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A SURVEY OF FACTORS INFLUENCING PERFORMANCE OF
SECURITY GUARDS IN KENYA

BY

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DECLARATION

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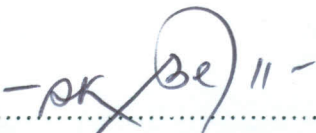
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ABSTRACT

This study was a survey of the factors that influence the performance of security guards in Kenya. The principle objective of this study was to investigate the factors that influence the performance of security guards in Kenya. The study specifically sought to establish if remuneration, working environment, client characteristics, training and facilities influence the performance of security guards. The importance of this study rested on the fact that its findings would be useful to the security firms in Kenya, and even in other parts of Africa in identifying the key factors that affect the performance of security guards, as well as aid them in making informed decisions that affect employee performance. The study findings could be useful to the government of Kenya in developing relevant policies and regulations concerning the security sector. The study availed an opportunity for the guards to suggest appropriate changes in the areas they thought required to be improved for them to perform better.

To achieve the objectives of the study, a descriptive survey of the target population of KK Security guards in Nairobi was conducted. The total population of interest was 1,180 but a sample of 118 (10%) was drawn. Primary data was collected by use of questionnaires and interview schedule. Secondary data was also sought to provide further information.

The raw data collected was edited, coded and tabulated. Descriptive statistics such as tables, frequency distribution, percentages and charts were used to summarize, organize and simplify the findings in a systematic way. The statistical package for social sciences (SPSS) was used to analyze the data. The major findings of the study indicated that remuneration greatly influenced the performance of the security guards. Training and facility, working environment and client characteristics also influenced the performance of the guards to a greater extent. From the foregoing, it was thus concluded that the four factors, remuneration, working environment, client characteristics, training and facilities affect the performance of security guards, and evidently KK security had not addressed the same adequately. It is therefore recommended that in order to enhance performance of security guards, the company, as well as others in the security industry must improve on the four factors if they are to offer effective security services.

ACKNOWLEDGEMENT

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DEDICATION

A long journey begins with one step the saying goes. Indeed my dear parents, Mr. Ezekiel Oriama and Suslia Obiero played an integral role by taking this vital first step of introducing me to education, the culmination of which is the pursuance of my Masters degree and by extension this research project. I therefore dedicate this to the two.

TABLE OF CONTENTS

Title	i
Declaration.....	ii
Abstract.....	iii
Acknowledgement.....	iv
Dedication	v
Table of contents	vi
List of tables and figures.....	viii
List of figures.....	ix
Definition of terms.....	x
Acronyms.....	xi
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	5
1.3 Objectives of the Study.....	7
1.3.1 General Objective of the study.....	7
1.3.2 Specific Objectives of the study.....	7
1.4 Research Questions.....	7
1.5 Significance of the study.....	7
1.6 The Scope of the Study.....	8
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction to Literature Review.....	9
2.2 Conceptual Framework.....	9
2.3 Main Review/ Past Studies done in the Area.....	10
2.3.1 Performance.....	12
2.3.2 Remuneration.....	15
2.3.3 Training and Facilities.....	18
2.3.4 Working Environment.....	20
2.3.5 Client Characteristics.....	23
2.4 Critical Review of Major Issues.....	24
2.5 Summary and Gaps to be Filled by the Study.....	25

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	Study Design.....	27
3.2	Target Population.....	27
3.3	Sampling Design.....	28
3.4	Data Collection Procedures and Instruments Used.....	28
3.5	Data Analysis.....	29
3.6	Expected Output.....	29

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1	Introduction to Data Analysis.....	30
4.2	Quantitative Analysis.....	30
4.3	Qualitative Analysis.....	35
4.4	Summary of Data Analysis.....	37

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1.	Introduction	46
5.2.	Answers to Research Questions.....	46
5.3.	Conclusion	47
5.4.	Recommendations	47
5.5	Suggestions for further Study.....	48
	References	49

APPENDICES

Appendix I: Questionnaires	53
Appendix II: Organization Chart for KK Ltd.....	57
Appendix III: Time Schedule.....	58
Appendix IV: Budget.....	59

LIST OF TABLES

Table 3.1 Target Population.....	27
Table 3.2 Sampling Design.....	28
Table 4.1: Age of Respondents	30
Table 4.2: Gender of Respondents	31
Table 4.3: Education Level	32
Table 4.4: Job Designation for the Guards	33
Table 4.5: Duration Worked for the Company	34
Table 4.6: Remuneration Affects Performance	35
Table 4.7: Extent to which Remuneration Affects Performance	36
Table 4.8: Working Environment Affects Performance	37
Table 4.9: Extent to Which working Environment Affects Performance	38
Table 4.10: Training Affects Performance of KK Guards	39
Table 4.11: Extént Training Affects Performance	40
Table 4.12: Facility Affect Performance	41
Table 4.13: Extent to Facility Affects Performance	41
Table 4.14: Client Characteristics Affect Performance of KK Guards	43
Table 4.15: Extent Client Characteristics Affect Performance	43

DEFINITION OF TERMS

Client	Consumer of the products or services of the organization
Guard	A person or group that watch over and protect
Industry	Any large business activity; a branch of commercial enterprise producing a particular product/service
OB	Occurrence book
Sector	A distinctive part of an economy
Security	Protection or safeguard
Staff	Employees
Structure	Arrangement (or organization) of a company
Stakeholder	Person or group with interest: Company owners, clients, employees and the public.
Supervisor	Immediate in-charge of guards

ACRONYMS

CCTV	Closed circuit television
FWA	Family Welfare Association
GOK	Government of Kenya
IOM	International Organization for Migration
KK	Kenya Kazi
Ltd	Limited
UNON	United Nations Office in Nairobi
USAID	United States Association for International Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Security industry around the world has grown in importance forming one of the most important fields of human life by not only guaranteeing employment opportunities but also more importantly protecting life and property. In Kenya, like in other nations of the world, the sector continues to play an integral role in the socio-economic development of the country through being responsible for the implementation of policies and programs that aim to secure and improve the well being of the citizens. A more efficient security sector is therefore key to the country's growth and development as both the government and the public rely on it to a great extent. It is therefore one area that cannot be neglected, and its overall performance thus remains crucial to the well being of the entire nation. This explains the growing urgency for paying close attention to the performance of security organizations with a view to maintaining professionalism and accountability.

Crime is evolving by the day, a fact that presents many challenges to the existing security agencies, which therefore need to embrace a high level of performance in order to properly aid government authorities in outsmarting criminals. This calls for effective security guard force. Private security guards thus play an important role in the nation's overall security, a fact that calls for security firms to ensure they have guards who understand what is expected of them at all times, know what to do when an attack occurs and /or how to react in case of an emergency, since their reaction in such cases will determine if lives (or property) will be saved or not.

The basic responsibilities of a security guard include detecting and preventing unlawful intruders and ensuring that unauthorized persons or vehicles do not enter the client's premises, protecting the client and assets from injuries and/ or loss caused by intruders and reporting all incidences affecting the property in accordance with the laid down procedures. Private security guards are always the first line of defence, and likely casualties. For instance, it was a private security guard (KK security) who stopped terrorists from getting into the basement of the US Embassy in Nairobi on August 7, 1998. Many lives were lost as many others were injured. However, if the terrorists had accessed the building, the casualties and destruction could have been enormous. Guards

are also expected to project a smart, helpful, courteous and professional image at all times.

Global insecurity is on the rise, and as stated by the former U.S Secretary of State, Madeleine K. Albright in reference to the U.S Embassy bombings in Nairobi and Dar es Salam (August 1998), "We cannot assume knowledge about when or where strikes may occur. We cannot assume past patterns will be repeated. We cannot assume that any post is safe. In today's world there is nothing automatic about security, it is every person's responsibility. No detail should be shrugged off, and nothing should be taken for granted", Washington, D.C, January 8, 1999 (<http://www.state.gov/>). It is in this regard that private security has become a key phenomenon in many countries around the world in complementing government agencies.

It is therefore significant that performance of such firms is improved accordingly. And as emphasized by Armstrong (2005), to achieve organization performance, managers should make an impact by leading or contributing to the development and successful implementation of high performance work practices and creating a great place to work. Walker (1992) agrees with this notion by adding that the key measure of management lies in results attained and the primary way to gain competitive advantage through performance is to manage people more effectively.

What therefore is performance?. Performance is the accomplishment, execution, carrying out or working out of anything ordered or undertaken. Armstrong (1999) defines performance as a record of outcomes achieved, on an individual's basis a record of the person's accomplishments. However, Kane (1996) defines performance as something that the person leaves behind, and that exist a part from the purpose. Performance as the outcome of work provides the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions.

Therefore in my own view, performance can be defined as a measuring yard of the output of any work, and hence having low or high (performance) resultant. As a concept, and for the purpose of this research, performance is therefore about doing the work as well as being about the results achieved. It can be regarded as behaviour, as reflected in the ways in which the security guards and their organizations get work done. A security guard will therefore be considered performing if he fully meets the working standards and

expectations as specified by his company in line with the client's security needs. Security companies usually develop and issue their guards with standing operating procedures, simply referred to as SOPs which outline instructions that have to be adhered to as regards various assignments. Usually these instructions form the basis on which the performances of guards are evaluated.

According to Campbell (1990), performance of a security guard at his workplace, as of any other employees, as behaviour, can be contaminated by systems factors. He pointed out such factors to include: Goal clarity, repertoire, knowledge of structures, feedback, mental model, motivation and environment. Goal clarity. People must have in mind a clear picture of any end or goal they are to achieve. For instance the security guard has to be clear on what his being at the particular post aims to achieve, for example deterrence and detection. If this picture does not exist, then one cannot tell if he is accomplishing his tasks properly. The sage advice is to 'always keep the end in view'. Managers therefore need to clarify goals or ends to be achieved accordingly.

Repertoire. To achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviours are necessary to obtain that goal despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out on-the-spot an appropriate course of action. In many situations, the end to be achieved will remain constant while the condition under which it is to be attained varies. For example a security guard conducting personnel search may have to be flexible enough while equally steadfast in order to achieve a proper search.

Knowledge of structures. Figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the structure of the situation allows people to say how the actions they take will lead to the result they seek. It also allows them to say, for a given result, the actions that will lead to it. Without this knowledge, as with the case of a security guard, action will be little more than a shot in the dark, and achieving desired results will thus mainly depend on luck or intuition.

Feedback. Without information about actual conditions in relation to intended goals or results, no one can perform to standard. Feedback informs progress, enables corrections and eventually signals attainment of the objective. Security companies such as KK have come up with the practice of periodically obtaining client feedback on the performance of their assigned security guards. Feedback questionnaire forms are issued to the clients and later collected and acted upon accordingly with the aim of improving services.

According to Nickols (2003) organizations should formulate good methods of improving performance of their workforce in order to achieve the set company goals. Performance of the workers should be improved as they affect the survival of the company, and managers should be able to understand the various factors that affect performance of the entire force. The human capital is the main resource that makes the difference and drives organizational performance. Drucker (1974) concurs that "People are our greatest asset". Since people are the organization's key resources on which the organizational performance largely depends, if therefore an appropriate range of human resource policies and processes are developed and implemented effectively, then the human resource will be able to make a substantial impact on the performance of an organization. Storey (1998) adds that it is the human capability and commitment which in the final analysis distinguishes successful organizations from the rest.

