client without express written consent of the said client, they will report all crimes to the security manager or security officer.

Freda Adler, et al (2004) highlight that the widespread acceptance of private security has significantly extended the reach of social control, private security include guard and patrol services for crime prevention and detection. They continue to say that the widespread use of security guards has raised a number of issues, one is the fitness of security personnel, training which is usually minimal, standards and costs.

John Dempsey(2003) says that security is often a major concern in multiple buildings, some employ security guards or doormen to regulate entry into the building and to patrol the building, others have sophisticated access controlled entrances that require visitors to be allowed into the building by a particular guard, some buildings use both security guards and CCTV technology, guards also engage in order of unruly patrons, they also
call police in case of an incident and act as a witness for the police in the event of any crime.

2.1.3 Honesty and integrity of security staff

The Merriam-Webster online dictionary defines trust as to place confidence, to be confident, to commit or place in one's care or keeping entrust, to permit to stay or go or to do something without fear or misgiving, to rely on the truthfulness or accuracy of believe and to hope or expect confidently. Gerald Cole,(2003) describes ethics as very important for the performance of an employee, good morals and ethics can help a person to improve their performances, otherwise it can lead to poor performance and can also demotivate the other employees. Graham .H. et al say Honesty and integrity are qualities that allow an individual to do the right thing as often and as much as possible, and when they do the wrong thing, they admit to what they have done. Honesty is the adherence to the facts and sincerity, he adds that to perform honestly would be to tell the truth, to be able to be trustworthy, not to cheat and to be true to yourself, following through and being able to be counted on, or do, fairness/ honor, meaning what u say, sincerity and finally you will act and explain yourself as you truly are, genuine.

Freda Adler, et al (2004) suggests that criminologists encounter many ethical issues, chief among such issues is confidentiality, the field of criminology and criminal justice should adopt formal codes of ethics, the guidelines include full reporting of investigation findings, honoring commitments made to culprits and special provision for vulnerable persons. An investigator should take appropriate steps to secure consent and to avoid invasions of privacy, a code of ethics should provide useful guidelines but it should not
relieve the investigator of moral choice. John Dempsey (2003) defines ethics as the normative study of the rightness and wrongness of human conduct, he says quality professional security activity depends upon the willingness of practitioners to observe special standards of conduct and manifest good faith in professional relationship. A security officer shall perform professional duties in accordance with the law and the highest moral principles, and should observe the precepts of truthfulness, honesty and integrity. A security officer should be faithful, diligent and safeguard confidential information to avoid injury to professional reputation or practice of colleagues, clients or employees. An investigator should be competent, possess and apply skills and knowledge required for the task.

Susan M. (2004) says everyone knows right from wrong, people disagree about the definition of right and wrong all the time. That is why the topic of business ethics is currently front and center in the media and in office break rooms. It’s difficult to ignore business ethics as an issue. And, as our world becomes more complex, sometimes the right answer, the one that meets the needs of the most stakeholders: employees, customers, potential employees, shareholders, and board members, lies somewhere in the middle.

She continues to explain that an employee surfs the Internet shopping for personal items on company time. A plant manager decides to ship product to a customer even though he knows the parts have a quality problem because the problem doesn’t affect part function and the customer probably won’t notice. An employee spends several hours a week on her cell phone talking with her children and their associated caregivers, schools, and friends.
A salesman marks parts as "sold" in the company data base thus depriving others of the ability to sell the parts, even though his sale is uncertain. A manager shares important company information with a competitor for her potential gain. A store misrepresents the quality or functionality of an advertised sale item. An employee takes office supplies home to stock his home office. A finance officer accounts questionably for purchases and expenditures. An accountant tells a supplier that their "check is in the mail" when he knows he hasn't written the check. Developing a code of business ethics will not stop unethical behavior but it will give people something to think about, a measurement against which to assess their behavior.

About the responsibilities of security officers, Grace.D. (2008) explains how they fulfill their obligation, protect life and property, prevent crimes against their company and institutions to assigned, upholding the law and respect the constitutional rights of all persons. They should conduct themselves with honesty and integrity and adhere to the highest moral principles in the performance of security duties. Security officers should be faithful, diligent, and dependable in discharging duties and uphold the laws, policies, and procedures that protect the rights of others, they should observe the precepts of truth, accuracy and prudence without allowing personal feelings, prejudices, animosities, or friendships to influence their judgment.

Grace continues that security officers should respect and protect confidential and privileged information of the employer or client and cooperate with all recognized and responsible law enforcement and government agencies, they should not accept compensation, commission, gratuity, or other advantage without the knowledge and
consent of my employer. They should conduct professionally at all times and strive to continually improve performance by seeking training and educational opportunities.

2.1.4 Security systems and equipments

Graham H.T et al (1998) says performance management ensures all round development of employees by providing the necessary tools to be used by employees in order to get the job done, this leads to expansion and improvement of business, he explains that to get the best performance from employees, there needs to be some motivation, this can come in form of availability of the most efficient and technology and working resources available to work. Arnold .A.(1985) says lack of adequate resources or using obsolete equipment can delay the completion of the job, it can also make employees to be stressed, confused, less cooperative and demotivated, commitment shown by the company by providing working tools is returned the form of commitment from employees.

According to John Dempsey, (2003), a variety of devices are used to prevent theft, some include motion detectors, infrared sensors that monitor a rooms’ temperature and can see the shapes of warm bodies moving through it, ultrasonic sensors that trigger an alarm if their sound waves strike a foreign object and microwave sensors hidden in the walls.

He explains that some buildings prevent fires by using sprinklers whose pipes stay empty until fire is detected, others use chemicals or gases to extinguish fires many use quick closing fire doors to isolate and contain fires.

Swamson chamelin, (2003) says that security surveillance cameras are common in buildings as a result, it is not common to have photographs of an actual robbery since in
some places, the number of photographs may be very high but that's when the robber has not worn a mask. It is possible through forensic photograph analysis and visual checks is done by laying a photographic transparency over the file pictures to compare the size, shape, and symmetry of the eyes, eyebrows, nose, mouth, ears, facial creases, scars, marks and headshape.

O.W Wilson and Roy Clinton, (1997) states that some police departments have successfully employed the polygraph or lie detector as an investigative aid, it is now in general use, this instrument facilitates interrogation and speed up investigation to such an extent that its use is an economic necessity, some departments employ the lie detector in all routine investigations to conserve time of investigating officers, the operator of the polygraph should be highly trained in the technique of this particular method of interrogation. They continue to state that the quality of police service and success of its operation be improved through the use of suitable good equipments, this increases the effectiveness of police manpower, the relative suitability of automobile vehicles for patrols should be available, other equipments include emergency equipments, evidence technicians equipment which contains all equipment needed in searching, recording, collecting, preserving, and transporting physical evidence found at crime and accident scenes and office equipments which include special purpose items.

Harvey Burstein et al (1996), points out that plans and preparations for emergencies requires people and equipment, the first response often is by the security personnel dealing with each disaster, this requires specialized training and equipment, this will
include training on the use of different kinds of equipments frequently, some trainings may involve all employees and should cover both what should e done and what should not be done. Training must be given only by qualified trainers so that those responding are able to react spontaneously without having to stop and think about what to do or how to do it. They highlight that employees should become familiar with proper equipment and its use, equipments must be in working condition, equipments include uniforms, notebooks and pens, flashlights to be used at night, two-way radios, firearms where needed, handcuffs or mace and batons.

2.1.5 Access control and monitoring security equipments

Wall. V.C (2005) on the Journal on aircraft explains that the exhibition provided a valuable background to the descriptions of current and emerging technologies and pointed the way to a wide variety of systems under development which will cater for the increasing volume of air traffic in future. The selection of companies mentioned is in alphabetical order and will hopefully indicate the broad scope of the exhibits. There are various complete ranges of solutions to safety, security and manufacturing industries. One example is key control in the proxSafe maxx key cabinet in which the terminal stores information about users, keys and access rights. User access can be by proximity card, PIN number or both should a higher level of security be required. A display and menu system provides a simple yet versatile means to access the system.

Other equipments include Wave People Screening Camera which produces high quality raster images. Wave technology has the ability to detect explosives, ceramics and metals and uses only safe natural energy reflection. Its sensors detect energy that is naturally
emitted or reflected from objects, like the sensing of a warm handshake. At this wavelength clothes become transparent but explosives and hidden weapons block the body's natural radiation and reflect a clear profile of the blocked energy field.

This journal explains how a digital video surveillance has been developed by the international companies, the traditional CCTV equipment has not been redesigned or updated for some considerable time. The modern closed circuit twisted pair (CCTP) video surveillance which has the approach that incorporates security camera cabling into the well-established structured cabling network has been introduced. The previous approach is both cumbersome and inflexible while the CCTP solution has a centralized power solution that eliminates any performance issues relating to power cameras.

The journal also points out other video cameras used for threat detection that cannot be matched by any other sensor, the system is designed for integration into existing security networks or as a "stand alone" surveillance package. Operators can control the cameras and pan-tilt with a control unit or over the internet. The benefits of wide screen formatting are offered, this gives the operator improved situational awareness and the thermal imager can be configured with narrow or wide angle lenses as needed. A range of intruder detection products involves a combination of visual confirmation detectors, sensors and photobeams. The passive infrared (PIR) detectors included a series which is designed to give very stable long-range detection performance in a variety of internal applications. Sensitivity is maintained over a wide temperature range and a high level of false alarm protection is guaranteed. Another range is the outdoor PIR detectors of which an advanced model employs a highly reliable dual detection method which prevents false
activations from small animals and birds. Two discrete detection areas are created and only when an intruder is detected in both areas, an alarm output provided. Another version has all these functions and in addition, provides a detector-activated voices announcement facility.

2.1.6 Telecommunication and infra-light security equipments

Randall S (2010), illustrates how wireless communications systems development and security products including the smallest narrow-band receivers available. These include a range of micro Ear VHF receivers which fit comfortably in the ear and allow the receipt of information directly and discreetly without the need to carry additional equipment. The features include squelch, noise filtering and automatic frequency control (AFC) and a custom that allows the receivers to be powered with only a single battery cell.

He continues to explain a personnel screening system which is non-intrusive and designed to detect metallic and non-metallic objects under a person's clothing as very effective. The turnkey system offers numerous advantages over metal detectors and "pat down" this clearly shows the size, shape and location of the offending object and also can detect much smaller amounts of metal as well as different forms of metal including solids, powders and liquid slurries. Another equipment is Rapiscan which includes the ergonomic design and intuitive user interface and addresses the ease-of-use and occupational health and safety needs of operators. Modular assembly and new x-ray detectors as well as software algorithms deliver high levels of threat detection and material separation.
Randal further explains that search equipment for many purposes including a range of camera products, among them the Red Box Snake Cam system which comprises a lightweight, waterproof camera and an extensive range of supporting equipment items. These enable operators to select those which meet their needs. The system can be attached to any model of borescope or fiberscope for reaching through small apertures. The inspection camera has inbuilt cold LED lights and is able to operate in complete darkness and the compact display unit has a rotating screen so that, regardless of the camera orientation, the picture can always be viewed “head-up”. Other products include the Remote Control Cam which is a portable entry level robot which offers a simple and effective stereoscopic imaging system which can include an Add Depth Sensor that transmits images using low bandwidth technology.

Smiths Detection illustrated a number of recent initiatives, one of which is in partnership with TeraView to develop a hand-held security wand that utilizes terahertz light waves to detect and identify metallic and non-metallic weapons, as well as bulk and sheet explosives that are concealed in any way. The terahertz light employed lies between microwave and infrared in the electromagnetic spectrum and has a number of properties that include the ability to pass through clothing, paper and plastics to detect objects and also allows substances such as explosives to be identified from characteristic spectral “fingerprints”.