The idea of energizing the security sector so as to be able to deliver its intended services effectively has become a major concern to all nations around the world. In Kenya, given the current socio-economic challenges facing the country, it is imperative that urgent action be taken both to refocus the security sector to enable it contribute better to the economic and social development, and to ensure that it utilizes its human resource base efficiently and effectively for improved security service delivery to the public.

This study aims to establish the core factors that influence the performance of security guards of KK Ltd and as well examine the impact of managerial capability on performance. KK Security Ltd is one of the largest private security companies in East Africa, with a vision to be 'the leading security service provider in Africa by 2010'. Headquartered in Nairobi, along Waiyaki way, the company has regional branches in the major towns of Mombasa, Kisumu and Eldoret. Similarly the firm has set up fully operational branches in the capital cities of Uganda, Tanzania, Rwanda, the Democratic Republic of Congo and Sudan. KK Ltd is also one of the oldest security firms in Kenya

having started in 1965 in Mombasa as a guard company known as 'Kenya Kazi' and popularly simply referred to as 'KK'.

Bought by the current owners in 1993, the company later expanded into radio alarm intruder systems and Backup (rapid response) facilities. Other products currently offered by the company include, CCTV, electrical fencing, video entry systems, automatic gates, security padlocks, guard monitor systems as well as dogs services. Currently the company employs a total of 4,420 guards and 120 supervisors within its Nairobi operations. Its corporate clientele in Nairobi include: the United Nations (UNON), the European Union, American embassy, Swedish embassy, Canadian High Commission, IOM, Kenya Breweries and Nakumatt chain of supermarkets. The company has a matrix organizational structure based on departments as shown in Appendix III.

1.2. Statement of the Problem

Performance of a security guard embraces both behaviour and outcomes, being about doing the work, and as well results achieved. Standing operating procedures outlining guard performance expectations in their respective places of work (dress style, deterring and patrol patterns, search, recording and reporting procedures) are usually developed and issued to the guards by their managers. The guards, while protecting their clients and property are thus expected to adhere to such instructions since they form the basis upon which their performances are evaluated by both client and management.

Given the foregoing background, and due to the fact that security firms basically exist to aid law enforcers in fighting and reducing crime, it would be expected that crime rate falls in Kenya with the increased number of private security firms. However, to the contrary the country is not only experiencing increased crime rate, but on the same strength an increase in crime incidents involving security guards colluding with thugs to rob their clients on one hand while on the other hand simply failing to keep vigil and deterrence expected of them.

KK Security is one of such firms whose guards have been suspected of collaborating with thugs in various occasions. The August 12, 2004 robbery at Norfolk hotel in Nairobi to a Kenyan author Professor Ngugi Wa Thiongo and his wife Njeri (KK Security OB/17/13/08/04) was allegedly organized by people who colluded with the three KK guards who manned the premise, and who as alleged then played significant roles. The three

were later charged in court, with the dog handling guard being accused of having muzzled it during the ordeal while another of raping Mrs. Ngugi and the other of opening the gate for the thugs.

Another scenario involving KK Security guards occurred in Nairobi Kileleshwa estate in August 2006 (KK Security OB/04/02/08/06) where five armed robbers cheated their way into a flat and robbed tenants. The robbers appeared to know one of the tenants well and gave his details to the guards at the entry gate. The guards probably fell prey and ushered them in only to raise alarm later that they had been tied with ropes by the same 'visitors' as they drove out of the residence in a tenant's car after the ordeal. The guards were arrested and later dismissed from KK for failure in line of duty.

The latest incident involving KK guards occurred on May 13, 2007 (KK Security OB/21/13/05/07) when the official residence of the Canadian High Commission ambassador in Nairobi was broken into by thugs who stole several valuables and fled without any of the six KK guards at the residence raising alarm. The guard company had equipped the guards with alarm buttons as well as radio communication systems for calling for emergency response crew. Nothing was reported by the guards that night until the ambassador himself learnt the following morning that his sitting room door had been tampered with and all electronics including his laptop that were in the sitting room gone missing. The guards were suspected of either having participated or merely fell asleep and failed to notice the thugs. They were all arrested and the matter is pending in court.

On the other hand, cases of staff unrest due to low wages and poor working conditions have been experienced by a number of security companies in Kenya. Group 4 security guards both in Nairobi and Mombasa downed tools in February 2003 to demand better terms and conditions of work citing cases of frequent dismissals and working as casuals for many years. EARS Security guards followed with similar grievances in May 2003.

From the foregoing, it is imperative that ways of improving the effectiveness of security sector in Kenya are sought. The need to investigate the critical factors influencing performance of employees in this area therefore become essential and managers of security firms need to understand such factors. Despite the studies that have been done in the area of performance of employees, so far not much has been done to establish the critical factors that affect the performance of security guards. This calls for research by

security firms to come up with effective and efficient ways of improving performance of their workforce. This study therefore investigates the factors that influence the performance of security guards in Kenya, a case of KK Security Ltd.

1.3. Objectives of the Study

The study seeks to achieve the following objectives:

1.3.1. General Objective

Generally the study intended to investigate the factors that influence performance of security guards of KK Security Ltd.

1.3.2. Specific Objective

Specifically the study intended to:

1. Establish how remuneration affected performance of guards of KK Security Ltd.
2. Find out if working environment affected the performance of KK Security guards.
3. Examined the extent to which training and facilities affected performance of guards of KK Security.
4. Determine if client characteristics influenced performance of the security guards of KK Security.

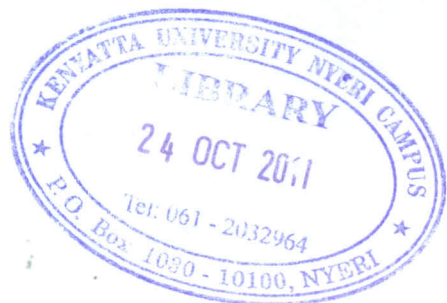
1.4 Research Questions

The study will seek information to answer the following questions:

1. Does remuneration affect performance of security guards of KK Ltd?
2. Does working environment affect performance of the guards?
3. Does training and facilities affect performance of the guards?
4. Do client characteristics influence performance of the guards?

1.5 Significance of the Study

The findings of this study were important at the theoretical, empirical and policy levels to the following: top management of KK Ltd, the Government of Kenya, employees of KK Ltd, other private security companies, and the stakeholders. The top management of KK Ltd as the regulators of all activities therein, will be able to identify the key factors that affect the performance of the guards and also the areas that need to be improved for further performance that could yield higher overall efficiency in their service delivery. The government of Kenya, on the basis of the study findings found it easy to develop



relevant policies and regulations concerning security sector. Individual employees of KK Ltd benefited from the study through improved motivation and increased job satisfaction when the findings are subsequently addressed. More importantly the study enlighten them to the main factors that affected their performance, hence give them ground for suggesting appropriate changes in the areas they think require to be improved for them to perform better.

Other private security companies, not only in Kenya but also in other parts of Africa will also find this study useful in making informed decisions that affect employee performance. The stakeholders are another category that will find this study beneficial. The findings will give them an in-depth understanding of the operations of KK Ltd and thereby in a way enable them to recommend changes they may deem worth considering. Arguably the key findings of this study will be useful in providing important information that would form the basis for change in security organizations. Lastly, the study will benefit other future researchers who will be able to use it as a point of reference. As well, it will be a contribution to knowledge in the world of academia.

1.6 The scope of the Study

This study examined the factors that influenced performance of the guards of KK Security Ltd in Nairobi. In order to achieve this objective, data was collected from the guards themselves as well as from their supervisors and Managers. The study picked on the KK guards in Nairobi as the population of interest and most representative group particularly because majority of the company's employees (guards) work in Nairobi, where the company headquarters is located.

LITERATURE REVIEW

2.1 Introduction

This chapter involved a systematic identification, location and analysis of documents containing relevant information related to the problem under investigation - performance of employees. Modern firms do not only require good services and making them available to the target customers, but they also require developing methods that should motivate the workforce to perform better. It is important that firms in the contemporary world find various ways of eradicating the factors that hinder good performance. Different firms have different ways of motivating or developing the force attitude. Different methods were applicable to different organizations depending on how they want to achieve from them. For most firms the question is not whether to motivate but how to learn the factors affecting the employees' motivation towards performance.

2.2 Past Studies Done in the Area

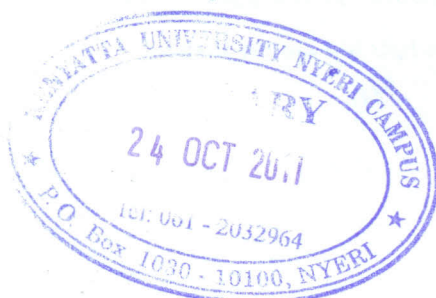
Over the last decade, considerable research has been conducted on the topic of performance of employees. A growing number of contributions have been devoted to the conceptualization and measurement of this and several empirical studies have identified a positive relationship between individual employee performance and the overall business performance. Some of the studies done in the area of employee performance include the following: Otley (1999) on performance management; Nyamunga (1999) on factors affecting performance of the civil service, a case study of the Directorate of personnel management of the government of Kenya; Mutinda (2003) on motivational factors affecting employee work performance; Pitt (1996) on market orientation and business performance; and Tuzovic and Bruhn (2005) on integrating customer orientation, employee compensation and performance management: a conceptual framework, Vol.7, No.3, pp.255-274; and McNamara (1999) on employee performance management.

As scholars continue to refine theory and method, factors influencing staff performance constitute a stimulating topic in practice as well. For instance, organizational initiatives that are designed to strengthen staff performance among front-line service employees are widespread. While proposed benefits are well documented, scholars seem to have paid less attention to the intricacies of the factors affecting employee performance in

organizations. Norman, Goolsby and Arnould (2003) argued that literature is only modestly descriptive of the processes for implementing and achieving this desired performance. Yet this gap in research is surprising as many organizations struggle to achieve their goals when trying to consider the factors that affect performance. Reasons for failure are often related to barriers of corporate structures, systems or culture.

Harris (1999) pointed out that a key factor for better staff performance is seen in the human resources of an organization. This holds true especially in the services sector, due to the intangible, interpersonal and interactive nature of services. Consequently, the human resource function has to take a more staff-oriented perspective on the design and delivery of human resource programs. While HR outputs can be arrayed on a continuum from relatively pure product deliveries (e.g. employee handbook) on the one end and pure service deliveries (e.g. leadership training) on the other, one of the most central tasks within the HR function deals with the development of effective and efficient compensation programs, especially variable reward and incentive schemes (Lengnick-Hall and Lengnick-Hall, 1999). This can be attributed to the fact that compensation systems are an essential tool to “integrate individual efforts with strategic business objectives by encouraging employees to do the right things with ever-improving efficiency” (Ash, 1993).