Freda A. et al (2004) says communication system for fleet management technology is combined with differential GPS accuracy to permit tracking and guidance within a designated area or location and status reports containing information such as speed and
direction of travel are automatically transmitted by each mobile at user-defined intervals. The reporting rate of all mobiles logged onto the network can be configured by the control centre adaptively. The system makes efficient use of available bandwidth and is suitable for large fleets operating in highly congested operational radio areas. The system enables all equipped mobiles to act as dynamic repeaters. This greatly extends the range of the system and enables it to work more efficiently in geographically difficult areas where blanking occurs. In transportation security environments should have an integrated leading edge security solutions and consultancy, covering all airport, port and terminal security arrangements. This includes passenger screening technologies and services, runway debris monitoring as well as perimeter security.

2.1.7 Structure and Establishment

Arnold A. (1985) says managerial standards should be in line with the job, duties outlined in the job, description outlined by human resources, background of the employee and education history of the employee, he emphasizes that by expecting more from an employee than they were hired for or than their background has prepared them for can diminish employee performance. According to Tim H. (1998) points out that it is important to know and, specify the quality and quantity of work which should be attained by the holder of a certain job he says the most frequent use of performance standard is found in appraisal and training to assess an employee in his work, he continues that without proper attention to the creation of a cohesive and efficient structure, the ability to carry out tasks that have to do with the stated goals of the organization are highly unlikely to occur. He says organizational structure is demonstrated in areas of
communication, assignment of responsibilities, creation of specific job positions, establishing a clear communication line, purchasing and marketing of goods.

O.W Wilson and Roy Clinton (1997) describes the act of organizing as indispensable to proper management without some form of organizational structure, most operations cannot be carried out if the organizational structure is poor and if organizational concepts are poorly understood or applied. The efficiency of the department will be severely affected. The process of organizing ought to include thoughtful consideration of many other principles of administration. They say an understanding of the organization and its component parts requires a definition of terms of titles and ranks, lack of uniformity in naming functional, terminal and units in department's results in confusion. Duties of some sections call for additional specialization and in consequence personnel must be further classified according to their duties, such extensive sub-divisions are found in large departments. When further specialization is needed, the section can be divided into units, this is the smallest size of an organizational sub-division.

They point out that when examining a departmental structure, tasks similar or related in purpose, process method or clientele should be grouped together in one or more units under control of one person to facilitate their assignment, specialized units should be created only when the overall departmental capability is significantly increased, lines of demarcation between responsibilities of units should be clearly drawn by a precise definition of duties of each and made known to all members, channels should be established through which information flows up and down and through which authority is delegated. A good Structure should facilitate the understanding of the purposes and
responsibilities of the department by all members, the span of control of a supervisor should be large enough to provide economical supervision, supervision should be provided for every member of the organization and for every function or activity, persons to whom authority is delegated should be held accountable for the use made of it and for the failure to use it. A departmental structure should reflect the nature of work being performed. The name given should enable someone outside the department to make a reasonable assessment of its responsibilities.

According to Harvey Burstein (1996). Not all business need an organized security department, each business needs to protect its assets, prevent losses and minimize crime, people must know who to contact when security related incidents occur and when they have questions about security matters, this person should develop security policies and procedures. The employer’s size of space occupied should not be the only criteria employed in deciding on the need for an organized security department.

Other needs include value of assets and locations, nature of business activities and nature of neighborhood, once a security director/manager has been hired, then he/she will provide an answer in terms of the departments personnel requirements determining how many security officers have to be employed in order to cover all positions efficiently and ensures proper protection of employers assets, this can be one of a managers greatest challenges, there is need for proper balancing to avoid over or under staffing.

Sella .R. (1993) shows how Security responsibilities may be distributed depending on the institution’s size, complexity, culture, nature of operations, and other factors. The distribution of duties should ensure an appropriate segregation of duties between
individuals or organizational groups. Governance is achieved through the management structure, assignment of responsibilities and authority, standards and procedures, allocation of resources, monitoring, and accountability. Governance is required to ensure that tasks are completed appropriately, that accountability is maintained, and that risk is managed for the entire enterprise.

She continues that it is the responsibility of everyone who has the opportunity to control or report information, this includes senior management and security officers. Each role has different responsibilities and each officer should be accountable for his or her actions. Accountability requires clear lines of reporting, clear communication of expectations, and the delegation and judicious use of appropriate authority to bring about appropriate compliance with the institution’s policies, standards, and procedures.

Swamso H. Chamelin (2003), A security manager is responsible for overseeing the development, implementation, and maintenance of the department and security program, and making security officers accountable for its actions. Oversight requires guidance, security plans, policies and programs and review reports on the effectiveness of the department. He says management should provide security policies and the written report on the effectiveness of the department at least annually. A written report to the CEO should describe the overall status of the department at a minimum, the report should address the results of the risk assessment process; risk management and control decisions; service provider arrangements; results of security monitoring and testing; security breaches or violations and management’s responses; and recommendations for changes in the department, Senior management’s attitude towards security affects the entire
organization's commitment to security. For example, the failure of a financial institution president to comply with security policies could undermine the entire organization's commitment to security.

He continues that the security manager should designate one or more officers as responsible and accountable for administration of the security department. At a minimum, they should directly manage or oversee the risk assessment process, development of policies, standards, and procedures, testing, and security reporting processes. To ensure appropriate segregation of duties, the security officers should report directly to the security manager and have sufficient independence to perform their assigned tasks. Security officers should have the authority to respond to a security event by ordering emergency actions to protect the company and its customers from an imminent loss. They should have sufficient knowledge, background, and training, as well as an organizational position to enable them to perform their assigned tasks.

Arnold .A. (1985) says that senior management should clearly communicate responsibilities and holding appropriate individuals accountable for complying with these requirements. A central authority should be responsible for establishing and monitoring the department, senior management also has the responsibility to ensure integration of security officers throughout the organization to support integration. He continues that understaffed companies might require that individuals may require performing multiple tasks that are related or nonrelated to their job titles. This is not the case with a company with a functional organizational structure.
2.2 CONCEPTUAL FRAMEWORK

Supervision of security guards

Security systems and equipments

Honesty and integrity of staff

Structure and establishment

Performance

Independent variables

Source Author 2011

Dependant variables
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The research was conducted using descriptive research method, this was the precise measurement and reporting of the characteristics of the phenomena under investigation in order to test the hypothesis and provide a description of the attitudes and behavior of the individual objectives. The researcher formulated the research objectives in a way to ensure that data collected was relevant to the research questions, the target group was the security staff working at KPLC, and they were selected using stratified random sampling to enable analysis of the problem in each of the four regions. The methodology also included the data collection method and the techniques employed to collect data which were basically done through questionnaires. Once the data had been collected, then processing, analysis, and reporting results was done so as to arrive at conclusive information.

3.1 Research design

Descriptive research method was appropriate since it was used to answer research questions concerning the study under investigations. The method enhanced understanding and interpretation of findings, the researcher was able to determine and report the way things were, formulated objectives of the study designed the data collection methods, selected the sample to be used to generalize the entire population, collected data, processed and analyze data and finally report results.
3.2 Target population.

The target population was the K.P.L.C security staff in the company, this covered the four regions (coast, west, Mt. Kenya and Nairobi regions) it also included both the union and management staff, there are 50 security officers in KPLC.

3.3 Sample design

Table 1: sampling size

<table>
<thead>
<tr>
<th>REGION</th>
<th>NO. OF SECURITY OFFICERS</th>
<th>NO. OF SECURITY OFFICERS SELECTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAIROBI</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>COAST</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>MT. KENYA</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>WEST KENYA</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: (Researcher 2011)

Given the four regions, 60% of the population was sampled that is 30 security officers was selected using stratified sampling method, each region formed a stratum, this enabled the researcher to get a sample that was representative of the entire population and ensured adequate cases for the regional analysis. Thus the researcher understood that there exists a relationship of the most common factors affecting performance of the security department of KPLC.
3:4 Data collection instruments

Both primary and secondary data was utilized in this research, secondary data was sourced from records kept by the organization such as research surveys on employees, human resource manuals, code of ethics, company policies and procedures. Primary sources were also used to provide reliable and actual response from the respondents through questionnaires, interviews and observation, this provided feedback which was upto date from actual situation and actual background information. Mugenda and Mugenda (1999) suggest the use of questionnaires, interview schedules and observation forms while undertaking research in business and social science. The main instrument for collecting data was use of questionnaire.

3:5 Data collection technique

The researcher used questionnaires as the main instrument of sourcing for information, the questionnaires were distributed to respondents with a cover note introducing the researcher to these respondents where possible. The questionnaire was designed in a simple and clear language to be able to derive the desired information. The researcher distributed the questionnaires physically and through e-mail to the respondents and collected them after they were filled.

3:6 Data Analysis

Collected data was analyzed by use of descriptive statistical methods, this include measures of central tendency(mode, median and mean) this helped the researcher to understand the independent variables identified as factors affecting the performance of
the security department. Graphs, pie-charts and bar-graphs were used to present collected data so as to enhance visual language.
CHAPTER FOUR
RESEARCH FINDINGS, DATA ANALYSIS AND INTERPRETATION.

4.0 Introduction

This chapter presents the research findings, data analysis and interpretation of the results. It presents the data obtained from respondents by way of interviews and questionnaires conducted by the researcher. The data was collected from thirty K.P.L.C security officers selected from the four regions within the company, it was analyzed both quantitatively and qualitatively. The findings were presented using tables, percentages, graphs and charts. The objective of the study was to investigate the factors affecting performance of the security department of K.P.L.C, the study intended to answer the following questions:

i. How does supervision of security guards affect performance of the security department of K.P.L.C?

ii. What are the effects of security systems and equipments on the performance of the security department of K.P.L.C?

iii. How ethical consideration and honesty of security staff does affects performance of the security department of K.P.L.C?

iv. How does the structure and establishment of the security department of K.P.L.C affect the performance of the department?

The following variables were surveyed in order to achieve the objectives of the study:

Whether the respondent is a management or union staff, the gender and age of the respondent, how long the respondent has worked with K.P.L.C, effects of supervision of guards on performance, effects and factors related to honesty and integrity that effect performance of security officers, the magnitude of the effects caused by security
equipments and systems, the most common effects of the K.P.L.C security department’s structure and establishment. Generally the response rate was 100%.

4.2 FINDINGS ANALYSIS AND INTERPRETATION.

The respondents were asked to indicate their regions and the results are shown in table 2 and figure 1 below:-

**TABLE 2: Region of the respondent.**

<table>
<thead>
<tr>
<th>Region</th>
<th>No. respondents</th>
<th>Percentage (%) of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAIROBI</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>COAST</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>MT.KENYA</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>WEST KENYA</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Fig 1: Regional distribution of the respondent.**
The table and figure above shows that Nairobi region has the largest number of security officers amounting to 40%, the coast region on the other hand has the lowest 16.7%, west Kenya twenty percent and Mt. Kenya has 23.3% security officers. The researcher is of the view that there are more security challenges and activity in Nairobi due to the high customer base as compared to other regions, Mt Kenya also experiences these challenges since its adjacent to Nairobi, the coast region has the lowest security incidents thus few security officers.

The respondents were required to show their job categories and the results are shown in table 3 and figure 2 below:-

**Table 3: Management or union staff**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>23</td>
<td>77</td>
</tr>
<tr>
<td>Union</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 2: Management or union staff**
The table and figure show that 76.3% of security staff are management staff while 23.3% are unionisable. The researcher is of the view that the company has placed more security officer in the management category to ensure that security information reach the management efficiently as compared to union staff who are not very close to the management.

The respondents were asked to indicate their gender and the results are shown in table 4 and figure 3 below:-

**Table 4: Gender of the respondent**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27</td>
<td>90</td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

| Total  | 30        | 100            |

**Figure 3: Gender of respondents**
The figure and table above show fewer female security officers (10%) and more male officers (90%) this shows that security duties need a lot of energy and endurance, most female officers some of whom are mothers may not be able to work during odd hours.