In other words, compensation systems are a powerful means of focusing attention within an organization. They send clear messages to all members of a company informing them about expected attitudes and behaviours (Schein and Solomon, 1997). Furthermore, researchers have argued that compensation systems can create and sustain a competitive advantage for organizations (Milkovich and Newman, 2002). In recent years, the integration of non-financial measures (e.g. quality, customer satisfaction) has gained some popularity in compensation programs. While some authors demonstrate positive effects of incorporating non-financial measures into the compensation system empirically (Widmier, 2002), companies have encountered problems after linking pay to staff performance. Besides the belief of some authors (Kohn, 1993) that failures of such pay schemes are due to inadequate assumptions about human motivation, reasons for this can be attributed rather to the measurement of staff performance as well as to the missing link between company's expectations and satisfaction and the competition from other companies.



Hence, there is a strong need for the development of a holistic reward and performance measurement model enabling an organization to derive company-specific success drivers and identify cause-and-effect relationships when linking rewards to measures such as company expectation. In this sense, “we propose the integration of staff-oriented reward schemes with multi-dimensional performance measurement systems” (Kohn, 1993). However, though a number of studies have been done on employee performance in various areas, scholars seem to have paid less attention to the employees of the security sector, especially with regard to private security guards. This study therefore seeks to assess the factors that influence the performance of security guards in Kenya, a case of KK Ltd.

2.2.1 Performance

Performance can be defined as the output in terms of improved customer service and productivity of a worker. It may also be defined as the quantity and quality of task contributions from an individual or group doing a job in pursuance of organizational objectives. Armstrong (1999) defines performance as a record of outcomes (or accomplishments) achieved by a person. Porter and Lawler, as cited by Henderson (1982) define performance as being a broad range of specific workplace behaviours that relate to the nature of the job and the accomplishment of its assigned responsibilities and duties. They argue that the variables influencing performance are value of reward (as perceived by the individual receiving the reward) and individual expectations concerning the likelihood that a given amount of reward depends on a given amount of personal effort.

Performance of a security guard embraces both behaviour and outcomes achieved. Guards are expected to behave in certain predetermined ways as they perform their duties. Standing operating procedures outlining guard performance expectations in their respective places of work (dressing style, deterring and patrol patterns, search, recording and reporting procedures) are usually developed and issued to them by their managers. The guards, while protecting their clients and property are thus expected to adhere to such instructions since they form the basis upon which their performances are basically evaluated.

Armstrong (2005) argues that people are the organization’s key resources on which the organizational performance largely depends. Walker (1992) however points out that what

is basically required is intensified and better-integrated management efforts. "Empowering employees to act – giving them authority and accountability for their work is essential, and teamwork is encouraged" he argues. He further adds that emphasis should be on management style, mutual goal setting, employee participation, and the use of positive behaviour reinforcement. Managing employee performance everyday is the key to an effective performance management system. Setting goals, making sure your expectations are clear, and providing frequent feedback help people perform most effectively(http://humanresources.about.com/od/manageperformance/managing_DaytoDay_Employee_Performance.htm). McNamara (1999) argues that performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. It can focus on performance of the organization, a department and process to build a produce or service, employees and so on. Managers therefore need to be more effective motivators of people by adopting management practices that help employees to perform.

A handbook for measuring employee performance (USA Office of Personnel Management, 2001 - <http://www.opm.gov/performance/wppdf/handbook.pdf>) emphasizes the significance of aligning employee performance plans with organizational goals, and recommends "developing employee performance plans that are aligned with and support organizational goals; performance standards that not only meet regulatory requirements, but also maximize the capability that performance plans have for focusing employee efforts on achieving organizational goals".

According to Zairi (1994), the key to success in today's global economy is 'total customer satisfaction'. To achieve this, he states, "Companies must develop performance measures that drive employees to control processes that satisfy customer expectations". Employees should be motivated to performance in order to achieve the responsiveness and flexibility that companies require to compete on a global basis. Responsiveness is achieved by building relationships that lead to satisfied customers, suppliers and employees, while flexibility is achieved by reducing output variation in processes; for example, the reduction of lead times and delays are both necessary for sustained competitive excellence and long term profitability.

However, Lopez (1998) considers performance a drive that is sufficiently pressing to direct the organization toward meeting its goals and objectives. He identified three types

of Performance namely, 'task performance', 'contextual performance' and 'adaptive performance'. Task Performance is one that is generally affected by cognitive abilities, skills, knowledge and experience. Contextual Performance is affected by personality traits and values, and includes helping others, endorsing organizational objectives, and contributing to the organizational climate. He referred to it as a pro-social behaviour that facilitates work in the organization. Lastly, the adaptive performance engages in new learning, coping with change and developing new processes. The criteria to achieve organizational performance should be relevant to the specific task, free from contamination (does not include other factors relevant to task performance), not deficient (must not leave out factors relevant to the performance of the task) and reliable. Also the criteria used by Industry to validate predictors of performance should be "Supervisory performance ratings, turnover, productivity, status change (e.g. promotions), wages, sales, work samples (assessment centres), absenteeism and accidents", he argues.

Walker (1978) emphasizes the significance of both performance evaluation and performance planning for an improved organizational performance. He argues, "While performance evaluation involves the manager's judgment of past performance for administrative decisions, performance planning involves goal setting and review for future performance planning and employee development". A Publication by the Microsoft Corporation (2006) entitled 'unlocking workforce potential with employee performance reviews' (www.microsoft.com/office/showcase/performance/default.aspx) concluded, "Employees are often a company's most valuable asset, since they have the greatest potential to influence the bottom line. With competitive pressures increasing on many fronts, companies understand that performance review processes are strategic to helping optimize their workforce". The publication particularly recommends employee performance review solutions based on the Microsoft office system whose benefits include; helping companies tie employee performance to overall company goals; making review processes structured and efficient thus reducing time spent on such processes and improving the outcome; and lastly, employee skill sets will be contained in a certain location for mapping and reporting against company goals for future talent gap identifications.

Riley (2005) came up with 'the seven sins of employee performance reviews' usually committed by managers or owners of organizations in conducting performance reviews

(<http://www.jobperformancereview.com>). However, she argues that the most damaging sin is 'the 7th sin' which she calls 'Bah humbug'. This is the approach of skipping employee performance appraisals or simply doing inadequate appraisals. That some managers "take the route of just getting them done, off their desks and out of their minds – getting their hands on a user-friendly checklist they can move through with all due speed - a kind of Wham, bam, sign here Sam".

In many cases such are done for some sort of legal protection as firms without formal employee performance appraisal processes may expose themselves to any legal difficulties. She therefore cautions managers, "don't sell yourself, your employees, and your performance review system short by going through the legal motions of a review. You will be wasting one of the best opportunities you have to create the kind of company you have always wanted: productive, profitable, and always improving, with a vibrant workforce committed in equal measure to a company that shows its commitment and respect for them".

However, Drucker (1995) sums up the argument that for any business growth, "the only thing that counts is performance". He argues that performance is measured by the 'bottom line', which is basically a measure of business performance rather than management performance. He states that the performance of a business today is largely a result of employee performance, or lack of it. Therefore, the evaluation of the factors that influence employee performance becomes more significant to every organization. This is the aim of this study.

2.2.2 Remuneration

No one would like to take a bad package home. A package that reflects the worth of a person usually gives him/her the feeling of fulfilment. It is also satisfying when one learns that others are earning the same in a similar job elsewhere. Employees usually leave organizations to join others in what they term 'greener pastures', meaning better pay packages and working conditions. However, salary levels are important in making companies competitive employers: they attract and retain effective employees and as well are a key motivation. Knights (1986) defined remuneration as Payment or compensation received for services or employment. This includes the base salary and any bonuses or

other economic benefits that an employee or executive receives during employment, he argued.

However, according to Henderson (1982) remuneration is a term used to identify specific compensation components which include salary, fees, commissions, bonuses, stock and property payments, executive insurance, personal benefits, pensions or retirement plans, annuities, deferred compensation plans, short and long term incentive plans etc. Ferris and Buckley (2002) on their part argue that Pay in the form of wages and salaries and a wide range of benefits including retirement benefit schemes for employees, collectively represent the means by which employees are financially compensated for joining organizations, staying in them and accomplishing certain high levels of performance.

Armstrong (2005) asserts that competitive pay is important, "although by no means the only factor inducing people to join an organization". However, he argues further that, other things being equal, pay will be the deciding factor for many people. The policy may be one of offering 'market pay' – pay levels that match or exceed those provided in other organizations competing for good people. Armstrong (2001) emphasizes the idea of 'pay for performance', which ensures that an employee is paid according to his/her output. The argument is that pay for performance acts as an incentive to improve individuals and team performance. The players involved will be keen to achieve the set targets and thus productivity will generally rise, and waste in terms of time and resources will be reduced leading to high quality output.

Money as a social medium of exchange depends on the valence that employees attach to it. Money satisfies lower order needs better than high order needs (Davis, 1985). However, Block (1996) on the topic 'confusing supervisory evaluations with performance' states that "everyone likes the idea of pay for performance, but most of us have rarely experienced it and we most often get paid on the basis of how our boss evaluates us". He calls this, 'pay for compliance' and remarks that one human being's evaluation of another is fundamentally subjective, "and given the subjective nature of evaluations, we are likely to be rating and paying people for compliance as we are for performance".

Therefore there is need to create pay systems at every level that are tied to real organizational outcomes, not supervisory perceptions, for instance, pay for the product

created and sold, service delivered, the customer satisfied and returning. Many organizations however have pay systems based on a 'parent-child model', which only invites disillusionment. It is hard to create a feeling of ownership and responsibility with pay systems that depend on someone else's generosity (Block, 1996). Mugwere (2006) concurs with this argument and asserts, "if we have effectively motivated the individual who has up-to date skills and knowledge, we can expect to have a competent employee who desires to exert a high level of effort".

According to Gongera (2006), performance related pay is "a means by which organizations attempt to achieve a set of goals by communicating performance objectives to employees, monitoring the achievement of these objectives, and rewarding successful achievements to the end of shaping behaviour to be consistent with those thought to be conducive to the attainment of the organization's wider objectives". Not only should pay be valued by employees, but that it should be available in amounts perceived as significant, he concludes. However, the attraction of pay is not standard across all individuals but varies widely. According to Perry and Porter (1982) public sector employees value financial rewards less highly than do their counterparts in the private sector.

A study by James Combs, an associate professor of management in Florida State University, (www.blackwell-synergy.com/doi/full/10.1111/j.1744-6570.2006.00045.x) showed the significance of employee incentives to business organizations. The study, *Employee incentives actually save business money*, analyzed data from 19,319 organizations. The results showed that when a company emphasizes progressive human resource activities such as incentive pay and flex time, it can enjoy a 10 % to 20 % improvement in employee retention, employee productivity, profitability and stock price. "The results are just as dramatic – albeit in the opposite direction – for companies that eliminate such incentives: on average, they can expect a 10% to 20 % reduction in their bottom line" the study concluded.

2.2.3 Training and Facilities

Training is a planned process to modify attitudes, knowledge or skills behaviour through learning experience to achieve effective performance in an activity or range of activities

(Lysons, 1996). Its purpose is to develop the abilities of the individual and to satisfy the current and future human resource needs of the organization. The objective of an organization's policies, processes and programs for the delivery of learning and training is to achieve its human resource development strategies by ensuring that it has skilled, knowledgeable and competent people required to meet its present and future needs (Armstrong, 2005). According to Bennett (1997), training improves workers' competences, equip them for higher-level work, increase the quality of output or performances, and enhance morale. Training also creates a flexible supervision. Training increases employees' skills and knowledge about the work while also improving on knowledge of how to deal with customers.

However, according to Cole (2002), training refers to any learning activity that is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus of training is the job or task. A systematic approach to training and development will generally follow a logical sequence of activities commencing with the establishment of a policy and the resources to sustain it, followed by an assessment of training needs, for which appropriate training is provided, and ending with some form of evaluation and feedback. Craig (1967) points out that traditionally the trainer and management viewed performance deficiencies as training problems to the exclusion of alternatives. He thus advises today's managers to instead first ask themselves if really the organizational performance deficiencies they are trying to correct with training are actually training problems.

Deane (1975) on the other hand suggests that training for security personnel need to include the following items: legal considerations, rules for use of force (minimum force), control of crowds, different types of disorders, need for leadership and courtesy, methods of dealing with fire raisers and fire fighting techniques, looters, bombers, terrorists, use of equipments (for example batons), arrest policies and search procedures. However, Turners (1986), argues that once the workforce is trained, their motivation is increased towards work and production. The work force needs considerable attention from the organization's management for them to realize their potential in their work. Research work has identified a significant link between the intensity of training by businesses and their performance. Firms with higher levels of training have greater growth ambitions and

are more innovative. A statistically significant link is found between training spent and business growth in terms of employment and turnover.

Training increases business turnover as well as labour productivity. There has been a growing recognition of the importance of training and development to the strategic intent of an organization. Instead of being activities peripheral to the achievement of corporate objects, "the human resources of the organization are seen as a vital factor in corporate planning, and training and development as able to make an important contribution to the achievement of business objectives" (Keep, 1989). According to Pettigrew (1990), manpower training and job design policies over a period of time determine the skill structure of an organization and the scope for adopting and benefiting from new technology.

Ogbonna and Wikinson (1990), cited by Gongera (2006), look at senior managers as the 'shapers of prevailing culture' (how things are done and what matters), and as 'sponsors of training and development initiatives'. Organization leaders need to endorse training and development initiatives. An organization should regularly train its staff so as to equip the necessary skills that will enable them cope with the demanding contemporary society, which is characterized by fast changing technology. It is also crucial to train staff "so that they can embrace new decision that may change the overall functioning of the organization" (Roberts, 1978).

A study commissioned for the Department for Education and Skills conducted by the Centre for Business Research, done by Carolyn J. Heinrich and Laurence E. Lynn, Jr. (1996) on 32 firms established that levels of training varied according to size of business. Smaller businesses were less likely to provide training, particularly off-the-job training. Some 38 per cent of firms employing less than 10 people provided off-the job training compared with over 90 per cent of firms employing 100 or more people. Smaller firms were also less likely to provide training for their managers and senior administrators than larger ones. Employees working in operative and assembly occupations were considerably less likely to receive off-the-job training than other employees, but more likely to receive on-the-job training. Employees in other manual occupations were the least likely to receive either type of training. Just 44 per cent received off-the-job training and 61 per cent were trained on the job.

The analysis found that the most significant determinants of the level of businesses' training expenditure were: employment size; length of time taken to train an employee; growth ambitions of the firm; difficulties in recruiting managers and senior administrators; initiatives to involve employees in work design and practices; the use of more sophisticated management tools such as total quality management and job rotation; firms' being part of a larger group; and in smaller firms (employing less than 100), written training plans and a director responsible for employees. The case studies confirmed that smaller firms tended to provide informal, on-the-job training. Firms that were not performing well tended to concentrate on on-the-job and informal training, as they lacked the financial resources and were unable to lose the time from production to train off the job. However, there were also firms in a precarious state of survival that resorted to formal off-the-job training in an attempt to survive.

Businesses that provided a higher level of training were more likely to have a business plan, a human resources plan and a written training plan. They were also more likely to have a specified budget for training, a senior manager with responsibility for training, separate training facilities and staff to design and teach courses. It is however important to ensure that relevant standard facilities are made available to the trained workforce to achieve effective performance. To determine whether training programs produce real benefits for business enterprises it is important to investigate the relationships between those programs and their effects on the business performance. To accurately assess the relationship between training and training effectiveness, this study aims at establishing the effect of training on performance.

2.2.4 Working Environment

Managers should strive to create a climate in which productive and harmonious relationships can be maintained between management and employees, and in which feelings of mutual trust can be developed, and where teamwork and flexibility can flourish (Armstrong, 1999). Herzberg, as cited by Henderson (1982) focused on the 'happy worker' and observed that if workers can gain satisfaction from performing their assignments, their performance will improve. The relationship an employee has with his/her seniors at the workplace is vital and not only define his/her emotional condition within the environment but can also guide his/her effectiveness, career growth and long term success. Initiating regular communication is normally helpful, and avoids suspicion.

Managers have increasingly recognized the need to enable employees perform effectively, as well as the need to measure and reward performance. This requires direct personal involvement by managers in “creating and sustaining effective work design, empowering employees to act, providing the resources needed, and coaching employees” (Walker, 1992). He identified three key ways in which managers enable employees to perform effectively as: How managers and employees design work for the highest motivation and utilization of talent, how managers empower employees to manage their performance in support of business objectives, and finally, how managers personally coach and support employees in managing their performance.

Performance targets should be well defined to employees in the working environment, and “only if targets are defined can resources be allocated to their attainment, priorities and deadlines set, and somebody be held accountable” (Drucker, 1974). Armstrong (2005) emphasized the importance of always analyzing the working environment. He defined work environment analysis as “analyzing the environment in which people work in terms of the scope it provides for them to use and develop their skills and achieve job satisfaction”. If a person is to perform effectively, extrinsic factors such as job design, working conditions and job security must be seen to be satisfactory (Mugwere, 2006). However, many people also look for intrinsic factors such as achievement, recognition and responsibility from their work. For individuals who place high value on intrinsic factors, the absence of the same can reduce one’s willingness to exert high degree of effort.

Davis (1985) concurs that intrinsic rewards are frequently examined in light of effort costs, and argues that high job satisfaction is a necessary prerequisite to high productivity. He defines job satisfaction as ‘the favourableness or unfavourableness with which employees view their work’. However, according to Henderson (1982) the compounding, synergic effect that results when extrinsic rewards stimulate and support intrinsic rewards is the shaping force of employee behaviour that separates the mediocre organization from the one of high performance. Although compensation payments are extrinsic rewards, they assist in providing the intrinsic or psychic rewards many employees seek from their workplace efforts, and a properly designed and skilfully managed compensation system can establish a workplace environment that stimulates employee performance.

Poor working condition will affect the employee performance negatively while good working environment will affect the employee positively. If employees are exposed to health hazards like poor drainage systems, they will be at risk of contracting disease. This will affect performance negatively. Macgregor (1981) came up with theory X and theory Y. According to theory X, employees are perceived to be lazy people who need constant supervision to be pushed like stick and carrot, while on theory Y, senior managers look at employees as hardworking, responsible people who need delegation with little or minimal supervision, which will positively affect the organization performance. Working environment is a crucial factor that management should be keen on in order to achieve high performance of the employees. Communication within the working environment is an important issue to be looked into. For a firm to be able to do well, communication process should be well designed. The workforce will be motivated to do their work if there is frequent, effective, constant, and simple communication (Stafford, 1989).

Employee participation within the working environment is a key factor. Participation is about sharing decision making between management and employment. Employees should be given a chance to participate in the organization policy making. Managers should embrace employee participation in order to improve their workforce commitment. According to Harris (1970), the workforce "should be allowed to give their views concerning the organization policies even though they may not be senior in the company. This will make them feel wanted in the company hence making them realize that they are part of a winning team". Involving staff in charting out certain policy directions could be beneficial to the organization. The perception is that actively elicited responses from staff through an open communication system can result in useful suggestions, and yield better acceptance of the eventual decisions made.

Likert (1961) brings out the significance of proper supervisory skills in the working environment. He argues that the greater the skill employed in supervising subordinates, the greater the productivity and job satisfaction of the subordinates. Supervisors who consider employees as individuals rather than merely persons to get the work out, and who when dealing with problems identify primarily with employees or with both company and employees rather than identifying primarily with the company develop greater pride in their work groups than supervisors who behave otherwise. A supportive attitude on the part of the superior as well as constructive use of group meetings is

necessary to develop group pride and loyalty, which will further result in improved performance.

However, Bradley (1979) argues in support of job evaluation as the only process through which the value of a job relative to all other jobs within the same organization is determined. By measuring the relative importance of individual jobs to the company as a whole, the jobs can therefore be systematically placed in the appropriate positions within an overall job grade structure. In the recent years, both Management and unions have viewed Job evaluation as a useful aid to salary administration, collective bargaining and the establishment of a 'fair' wage structure.

2.2.5 Client Characteristics

In today's globally competitive world, a company cannot survive, let alone thrive without satisfied customers. To have satisfied customers all the time, you need employees loaded with talent, energy and passion. "You need people who stay with your company not because the benefits are good, but because your mission turns them on, the work is fun and meaningful and the opportunities for growth are thrilling" (Peter Welch, author of 'Winning', Daily Nation, 12th December 2006). On the basis of the outcome of their case study 'the working class impression of family welfare association (FWA) in the USA' titled *the client speaks*, Mayer and Timms (1970) concluded that the striking feature about satisfied clients was their belief that they received what they came for - perhaps not as much as they would have liked but nonetheless satisfied. Satisfied clients saw the worker, as someone they could talk to, who was interested in them, trusted them and who lessened their shame. They also established that some clients tended to use previous workers as a frame of reference for appraising the workers that is comparing current workers with predecessors. If the client perceives the employees of the organization as hardworking, responsible and /or reliable people, this will positively affect the performance of the organization.

Study by Holloway (May 2005), *the impact of certain client characteristics*, established that by better understanding the characteristics of the clients entering treatment, clinics would be able to craft admission procedures that better serve the clients (<http://cnx.org/content/m12694/latest/>). However, a survey by Karl and Elberth (2002) on *Latina women* to determine ways to enhance treatment engagement, with regard to intake and assessment, established that having an intake counsellor with an understanding

of the Latina culture was very essential. "Finally the intake coordinators were to build up trust and develop a personal relationship with the clients", they stated. A study by Chang (2003), *Client characteristics and auditor switch in audit failure*, probing into the Legendary Andersen-Enron audit failure, established that compliant companies to the accounting rules would be hurt more by their relations with Andersen and hence opting to dismiss Andersen earlier for the sake of their integrity (http://papers.ssrn.com/SO13/papers.cfm?abstract_id=403700).

Heinrich and Lynn (1994) analyzed data from client characteristics (demographics and employment histories) and indicators for the types of training services they received. They considered performance incentive policies they faced, their service delivery and contracting strategies as well. They observed the importance of considering client characteristics while working towards achieving improved organizational performance. From the foregoing, the determination and understanding of the impact of client characteristics on employee performance become very essential to managers in shaping the performance of their employees with the aim of winning the confidence of their clients. This research study aims to establish the effect of client characteristics on employee performance.