The respondents were asked to indicate their working experience and the results are Shown in table 5 and figure 4 below:

**Table 5: working experience of the respondent**

<table>
<thead>
<tr>
<th>No. of years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 year</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>2-5 years</td>
<td>14</td>
<td>47</td>
</tr>
<tr>
<td>6-10 years</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 4: Working experience of respondent**
The table and figure above show that the security staffs who have worked with K.P.L.C between 2-5 years are the majority with 47%. Those who have worked between one year and between 6-10 years have ten percent each while those above ten years are 33%. The researcher is of the view that the company employed additional security officers in the past five years due to more challenging security duties, fewer officers and to improve the performance of the department, the results also show that KPLC is a good employer since it has retained 47% of its security staff for over 10 years.

The respondents were required to point out the effects of supervision of guards on performance of KPLC security department, the results are shown in table 6 and figure 5 below:

<table>
<thead>
<tr>
<th>Effects of supervision of guards on performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>22</td>
<td>73</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Table 6: Effects of supervision of guards on the performance**

**Fig 5: Effects of supervision of guards on the performance of the KPLC security department.**
The above table and figure shows that 73% of respondents agreed that supervision of guards affect the performance of the security department of KPLC, 26% of the respondents think that supervision of guards does not affect the performance of the department. This explains that the KPLC security officers performance is affected by supervision of guards to a larger extent since the guards main duty is to safeguard the company’s property which is the main mandate of the security department, it is important therefore to emphasize on guard checks by every security officer as part of routine duty.

The respondents were asked to indicate the magnitude of the effects of supervision of guards on performance of KPLC security department and the results are shown in table 7 and figure 6 below:-

<table>
<thead>
<tr>
<th>Magnitude of effects of supervision of guards of performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Moderately</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Very low</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Not at all</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 7: Magnitude of the effects of supervision of guards on the performance
The table and figure above illustrates that 56.7% of the respondents felt that supervision of guards affect performance of the security department very much, 13.3% were of the opinion that supervision of guards affects performance moderately. One respondent felt that the effect of supervision of guards on performance of the security department was very low, 26.7% were of the opinion that supervision of guards does not affect performance at all. The researcher is convinced that indeed supervision of guards affect the performance of the security department since all vital KPLC installation are guarded. This is to enhance security of assets by safeguarding all KPLC property.

The respondents were asked to highlight the critical factors affecting supervision of guards by the security department of KPLC, the results are shown in table 8 and figure 7 below:-
Table 8: Critical factors affecting supervision of guards by the security department of KPLC?

<table>
<thead>
<tr>
<th>Critical factors affecting supervision of guards</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguarding KPLC property</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Create conducive working environment</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Improve efficiency and effectiveness of the security department</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>Improve company image</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 7: Critical factors affecting supervision of guards by the security department of KPLC?

On the table and figure above, 56.7% of the respondents felt that the most critical factor of supervision of guards is to safeguard KPLC property, 13.3% of respondents were of the opinion that creating a conducive working environment was critical as far as supervision of guards is concerned. Twenty percent of respondents thought that guard
supervision is critical for improving efficiency and effectiveness of the KPLC security department. Only 10% of respondents felt that supervision of guards is critical to improve company image. The researcher is of the opinion that indeed the most critical factor for supervision of guards is to safeguard company property. The other factors though not critical are also important as far as security department is concerned.

The respondents were asked to indicate the effect of honesty and integrity of security officers to the performance of the security department of KPLC, the results are shown in table 9 and figure 8 below:

Table 9: Effect of honesty and integrity of security officers to the performance of the security department of KPLC.

<table>
<thead>
<tr>
<th>Effect of honesty and integrity on performance of KPLC security department</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>76.7</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>
The above table and figure shows that 76.7% of respondents are of the opinion that honesty and integrity of security officers affect the performance of the KPLC security department while 23.3% felt that honesty and integrity of security officers does not affect performance of KPLC security department. The researcher views that indeed matters of honesty and integrity of security officers is vital since the department is the main eye of the company in matters of corruption and other unethical practices. Security officers should never be compromised under any circumstances, the company should be clear on policies and punishment on matters of corruption and unethical practices.

The respondents were asked to point out the extent of the effect of honesty and integrity of security officers on the performance of the security department of KPLC, the results are shown in table 10 and figure 9 below:
Table 10: Extent of the effect of honesty and integrity of security officers on the performance of the security department of KPLC

<table>
<thead>
<tr>
<th>Extent of the effect of honesty and integrity on performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>18</td>
<td>60</td>
</tr>
<tr>
<td>Moderately</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Very low</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not at all</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 9: Extent of the effect of honesty and integrity of security officers on the performance of the security department of KPLC

The table and figure above illustrates that 60% of respondents felt that honesty and integrity of security officers do affect the performance of the security department of KPLC very much, 13.3% of respondents were of the opinion that honesty and integrity of
security officers do affect the performance of the department moderately, 26.7% of respondents thought that honesty and integrity affect the performance of the KPLC security department of KPLC very low. None of the respondents felt that there is no effect. The researcher views that indeed matters of honesty and integrity of security officers is vital since the department is the main eye of the company in matters of corruption and other unethical practices.

The respondents were asked to indicate the most common factors related to honesty and integrity that affect performance of KPLC security department, the results are shown in table 11 and figure 10 below:

Table 11: Most common factors related to honesty and integrity that affect performance of KPLC security department

<table>
<thead>
<tr>
<th>Most common factors related to honesty and integrity affecting performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bribery</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>Fraud</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Theft</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Misuse of company resources</td>
<td>11</td>
<td>36.6</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>
The table and figure above shows that 40% of respondents were of the opinion that the most common factor related to honesty and integrity affecting the performance of KPLC security department is bribery, 16.7% thought that it is fraud, 37.6% felt that it is misuse of company resources while only 6.7% felt that theft is the most common factor related to honesty and integrity affecting KPLC security department performance. This shows that most security officers could be indulging in bribery, this could be attributed to the nature of their work which involves investigations that mostly lead to punishment of culprits and even arrests and prosecution, the culprits in these cases may opt to bribe the security officer to evade punishment. Misuse of company vehicles by security officers is also high, this could be attributed to impunity, fraud and theft are lower meaning that most security officers do not indulge in them.
Respondents were asked to show the Effects of security equipments and systems on the performance of the security department of KPLC, the results are as shown in table 12 and figure 11 below:-

**Table 12: Effects of security equipments and systems on the performance of the security department of KPLC**

<table>
<thead>
<tr>
<th>Effects of security equipments and systems on performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>28</td>
<td>83.3</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table and figure shows that 83.3% of respondents felt that security equipments and systems do affect the performance of the security department of KPLC while 6.7% are of the opinion that security equipments and systems do not affect performance of the
security department. This is an indication that security systems and equipments are vital as far as quality and effective security is concerned.