2.3 Critical Review of Major Issues

Most of the literature reviewed indicated the factors identified for this study, i.e remuneration, working environment, training and facilities, and client characteristics as the major factors that affect the performance of employees in the workplace. However, it is arguably obvious that some other factors exist that may as well largely influence employee performance. Performance appraisal, for instance, which is concerned with the evaluation of the individuals in terms of their performance, and through which performers get rewarded example through promotions and salary increments always tend to influence the performance of individuals. Other factors that influence the performance of employees may include the following: Corporate culture that is the set of shared attitudes, values, goals and practices that characterize a company. Corporate culture can make one feel at home or unwanted. Location-accessibility is vital considering time and cost factors. Job security-individual performance may be affected if he/she is aware that the job doesn't offer security that is today he /she is working tomorrow he/she may be out. Effort that is the amount of manual or mental energy that a person is prepared to expend

on a job, as well as individual character traits may also influence the performance of an individual. The foregoing show that apart from the four factors identified for the study (remuneration, working condition, client characteristics, training and facility), there exist some other factors that may as well influence the performance of employees greatly; hence the need for this study.

2.4 Summary and Gaps to be filled by the Study

Literature has been reviewed on remuneration that is the means by which employees are financially compensated. The need to create pay systems at all levels that are tied to real organization outcomes has been suggested, and the idea of 'pay for performance' supported by many scholars as an incentive to improve individuals and team performance. Arguments for pay for performance are that the players involved become keen to achieve the set targets and thus productivity generally rise as waste in terms of time and resources is reduced, leading to high quality output.

Literature has also been reviewed on training and facilities. Training improves workers' competences, equip them for higher-level work, increase the quality of output or performance, and enhance morale. Training similarly increases employees' skills and knowledge about the work while also improving on knowledge of how to deal with customers. Firms with higher levels of training have greater growth ambitions and are more innovative. Training increases business turnover as well as labour productivity. An organization should regularly train its staff so as to equip the necessary skills that will enable them cope with the demanding contemporary society, characterized by first changing technology. Organizations should also ensure that they avail to their workforce facilities that reflect the present day state of the art in order to expect the most from their performance.

Also reviewed was literature on the working environment. It is the responsibility of managers (or owners) of organizations to create a working climate in which productive and harmonious relationships can be maintained between management and employees, and where teamwork and flexibility can flourish. The relationship an employee has with his/her seniors at the workplace is vital and can also guide his/her effectiveness, career growth and long-term success. Performance targets should be well defined to employees within their working environment for proper allocation of resources for their attainment.

If workers can gain satisfaction from performing their assignments, their performance will improve.

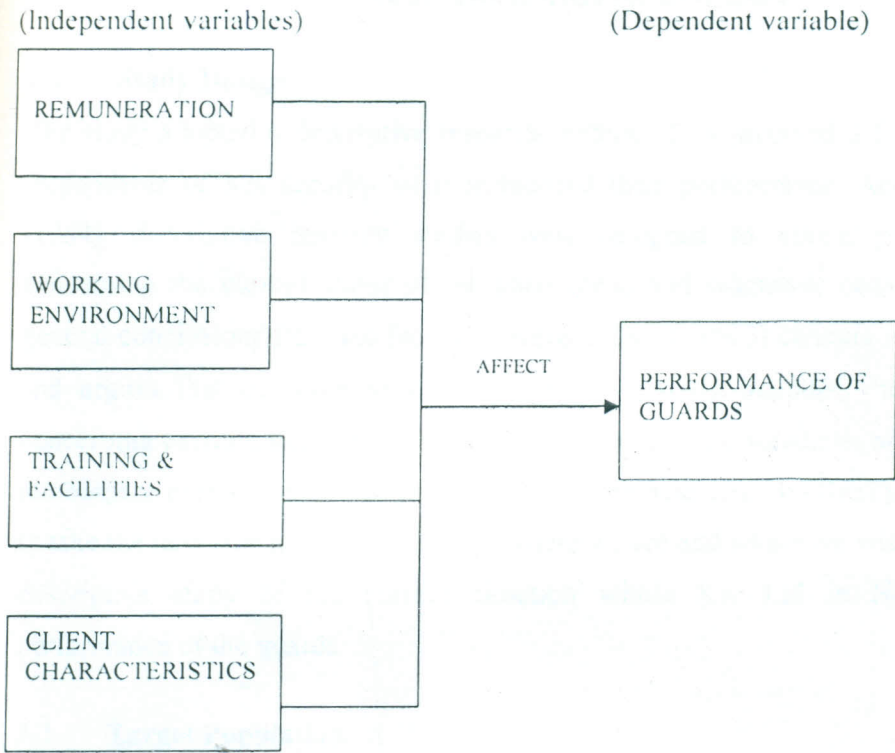
Lastly, literature has been also reviewed on client characteristics. Satisfied clients believe that they actually receive what they pay for. If the client perceives employees of the organization as hardworking, responsible and reliable people, this will affect the performance of the organization positively. Satisfied clients see the worker as someone they can talk to, who is interested in them and who trusts them. Some clients use previous workers as a frame of reference for appraising the workers that is comparing current workers with their predecessors. Better understanding of the characteristics associated with the clients enable organizations to come up with better and /or relevant methods that will enable them serve the clients better, and hence importantly building their confidence.

Whereas literature has been reviewed on the factors that affect performance of employees, not much is known or has been done to establish the factors that influence the performance of employees of the security sector, particularly with regard to security guards. This study therefore seeks to assess the factors influencing performance of security guards, a case of KK Security Ltd in Nairobi, and thus bridge the gap that exists.

2.5 Conceptual Framework

Conceptual framework is the foundation upon which a research problem rests. According to Mugenda and Mugenda (1999), it is a logically developed, descriptive and elaborated network of association among variables that have been identified for research. The main variables in this study are remuneration, working environment, training and facilities, and client characteristics. Though there may be other variables impacting on the performance of security guards in Kenya, I have significantly chosen the four factors for study because they relatively tend to directly influence the performance of guards than any other. Several disputes between guards and their employers, which touch on performance, have been traced to the same variables. They are considered independent variables, all of which affect the dependent variable, performance of guards. This relationship is summarized as a model of the study as shown in figure 2.5 below.

Fig. 2.1 Conceptual Framework



Source: Author (2007)

RESEARCH METHODOLOGY

3.1 Study Design

The study adopted a descriptive research method. This involved a field visit to ask the respondents of KK security what influenced their performance. According to Lokesh (1984), descriptive research studies were designed to obtain precise information concerning the current status of the phenomena and whenever possible to draw valid general conclusions from the facts discovered. Good (1963) concurs with Lokesh (1984) and argues that the purpose of the descriptive study includes, "to secure evidence concerning existing situations or current trends, to identify standards or norms with which to compare present conditions in order to plan the next step and finally to determine how to take the next step having determined where we are and where we wish to go". This is a descriptive study of the current situation within KK Ltd in Nairobi as regards performance of the guards.

3.2 Target Population

The study intended to determine the factors which affected the performance of KK Security guards. The population under study was KK security guards in Nairobi. The population involved 1000 guards, 120 supervisors and 60 managers, totalling 1180. This has been summarized in table 3.1 below.

Table 3.1 Target population

Category of Staff	Population
Manager	60
Supervisor	120
Guard	1000
Total	1,180

Source: KK Security (2007)

3.3 Sampling Design

According to Milton (1982), a sample was supposed to be representative of the total population. However, Kerlinger (1973) emphasized that a sample drawn at random is unbiased in the sense that no member of the population has any more chance of being selected than other members. According to Gay (1976), for a descriptive research, a sample size of 10% of the population was considered minimum, and the sample taken is assumed to be adequate to make generalizations on the actual population size. The ideal sample was large enough to serve as adequate representation of the population about which the researcher wishes to generalize, and small enough to be selected economically in terms of subject availability, expense in both time and money and complexity of data analysis (Khan, 1993). A stratified random sampling ratio of 0.1 (10%) was thus obtained as summarized in table 3.2 below.

Table 3.2 Sampling Design

Category of Staff	Population frequency	Sample ratio	Sample size
Manager	60	0.1	6
Supervisor	120	0.1	12
Guard	1000	0.1	100
Total	1,180	0.1	118

Source: Author (2007)

3.4 Data Collection Procedures and instruments used

Permission to carry out this study was obtained from KK Ltd management as required by the law. Data collection tools were questionnaires and interview schedule. It involved the use of questionnaires developed with both open ended and closed ended questions as attached in Appendix I. The questionnaires were personally distributed to the respondents for them to submit their answers either individually or with the help of the researcher. Personal interviews were used for those respondents who were unable to answer or fill the questionnaire, or for cases where deemed the best method to get information. This involved face-to-face communication with the respondents, in which case the researcher was able to gather more reliable information since some of the questions omitted in the questionnaire may have been too lengthy to be expressed using body language. Relevant secondary data was also sought to supplement the primary data.

3.5 Data Analysis

The data collected was edited, coded and tabulated. Descriptive statistics such as tables, frequency distribution, percentages and charts were used to summarize, organize and simplify the findings. This was achieved by assigning each response a number, categorizing them and converting the data into numerical codes representing attributes. The Statistical Package for Social Sciences (SPSS) was used to analyze the data and results presented in tables and charts.

3.6 Limitations of the Study

The key limitation of this study was the short time required to complete the study. This problem of time was addressed by a good plan of events that ensured it was done as planned. The other problem was that some respondents, especially guards were not willing to release some confidential information such as their remuneration details. They feared that releasing such information might cause them trouble with their management if it was known that they were the ones who released them. The researcher managed to circumvent this limitation by ensuring that no references or names of respondents were indicated on the questionnaire. In addition, all possible efforts were made to ensure that confidentiality with respect to respondents was highly maintained and that the data and information collected were only used for research purposes.

Some managers treated the research with suspicion, bearing the feeling that the exercise might incite the security guards into seeking better terms of employment that the management was not ready or willing to offer at the moment. This was taken care of through a prior meeting during which the researcher explained the objectives of the research as well as its expected significance to the company. The study also had to contend with the limitation of literature on this field, security, given that very little research has been undertaken in this area. The paper dealt with this by incorporating literature from other countries as well.

The research was therefore able to achieve its objective undeterred though it must be admitted that the study would have been more interesting if it did not have to contend with the above limitations.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction to Data Analysis

This chapter presents a descriptive analysis of the data gathered in relation to the factors that influence performance of security guards in Kenya a case of KK Security Ltd. In this study, a total of 96 Security guards, 12 supervisors and 6 managers were interviewed. The security guards were randomly selected from their work places around Nairobi. The method employed assured an equal chance of representation of all the KK guards. The supervisors and the managers were purposively selected within the organization.

Descriptive technique was used to organize, summarise and interpret quantitative information. Data was then presented in the form of frequency tables, charts and cross tabulation tables where applicable. This presentation was based on the questionnaire administered.

4.2. Quantitative Data Analysis

4.2.1 Demographic Data of Respondents

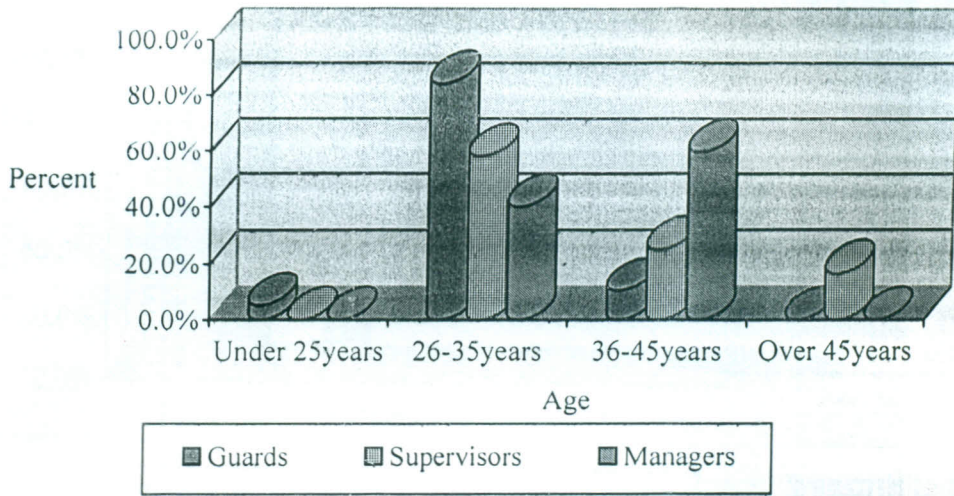
This section presents the characteristics or personal attributes or individual respondents. These include; age, gender, level of education, job designation and working experience. The rationale behind inclusion of these attributes in the analysis is that they help to shed some light on the characteristics of the security guards and their performance. The study managed to capture 96% of the targeted sample size.

Table 4.1: Age of respondents

	Under 25years	26-35years	36-45years	Over45years	Total
Guards	5 (5.2%)	81(84.4%)	10 (10.4%)	0	96 (100%)
Supervisors	0	7(58.3%)	3(16.7%)	2(16.7%)	12(100%)
Managers	0	2(40%)	3(60%)	0	5(100%)

Source: Field Data (2007)

Fig. 4.1: Age of Respondents



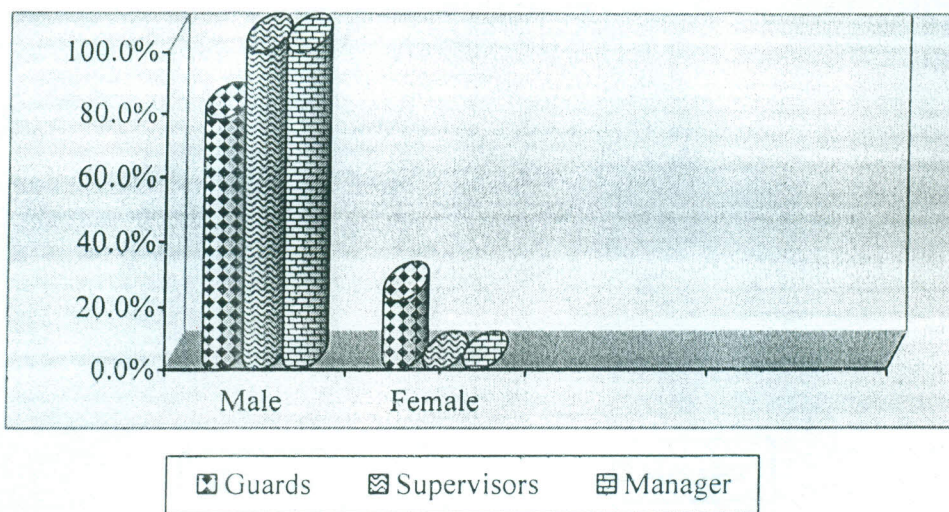
Majority (84.4%) of the guards indicated that they were aged 26-35years while 10.4% of them indicated that they were aged 36-45years and 5.2% of them indicated that they were aged under 25years. The supervisors were also asked to indicate their age, 58.3% of them indicated they were aged between 26-35 years, while 25.0% indicated that they were aged between 36-45years and only 16.7% of them indicated they were aged over 45 years. The managers were also requested to indicate their age, 60% of them indicated they were aged 36-45years and 40% of them indicated they were aged 26-35years. Most of the personnel found in the security firm were young and vigorous hence can perform effectively.

Table 4.2: Gender of respondents

	Male	Female	Total
Guards	75 (78.1%)	21 (21.9%)	96 (100%)
Supervisors	12 (100%)	0	12 (100%)
Managers	5 (100%)	0	5 (100%)

Source: Field Data (2007)

Fig. 4.2: Gender of Respondents



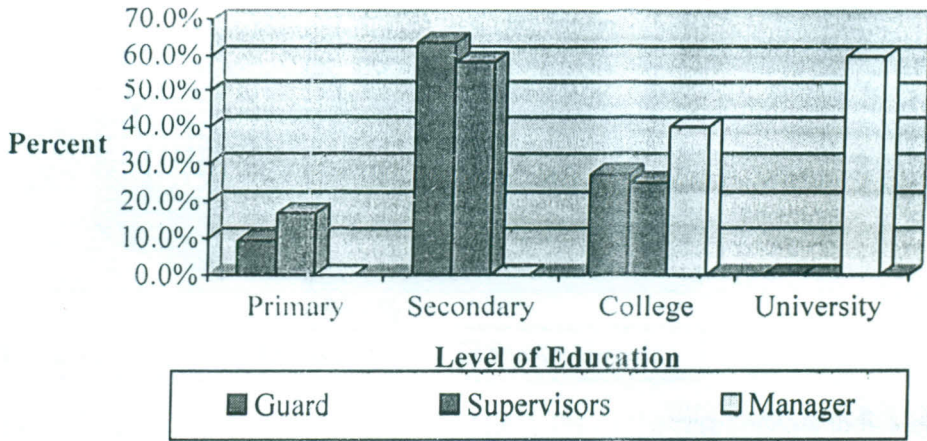
The guards were asked to indicate their gender, 78.1% of them indicated they were male and 21.9% of them were female. When the supervisors and managers were asked to indicate their gender, all of them indicated that they were male. This shows that this career is a male dominant.

Table 4.3: Education Level

	Primary	Secondary	College	University	Total
Guards	9 (9.4%)	61 (63.5%)	26 (27.1%)	0	96 (100%)
Supervisors	2 (16.7%)	7 (58.3%)	3 (25.0%)	0	12 (100%)
Manager	0	0	2 (40.0%)	3 (60.0%)	5 (100%)

Source: Field Data (2007)

Fig. 4.3: Level of Education



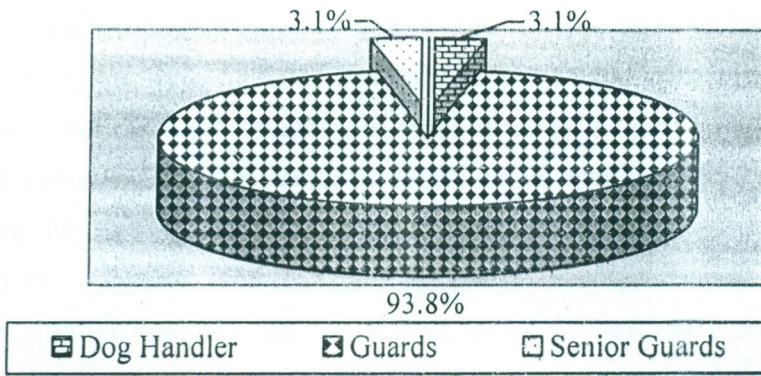
When the guards were asked to indicate their level of education, 63.5% of them indicated that they had attained secondary education level, 27.1% of them indicated that they had attained college level of education and only 9.4% of them who had attained primary level of education. The researcher enquired from the supervisors their level of education, 58.3% of them indicated that they had secondary level of education, 25.0% of them had college level and 16.7% of them indicated that they had primary level of education. The managers were also asked to indicate their levels of education, 60% of them indicated they had university levels and 40% of them indicated they had college level of education.

Table 4.4: Job Designation for the Guards

	Frequency	Percent
Dog Handler	3	3.1
Guard	90	93.8
Senior Guard	3	3.1
Total	96	100.0

Source: Field Data (2007)

Fig. 4.4: Job Designation for Guards



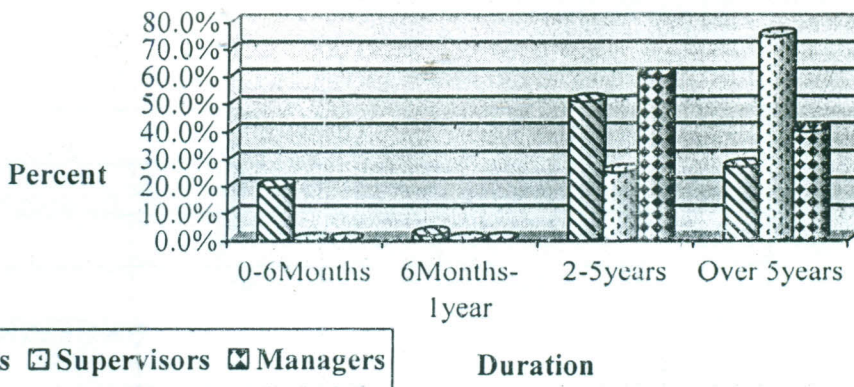
Majority (93.8%) of the respondents were guards while 3.1% of the respondents indicated they were dog handles and senior. When the researcher asked the supervisors what role played they in the organization and all indicated that they played the role of supervision. The managers were also asked what role they played and they all indicated they were managers of their respective departments which included response services, human resources, operations customer care and technical services.

Table 4.5: Duration Worked for the Company

	0-6months	6months-1year	1year-5years	Over 5years	Total
Guard	19 (19.8%)	2 (2.1%)	49 (51.0%)	26(27.1%)	96 (100%)
Supervisors	0	0	3(25.0%)	9(75.0%)	12 (100%)
Managers	0	0	3 (60.0%)	2 (40.0%)	5 (100%)

Source: Field Data (2007)

Fig. 4.5: Duration worked for the Company



The researcher also wanted to know how long the respondents had worked in the company. 51.0% of guards indicated they had worked in the company for 1-5years, 27.1% of them indicated that they had worked for over 5 years, 19.8% of them indicated they had worked for 0-6months and only 2.1% of them indicated they had worked for 6months-1year. When the supervisors were asked to indicate how long they had worked for the company, majority of them (75.0%) indicated they had been working in the company for over 5 years and only a minority (25%) of them indicated that they had worked for 1-5years. The managers were also asked to indicated how long they had worked with the company, 60.0% of them indicated they had worked for 1-5years with the company and 40% of them indicated they had worked for over 5years.

4.3. Qualitative Data Analysis

4.3.1. Remuneration

This is the amount or rewards received by the guards for the service rendered, the table below shows the results from the guards on whether remuneration affected their performance.