The respondents were asked to indicate the magnitude of the effect of security systems and equipments on the performance of the security department of KPLC, they responded as shown in table 13 and figure 12 below:

**Table 13: Magnitude of the effect of security systems and equipments on the performance of the security department of KPLC**

<table>
<thead>
<tr>
<th>Magnitude of the effect of security systems and equipment on performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>23</td>
<td>77</td>
</tr>
<tr>
<td>Moderately</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Very low</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not at all</td>
<td>2</td>
<td>6.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 12: Magnitude of the effect of security systems and equipments on the performance of the security department of KPLC**
The table and figure above illustrates that 77% of respondents are of the view that security equipments and systems do affect the performance of the KPLC security department very much, 16.7% felt that it effects the security department moderately, no respondents thought that security equipments and systems affects performance of the security department very low, 6.3% of respondents were of the opinion that security equipment and systems do not affect the performance of the department at all. The above results show that majority of respondents agree that indeed security equipments and systems do affect the performance of the KPLC security department. There is need for KPLC to invest in these equipments and systems to enhance the security of its assets.

Respondents were asked to point out the critical security equipments and systems that affect performance of the security department of KPLC, the results are shown in table 14 and figure 13 below:

**Table 14: Critical security equipments and systems that affect performance of the security department of KPLC**

<table>
<thead>
<tr>
<th>Critical security systems and equipments that affect performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access control equipments</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Security monitoring equipments</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Security surveys and patrols</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>Guard and motor vehicle checks</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 13: Critical security equipments and systems that affect performance of the security department of KPLC

![Bar chart showing critical security equipments and systems]

The table and figure above shows that 56.7% of respondents felt that security monitoring equipments are critical in the performance of the KPLC security department, 23.3% were of the opinion that security surveys and patrols are critical while 13.3% thought that access control equipments contribute more to the performance of the security department of KPLC. However, 6.7% said guard and vehicle checks are more critical to the performance of the security department of KPLC. The findings above do suggest that indeed security monitoring equipments and security surveys and patrols are the most critical as far as performance of KPLC security department is concerned. Some respondents also mentioned training on the use of security equipments and use of informers to gather information.

Respondents were asked to indicate the effect of the KPLC security departmental structure and establishment on the performance of the security department, the results are shown in table 15 and figure 14 below:-
Table 15: Effect of the KPLC security departmental structure and establishment on the performance of the security department

<table>
<thead>
<tr>
<th>Effect of KPLC security department’s structure and establishment on performance</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>28</td>
<td>83.3</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>16.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

The table and figure above was used to analyze the effect of the KPLC security departmental structure and establishment on the performance of the department, the results reveals that 83.3% of respondents agree that the structure and establishment do affect the performance of the department while 16.3% disagree. This shows that there is…
need to re-look at the structure and establishment of the department and to fill the gaps if
any by promotions and recruitment of more security staff.

The respondents were asked to point out the extent of the effect of the KPLC security
departmental structure and establishment on the performance of the department, the
results are shown in table 16 and figure 15 below:-

Table 16: Extent of the effect of the KPLC security departmental structure and
establishment on the performance of the department

<table>
<thead>
<tr>
<th>Extent of the effect of the structure and establishment of the security department of KPLC</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much</td>
<td>19</td>
<td>63.3</td>
</tr>
<tr>
<td>Moderately</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>Very low</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Not at all</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 15: Extent of the effect of the KPLC security departmental structure and
establishment on the performance of the department

The above table and figure compares the extent of the effect of the KPLC security
departmental structure and establishment on performance of the department, 63.3% of
respondents felt that the structure and establishment of the department affects the performance of the department very much, 26.7% of respondents were of the view that the structure and establishment of the KPLC security department affects the department moderately, 3.3% were of the opinion that the effect is very low while 6.7% thought that the structure and establishment of the department has no effect on the performance of the department. This illustrates that indeed the structure and establishment of the KPLC security department do affect the performance of the department, there is need to re-look at the structure and establishment of the department and to fill the gaps if any by promotions and recruitment of new staff. The structure and establishment should ensure easy and free flow of communication and democratic style of leadership to avoid stressed and overworked staff.

The respondents were asked to indicate the most common effects of the structure and establishment of the security department of KPLC on the performance of the security department, the results are shown in table 17 and figure 16 below:

Table 17: Most common effects of the structure and establishment of the security department of KPLC on the performance of the department.

<table>
<thead>
<tr>
<th>Common effects of the structure and establishment of security department of KPLC</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understaffing</td>
<td>14</td>
<td>46.6</td>
</tr>
<tr>
<td>Poor communication channel</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>Unachieved departmental goals</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Stressed and confused staff</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>
A study on the most common effects of the structure and establishment of the security department of KPLC on the performance of the department reveal that 46.6% of them thought that understaffing is critical to the performance of the department, 26.7% felt that poor communication is vital as far as the performance of the department is concerned, 16.7% were of the view that the security officers are stressed and confused and this critically affected the performance of the department. Ten percent of them were of the opinion that unachieved departmental goals are the most common factors that affect the performance of KPLC security department. Three respondents further mentioned poor leadership and improper chain of command as other common effects of the structure and establishment of security department of KPLC. The above results show that there is need for the company to employ more security officers and ensure that communication and leadership throughout the chain of command is smooth and friendly. This will be able to
avoid overworking, stressing and confusing the security officers and will entirely improve the performance of the department.
CHAPTER FIVE
CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter presents conclusions and recommendations from the study, the purpose of the study was to investigate factors affecting performance of the security department of KPLC, the data was collected from thirty security officers selected from the entire company (KPLC). The dependent and independent variables selected helped to collect appropriate and relevant data through administering questionnaires. The data collected was both qualitative and quantitative, the data was analyzed, interpreted and presented in the previous chapter.