4.3.1.1. How remuneration affects performance of the guards of KK Security Ltd

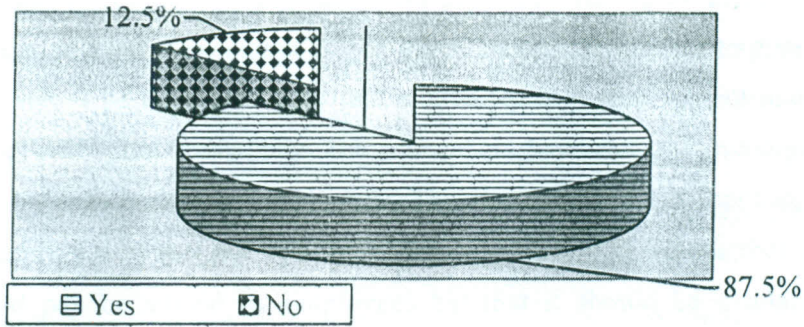
The researcher wanted to establish whether remuneration affected performance of the guards. The following questions were asked to determine how remuneration affected the performance of the guards, which included whether they thought remuneration affected performance and if it did, to what extent it did affect the performance of the guards. The guards, supervisors and managers were asked to give their views. The results were as show below.

Table 4.6: Remuneration Affects Performance of KK Guards

	Frequency	Percent
Yes	84	87.5
No	12	12.5
Total	96	100.0

Source: Field Data (2007)

Fig. 4.6: Remuneration affects Performance of KK Guards



Majority (87.5%) of the guards indicated that remuneration affected their performance and 12.5% of them indicated that remuneration did not affect their performance. The researcher asked the supervisors whether remuneration affected the performance of the guards, majority of them (83.3%) indicated that it did affect their performance and only a minority (16.7%) indicated that it did not affect their performance. When the managers were asked whether remuneration affected the performance of the guards, all the managers indicated that it did affect. The researcher observes that remuneration plays a big role in the performance of the guards.

4.3.1.2 Extent Remuneration affects Performance

The researcher asked the respondents to indicate to what extent remuneration affected the performance of the guards. The results were as shown in the table below.

Table 4.7: Extent to which Remuneration Affects Performance

	Frequency	Percent
Great Extent	71	73.9
Moderate Extent	13	13.5
Very low extent	10	10.4
No Response	2	2.1
Total	96	100.0

Source: Field Data (2007)

Majority (73.9%) of the guards indicated that remuneration affected their performance to a great extent, while 13.5% of them indicated that it affected them to a moderate extent and only 10.4% indicated that it had a very low extent. The supervisors were asked to

indicate to what extent remuneration affected the guards' performance, 83.3% of them indicated that it affected to a great extent and only 16.7% of them indicated that it affected them at a very low extent. When the managers were asked to give their views on the same, 80.0% of them indicated that it affected at a great extent and 20% of them indicate that it affected moderately. The researcher observes that remuneration has a great impact on the performance of the guards. The above information concurs with Gongera (2006), who indicates that performance is related to pay and who further argues that not only should pay be valued by employees but that it should be available in amounts perceived as significant.

4.3.2. Working Environment

The researcher sought to know whether working environment affected the performance of KK guards. This was to help him come up with recommendations on how the working environment could be improved to enhance the performance of the guards.

4.3.2.1 Whether Working Environment affects Performance

The guards, supervisors and managers were asked to indicate whether the working environment was related to the performance of the guards. The results from the guards were as shown in the table below.

Table 4.8: Working Environment Affects Performance

	Frequency	Percent
Yes	85	88.5
No	11	11.4
Total	96	100.0

Source: Field Data (2007)

Majority (88.5%) of the guards indicated that working environment affected their performance and a minority (11.4%) indicated that working environment did not affect their performance. When the supervisors were asked their views on the same, all of them indicated that it did affect the performance of the guards. The managers were asked whether the working environments affected the performance of the guards and all the managers who responded indicated it did affect their performance. Hence, the researcher

can conclude that when working conditions are improved then the performance of the guards would be enhanced as well.

4.3.2.2 Extent to which Working Environment affects Performance

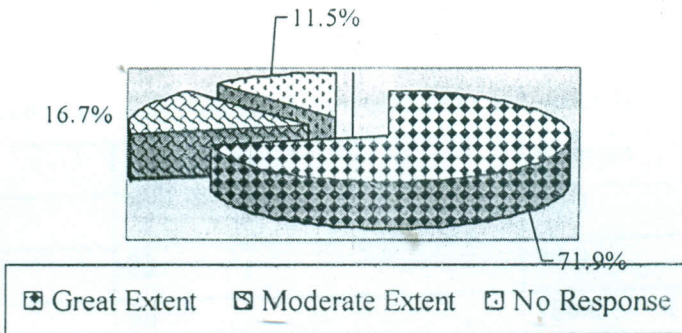
The researcher enquired from the respondents to what extent working environment affected performance. The results are as shown in the table below.

Table 4.9: Extent to Which Working Environment Affects Performance

	Frequency	Percent
Great Extent	69	71.9
Moderate Extent	16	16.7
No Response	11	11.5
Total	96	100.0

Source: Field Data (2007)

Fig 4.9: Working Environment Affects Performance



Source: Field Data (2007)

Majority of the guards (71.9%) indicated that working environment affected their performance to a great extent and only 16.7% of them indicated that it affected their performance to a moderate extent. The supervisors were asked to indicate to what extent the working environment affected the performance of the guards. Most (91.7%) of the supervisors indicated that it did affect the guards performance at a great extent and only 8.3% of them who felt that it had moderate effect on the guards performance. When the managers were asked to give their views, 60% of them indicated that it affected the performance of the guards at a great extent and 40% of them indicated that it affected the

performance of the guards moderately. The researcher observed that working environment impact greatly on the performance of the security guards. This concurs with Armstrong (2005), who emphasized the importance of always analyzing the working environment to ensure job satisfaction. Poor working environment will affect the employee performance negatively while good working environment will affect the employee positively, hence working environment is a crucial factor that management should be keen on in order to achieve high performance of the employees.

4.3.3. Training and Facilities

The researcher also sought to know the extent to which training and facilities affect performance of guards of KK. This is because if the guards are not trained and are not provided for the basic facilities they need to perform their duties, then they would have problems in carrying out their duties effectively. The guards, supervisors and managers were asked to indicate how training and facilities affected the performance of the guards.

4.3.3.1. Whether Training affects Performance of KK guards

The researcher sought to know whether training affected performance of the security guards.

Table 4.10: Training Affects Performance of KK guards

	Frequency	Percent
Yes	73	76.0
No	23	24.0
Total	96	100.0

Source: Field Data (2007)

Most (76.0%) of the guards indicated that training affected their performance while 24.0% of them indicated that training did not affect their performance. The supervisors were also asked to indicate whether training affected performance of the guards, all the supervisors indicated it did affect the performance of the guards either positively or negatively. When the managers were asked to indicate their view on the same issue, all indicated that it did affect either positively or negatively on the performance of the guards. The researcher observes that, when the guards are trained they perform effectively and when not trained they either perform poorly or below expectations.

4.3.3.2. Extent to which Training Affects Performance of KK Guards

When the guards were asked to indicate to what extent training had affected their performance, the results were as shown below.

Table 4.11: Extent Training Affects Performance

	Frequency	Percent
Great Extent	76	77.2
Moderate Extent	15	15.6
No Response	5	5.2
Total	96	100.0

Source: Field Data (2007)

Majority (77.2%) of the guards indicated that training affected the performance of the guards to a great extent and 15.6% of them indicated it only affected them moderately. When the supervisors were asked to indicate to what extent training affects performance, all of them indicated it was affected to a great extent either positively or negatively since when trained the performance is effective and with no training the performance is ineffective. The managers were asked to indicate their views on the same and all of them indicated that it was affected to a great extent either negatively or positively. The researcher concludes that when there was no training in the job and most of the respondents had not attained more than secondary level of education, then performance was likely to be affected since they had minimal or no knowledge and skills to handle their customers. Hence, as Turners (1986) argues, once the workforce is trained, their motivation is increased towards work and production; therefore, training is essential to intensify the growth of the business and their performance.

4.3.4. Whether Facility affects Performance of KK guards

The researcher also enquired how much the facilities affected the guards' performance. The guards, supervisors and managers were requested to indicate whether it affected the performance and to what extent it did affect performance.

Table 4.12: Facility Affects Performance of KK Guards

	Frequency	Percent
Yes	83	86.5
No	7	7.3
No Response	6	6.2
Total	96	100.0

Source: Field Data (2007)

Majority (86.5%) of the guards indicated that facility does affect performance and only 7.3% of them felt that facility did not affect performance. When the supervisors were asked to indicate whether availability of facilities affected the performance of the guards, all the respondents indicated it affected them negatively. The managers also gave the same views. The researcher observed that availability of facilities can affect the performance of the guards negatively since when they lacked facilities then either they will perform poorly or below the expectation of the company and clients.

4.3.4.1. Extent to which Facility affects Performance of KK Guards

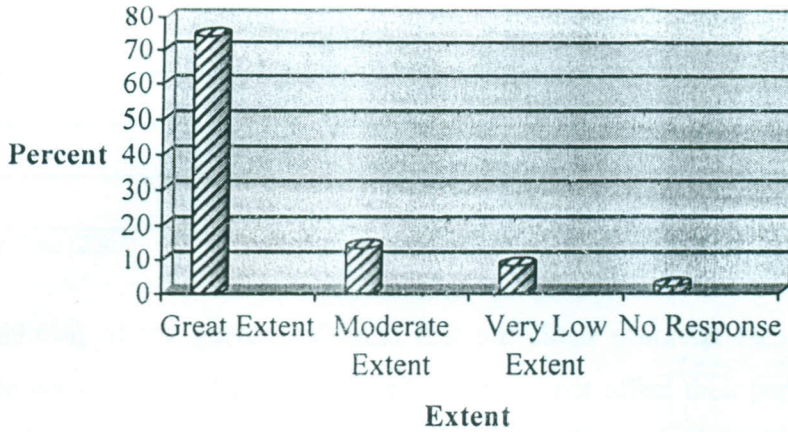
The respondents were asked to what extent they felt facilities affected performance. The results were as shown in the table below.

Table 4.13: Extent to which Facility affects Performance

	Frequency	Percent
Great Extent	73	74.1
Moderate Extent	13	13.5
Very low extent	8	8.3
No Response	2	2.1
Total	96	100.0

Source: Field Data (2007)

Fig. 4.10: Extent to which Facility Affects Performance of KK Guards



Source: Field Data (2007)

Most, (74.1%) of the guards indicated that facility affected their performance at greater extent while 13.5% of them indicated that it affected them to a moderate extent. Only 8.3% of them indicated that it affected them at a very low extent. All the supervisors indicate that facilities affected the performance of the guards at a great extent either negatively or positively with the availability to or lack of it. When the managers were asked to indicate to what extent facilities affected the performance of the guards, they all said that it affected to a great extent either negatively or positively. This is because companies that offer enough facilities to their employees have their performance high while those who do not offer enough facilities have poor performance. Bennet (1996), argues that training and availability of facilities improves workers competences, equipping workers for higher level work, increase the quality of output or performance, and enhance morale.