5.1 Conclusion
This study reveals that most KPLC security officers are deployed at Nairobi region as compared to other regions, taking a closer look at the category of security officers, the results show that 77% fall under the management, also male security officer form 90% of the security staff, the study further show that majority of the respondents have a working experience of between 2-5 years followed by those who have worked for over 10 years. The study found out that the factors investigated had effects on the performance of the security department of KPLC. The study found out that supervision of guards by security officers affects the performance of the security department very much, 56.7% of the respondents were of the view that the main critical factor that affects supervision of guards by security officers is safeguarding of company property, 15.7% felt that guards improve the effectiveness and efficiency of the security department while the others felt that
supervision of guards improves company image and creates a conducive working environment.

The study further show that honesty and integrity of KPLC security officers affect the performance of the security department upto 77%, the study reveals that bribery and misuse of company resources are the most critical factors related to honesty and integrity of security officers that affect the performance of the KPLC security department. Fraud and theft are also revealed at a minimum level. The study found out that security equipments and systems do affect the performance of the security department by 93%, a closer look reveals that security monitoring equipments and security surveys and patrols are the most common factors that affect the performance of the security department of KPLC. Other factors included access control equipments and guard spot and vehicle checks.

The study revealed that the security departmental structure and establishment affect the performance of the security department of KPLC very much, it further showed that understaffing and poor communication are the critical factors that affect the structure and establishment of the security department, other factors found out are unachieved departmental goals, stressed staff, poor leadership and improper chain of command.

5.2 Recommendations of the study

Based on the findings, interpretations and conclusions of the research, the following recommendations were made:-
i. The study recommends that all security officers of KPLC should be sensitized on the impact of supervision of guards to the performance of the security department and the entire company. The weight of this target should be increased in security department performance contract and assessment to ensure that all security officers supervise guards more often.

ii. There is need to educate and sensitize security officers of KPLC on corruption related crimes like bribery, fraud, and misuse of resources. Security officers should hold high integrity and honesty in dealing with their routine work to ensure fairness and justice.

iii. It is important for KPLC to invest in security equipments and training on emerging security systems to enable its security department tackle emerging and challenging crimes.

iv. There is need for KPLC to employ more security officers to avoid overworking existing staff, the structure and establishment of the department should merge, the leadership, communication and chain of command should be clear.

5.3 Recommendation for further study.

The study limited itself on the factors affecting performance of the security department of KPLC. Further studies should be conducted on the following areas:-

i. To investigate the factors affecting the performance of KPLC

ii. To analyze the importance of the KPLC security department to the company

iii. To establish the problems experienced by the KPLC security department and officers in their routine work.
REFERENCES


Dick King Smith (n.d), Guarddog, available from www.guarddog.co.za


APPENDICES

APPENDIX I

KPLC ASSET BASE

FINANCIAL STATEMENT AS AT JUNE 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSETS</td>
<td>Ksh’ 000</td>
<td>Ksh’ 000</td>
</tr>
<tr>
<td>NON-CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and /equipment</td>
<td>60,471,502</td>
<td>49,974,859</td>
</tr>
<tr>
<td>Prepaid leases on Land</td>
<td>131,819</td>
<td>131,874</td>
</tr>
<tr>
<td>Fixed Interest investment</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td>Unquoted investment</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>60,603,321</strong></td>
<td><strong>50,306,733</strong></td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>8,387,030</td>
<td>7,570,854</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>8,416,960</td>
<td>8,716,239</td>
</tr>
<tr>
<td>Tax recoverable</td>
<td>196,968</td>
<td>171,101</td>
</tr>
<tr>
<td>Short term deposits</td>
<td>347,730</td>
<td>3,293,023</td>
</tr>
<tr>
<td>Bank and cash deposits</td>
<td>2,261,461</td>
<td>1,505,858</td>
</tr>
<tr>
<td></td>
<td><strong>19,610,149</strong></td>
<td><strong>21,257,075</strong></td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td><strong>80,213,470</strong></td>
<td><strong>71,563,808</strong></td>
</tr>
</tbody>
</table>

EQUITY AND LIABILITIES CAPITAL AND RESERVES

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary share capital</td>
<td>1,582,560</td>
<td>1,582,560</td>
</tr>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
</tr>
<tr>
<td>------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Redeemable preference share capital</td>
<td>15,899,250</td>
<td>15,899,250</td>
</tr>
<tr>
<td>Reserves</td>
<td>9,615,336</td>
<td>7,643,394</td>
</tr>
<tr>
<td>Proposed dividends</td>
<td>1,643,731</td>
<td>1,722,859</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>28,740,877</strong></td>
<td><strong>26,848,063</strong></td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred tax</td>
<td>4,481,865</td>
<td>2,701,965</td>
</tr>
<tr>
<td>Trade and other payable</td>
<td>15,119,048</td>
<td>11,870,700</td>
</tr>
<tr>
<td>Borrowings</td>
<td>13,113,434</td>
<td>11,545,014</td>
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<td>Preference share</td>
<td>43,000</td>
<td>43,000</td>
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<tr>
<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
<td><strong>32,757,347</strong></td>
<td><strong>26,160,679</strong></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>14,656,197</td>
<td>13,323,115</td>
</tr>
<tr>
<td>Retirement benefits obligation</td>
<td>21,613</td>
<td>471,218</td>
</tr>
<tr>
<td>Provision for leave pay</td>
<td>675,369</td>
<td>653,029</td>
</tr>
<tr>
<td>Borrowings</td>
<td>1,744,289</td>
<td>3,996,644</td>
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<tr>
<td>Dividends payable on ordinary shares</td>
<td>369,682</td>
<td>111,060</td>
</tr>
<tr>
<td>Dividends payable on 7.85% preference shares</td>
<td>1,248,991</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>18,715,246</strong></td>
<td><strong>18,555,066</strong></td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td><strong>80,233,470</strong></td>
<td><strong>71,563,808</strong></td>
</tr>
</tbody>
</table>
The total fixed assets for the company in the year 2010 was Ksh. 60,603,321,000 compared to Ksh. 50,306,733,000 in 2009 indicating an increase of Ksh.10,296,588,000 over the year under review, while the current assets decreased from 21,257,075 to Ksh. 19,610,149 reflecting a decrease in current assets, this may be attributed to fall in short term deposits by the company as well as an enhanced company effort to reduce the period within which the trade receivable must be collected. The ordinary share capital on the other hand reflects no change during the year while the reserves increased from Ksh.7,643,394,000 to Ksh. 9,615,336,000, the net effect of this shows that the company has continuously invested in its asset position with the intention of enhancing its connectivity to as many customers as possible thereby contributing to government efforts to realizing its vision 2030 to achieve the millennium development goal.
APPENDIX II KPLC ORGANIZATIONAL STRUCTURE

The KPLC management team comprises of chief managers in-charge of departments and in-charge of the four regions (Nairobi, Coast, Mt. Kenya and Central rift). This team is headed by the C.E.O, they also report directly to the C.E.O, below the management team are the assistant managers and managers/engineers followed by chief officers and senior engineers, then the supervisors who manage the entire operational staff.
APPENDIX III KPLC SECURITY DEPARTMENTAL STRUCTURE

The security department is headed by the security manager who reports directly to the C.E.O, below him are chief security officers who hold security offices in the regions, these officers are assisted by security officers, assistant security officers and secretaries in the regions and sub-regions.
INTRODUCTION LETTER

Kenyatta University
School of business
P.O Box 43844,
Nairobi, Kenya
May 2011.

To: All Respondents

Dear sir/madam,

RE: FACTORS AFFECTING PERFORMANCE OF SECURITY DEPARTMENTS IN PUBLIC ORGANIZATIONS WITHIN THE ENERGY SECTOR, (A CASE STUDY OF KENYA POWER AND LIGHTING COMPANY)

I am a Master of Business Administration degree student at Kenyatta University. I am currently conducting research on the above mentioned topic. The study is meant to address these factors and seek ways of improving performance, you have been randomly selected for this study, you are kindly requested to take time to peruse and complete the questionnaire accompanying this letter. The information you will provide will be used purposely for the study and will be handled with confidentiality.

Thanks in advance for your contribution in this regard. Fully completed questionnaire may be sent back to the researcher through the following address. P.O Box 10787-00200 Nairobi. Tel: 0721407825.

Yours faithfully

CAROLINE J. CHELIMO (MBA student registration No D53/10219/2006)
QUESTIONNAIRE

SECTION A

BACKGROUND INFORMATION OF THE RESPONDENT

Please answer the questions below to the best of your understanding:-

REGION

MANAGEMENT STAFF [ ] OR UNION STAFF [ ] (TICK WHERE APPROPRIATE)

SECTION B

CHARACTERISTICS OF THE RESPONDENTS (Tick where appropriate)

1. Gender male [ ] female [ ]

2. Age of respondent [ ] years

3. For how long have you worked with K.P.L.C?
   Below 1 year [ ]
   2-5 years [ ]
   6-10 years [ ]
   Over 10 years [ ]

SECTION C: SUPERVISION OF GUARDS

4(a) Does supervision of security guards affect the performance of the security department of K.P.L.C? [ ] Yes [ ] No
4(b) If yes, indicate the magnitude of the above effects by selecting one of the choices below:-

Very much [ ]
Moderately [ ]
Very low [ ]
Not at all [ ]

4(c) list down the critical factors affecting the KPLC security department as a result of supervision of guards.

..........................................................................................................................................
..........................................................................................................................................
..........................................................................................................................................
..........................................................................................................................................

SECTION D: HONESTY AND INTEGRITY OF SECURITY OFFICERS

5(a) In your opinion, does honesty and integrity of the security staff affect the performance of the security department? [ ] Yes [ ] No

5(b) If yes to what extend does honesty and integrity of the security staff of KPLC affect the performance of the security department?

Very much [ ]
Moderately [ ]
Very low [ ]
5(c) what are the most common factors related to honesty and integrity that affect the performance of the KPL security department?

Bribery [ ]
Fraud [ ]
Theft [ ]
Misuse of company resources [ ]

5(d) If any other indicate: 

SECTION E: SECURITY EQUIPMENTS AND SYSTEMS

6(a) Do you think security equipments and security systems affect the performance of the security department of KPLC? [ ] Yes [ ] No

6(b) Indicate the magnitude of the effects of security equipments and security systems on the performance of the security department of KPLC?
Very much [ ]
Moderately [ ]
Very low [ ]
Not at all [ ]
6(c) Point out the most critical security equipments and security systems that affect the performance of the security department of KPLC

Access control security equipments [ ]
Security monitoring equipments [ ]
Security surveys and patrols [ ]
Guard spot checks and motor vehicle misuse checks [ ]

6(d) If any other indicate...

SECTION F: KPLC SECURITY DEPARTMENT STRUCTURE AND ESTABLISHMENT

7(a) Do you think the structure and establishment of the security department affect the performance of the security department of KPLC? [ ] Yes [ ] No

7(b) To what extend does the structure and establishment of the security department affect the performance of the security department of KPLC?

Very much [ ]
Moderately [ ]
Very low [ ]
Not at all [ ]

7(c) Indicate below the most common effect of the structure and establishment of the KPLC security department on the performance of the department.

Understaffing [ ]
Poor communication lines
Unachieved departmental goals
Stressed and confused staff

7(d) If any other indicate---------------------------------------------

---------------------------------------------