4.3.5. Client Characteristics

4.3.5.1. Whether Client Characteristics influence Performance of KK guards

The researcher wanted to know if client's characteristics influence performance of the security guards of KK Security. The researcher enquired views of the guards, supervisors and the managers on whether clients' characteristics influence performance of the guards.

Table 4.14: Client Characteristics Affect Performance

	Frequency	Percent
Yes	86	89.6
No	10	10.4
Total	96	100.0

Source: Field Data (2007)

Majority (89.6%) of the guards indicated that the client characteristics affected their performance while 10.4% of them indicated that it did not affect their performance. The supervisors also gave their views on the same, majority of them indicated that the clients' characteristics affected the performance of the guards negatively or positively only a few indicated that it did not affect the performance of the guards. When the managers were asked on the same, majority of them indicated it affected them negatively or positively while a minority indicated that it did not affect the performance of the guards. The researcher observed that when the guards are handled positively by client such as being offered for training and the way they are handled by the client (attitude of the client) will affect their performance positively and where they are mishandled and no training offered their performance will be negatively affected. Such places where guards receive extra trainings such as Embassies, United Nations bodies and Banks, their performance is influenced positively.

4.3.5.2. Extent to which Client Characteristics affect Performance of KK Guards

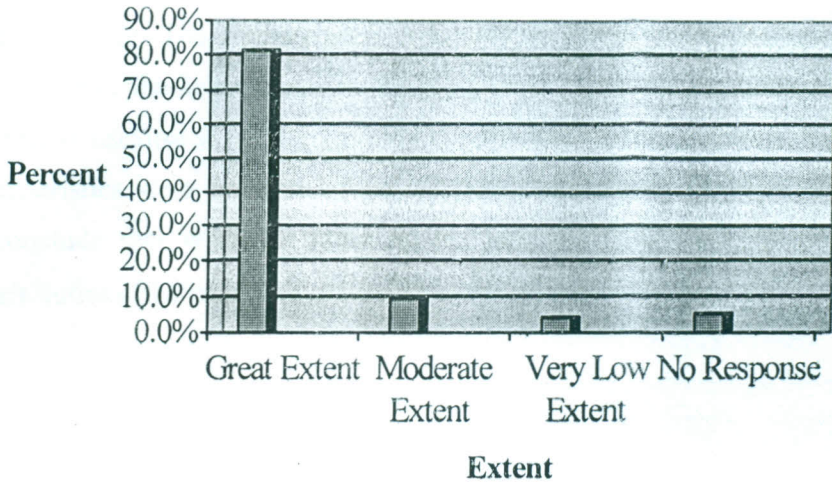
When asked to indicate to what extent the client characteristics affected their performance, the responses were as shown below.

Table 4.15: Extent Client Characteristics Affect Performance

	Frequency	Percent
Great Extent	78	81.2
Moderate Extent	9	9.4
Very Low Extent	4	4.2
No Response	5	5.2
Total	96	100.0

Source: Field Data (2007)

Fig. 4.11: Extent Client Characteristics Affect Performance



Most of the guards (81.2%) indicated that client characteristics affected their performance to a great extent while 9.4% of the respondents indicated that it affected them to a moderate extent and 4.2% of them indicated that it affected them to a very low extent. When the supervisors were asked whether client characteristics had any effect of the guards' performance, all of them indicated that it affected the performance guards negatively or positively. All the managers agreed with the supervisors. The researcher observed that the more considerate the client is to the guards the higher the performance and effectiveness in their duties and the harassed the guards are in duties the poor the performance. This concurs with Heinrich and Lynn (1994), analyzed data from clients' characteristics and observed that it was important to considering the client characteristics while working towards achieving improved organizational performance. He concluded that from the foregoing, the determination and understanding of the impact of client characteristics on employee performance become very essential to managers in shaping the performance of their employees with the aim of winning the confidence of their clients.

4.4. Summary of Data Analysis

From the findings we can conclude that; remuneration is a key factor that affects performance of the guards since majority indicated that remuneration was too little to cater for basic needs. The findings also indicated working environment, training and facilities and clients characteristics affected the guards' performance either negatively or positively, this is because when the working conditions, training and facilities as well as client characteristics were improved then the performance will be enhanced. We can therefore conclude that when all these factors are addressed then the guards would perform their duties effectively.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter contains the summary, conclusions and recommendations drawn from the findings of the study.

5.2. Answers to Research Questions

On whether remuneration affects the performance of KK security guards, most respondents (87.5 %) agreed that remuneration affected their performance, and only 12.5% of the guards indicated that remuneration did not affect their performance. 83.3 % of the supervisors indicated that remuneration affected the performance of KK guards, leaving only 16.7 % who felt it did not. All the managers (100%) agreed that remuneration affected the performance of the guard.

On whether the working environment affects the performance of the guards, majority (88.5%) of the guards indicated that working environment affected their performance to a great extent while a minority (11.5 %) of them felt that working environment did not affect their performance. All (100%) of the supervisors and managers indicated that working environment affect the performance of the guards.

On whether training and facility affects the performance of the guards, most (76.0%) of the guards felt that training affected their performance, while a minority (24.0%) indicated that it did not affect their performance. All (100%) of the supervisors and managers indicated that training did affect the performance of the security guards. On facility, majority (86.5%) of the guards indicated that facility affected their performance and only 7.3% of them felt that facility did not affect their performance.

On whether client characteristics affect the performance of the guards, majority (89.6%) of the respondents agreed that client characteristics affect performance of the guards and only 10.4% of them felt otherwise. The more considerate the clients are to the guards the higher the performance and effectiveness in their duties and the harassed the guards are in their duties the poorer the performance.

5.3. Conclusions

From this study we can draw the following conclusions;

On remuneration, it can be concluded that the performance of security guards is greatly affected by remuneration. Remuneration plays a key role on the performance of the security guards as it influences either negatively or positively. With better pay the performance is high while with minimal pay the performance is poor. This has been supported by the supervisors who indicated that when the remuneration is good the person is interested in his work exceeding the expectation and also boost the morale hence improved performance.

On working environment, it can be concluded that the working environment for the guards has to be improved for them to perform effectively. Working environment affect the guards' performance to a great extent. Favourable working conditions will enable the security guards to show good performance while poor working conditions will result in poor performance. Therefore with improved working environment the interest of both clients and guards are addressed and performance improves.

On training and facility, it can be concluded that performance of security guards depends largely on the training offered and the facility availed for performing the assigned tasks. Lack of training as well as failure to have the right facilities will affect the performance of security guards to a great extent. Training imparts the right skills and enhances performance of the guards. Companies that offer enough facilities to their workforce are likely to see improved performance as opposed to those which do not offer the same.

On the client characteristics, it can be concluded that the performance of security guards is enhanced where they are working for clients who are considerate to them as opposed to those who harass them. A friendly atmosphere for the guards, created by the client will boost their morale and hence influence their performance positively.

5.4. Recommendations

The following recommendations are drawn from the study.

On remuneration, performance of security guards can be enhanced when their remuneration is improved. As revealed by the study, the remuneration of KK guards was

low. It is therefore recommended that the same be improved so as to enhance the performance of the guards. When a person is highly remunerated he gains interest in his work and will want to protect it.

On the working environment, the study revealed that the working environment for the guards was not reasonable, and required to be improved. It is recommended that the management of KK consider improving the same. Nurturing better relationships between the managers and their clients would be helpful towards achieving this. Also ensuring that the guards are assigned duties closer to their residential areas is a good idea.

On training and facilities, the study revealed that KK Security Ltd offers elaborate security training to the guards. Since training enables the guards to perform effectively, it is recommended that the management invest more on training and incorporate all other important trainings such as those relating to good customer care.

On client characteristics, when the client is considerate to the guards, then the higher the performance and effectiveness in their duties. On the other hand, when the guards are harassed by the clients they serve, their performance becomes poor as they will not be able to freely render the required services effectively. It is therefore recommended that the management enlighten their clients on the significance of maintaining friendly atmosphere with the guards that are assigned to them.

5.5. Suggestions for Further Study

With regard to opportunity for further research the paper recommends that a similar but inclusive study should be carried out in different parts of the country to establish other factors that would affect performance of security guards in other companies. Further study should be able to establish factors that influence the performance of security guards other than the analyzed factors.

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APPENDICES

APPENDIX I

QUESTIONNAIRE

A survey of factors influencing the performance of security guards in Kenya

A case of KK Security Ltd

Dear respondent,

This questionnaire is designed to determine the factors that influence guards' performance. In answering the statements try to be as honest as you can. This is not a test, and there are no right or wrong answers. The only correct answer is what you decide yourself. All the information shared will be strictly confidential.

Instructions

Tick (✓) or fill in the blank spaces where applicable.

SECTION A

Personal data

1. Age : Under 25 () 26-35 () 36-45 () Over 45 ()
2. Gender: Female () Male ()
3. Education level
Primary () Secondary ()
College () University ()
Other (specify)
4. Job designation:.....
5. For how long have you worked for the company?
0 – 6 months () 6 months - 1 yr ()
1 yr - 5 yrs () Over 5 yrs ()

SECTION B

Performance

1. How can you describe performance of KK guards?
A: Very high () B: High () C: Fairly high ()
D: Low () E: Very low ()

2. What in your opinion influence their performance?

.....
.....

SECTION C

Remuneration

3. Is remuneration of the guards reasonable?

A: Yes () B: No ()

4. Explain your answer.

.....
.....

5. Do you think remuneration affect performance?

A: Yes () B: No ()

6. If yes, to what extent?

A: Very great extent () B: Great extent () C: Moderate extent ()

D: Low extent () E: Very low extent ()

7. If no, explain.

.....

8. What can you suggest on remuneration to improve performance?

.....
.....

SECTION D

Working environment

9. Is the working environment for the guards reasonable?

A: Yes () B: No ()

10. Explain your answer.

.....
.....

11. Do you think working environment affect performance?

A: Yes () B: No ()

12. If yes, to what extent?
A: Very great extent () B: Great extent () C: Moderate extent ()
D: Low extent () E: Very low extent ()

13. If no, explain.
.....
.....

14. What can you suggest on working environment to improve performance.
.....
.....

SECTION E

Training and facility

15. Is training for the guards reasonable?
A: Yes () B: No ()

16. Explain your answer.
.....
.....

17. Do you think training affect performance?
A: Yes () B: No ()

18. If yes, to what extent?
A: Very great extent () B: Great extent () C: Moderate extent ()
D: Low extent () E: Very low extent ()

19. If no, explain.
.....

20. Do you think facility affect performance?
A: Yes () B: No ()

21. If yes, to what extent?
A: Very great extent () B: Great extent () C: Moderate extent ()
D: Low extent () E: Very low extent ()

22. If no, explain.
.....
.....

23. What can you suggest on training to improve performance?

.....
.....
24. What can you suggest on facility to improve performance?

.....
.....

SECTION F

Client characteristics

25. Do you think client characteristics affect performance?

A: Yes () B: No ()

26. If yes, to what extent?

A: Very great extent () B: Great extent () C: Moderate extent ()
D: Low extent () E: Very low extent ()

27. If no, explain.

.....
.....

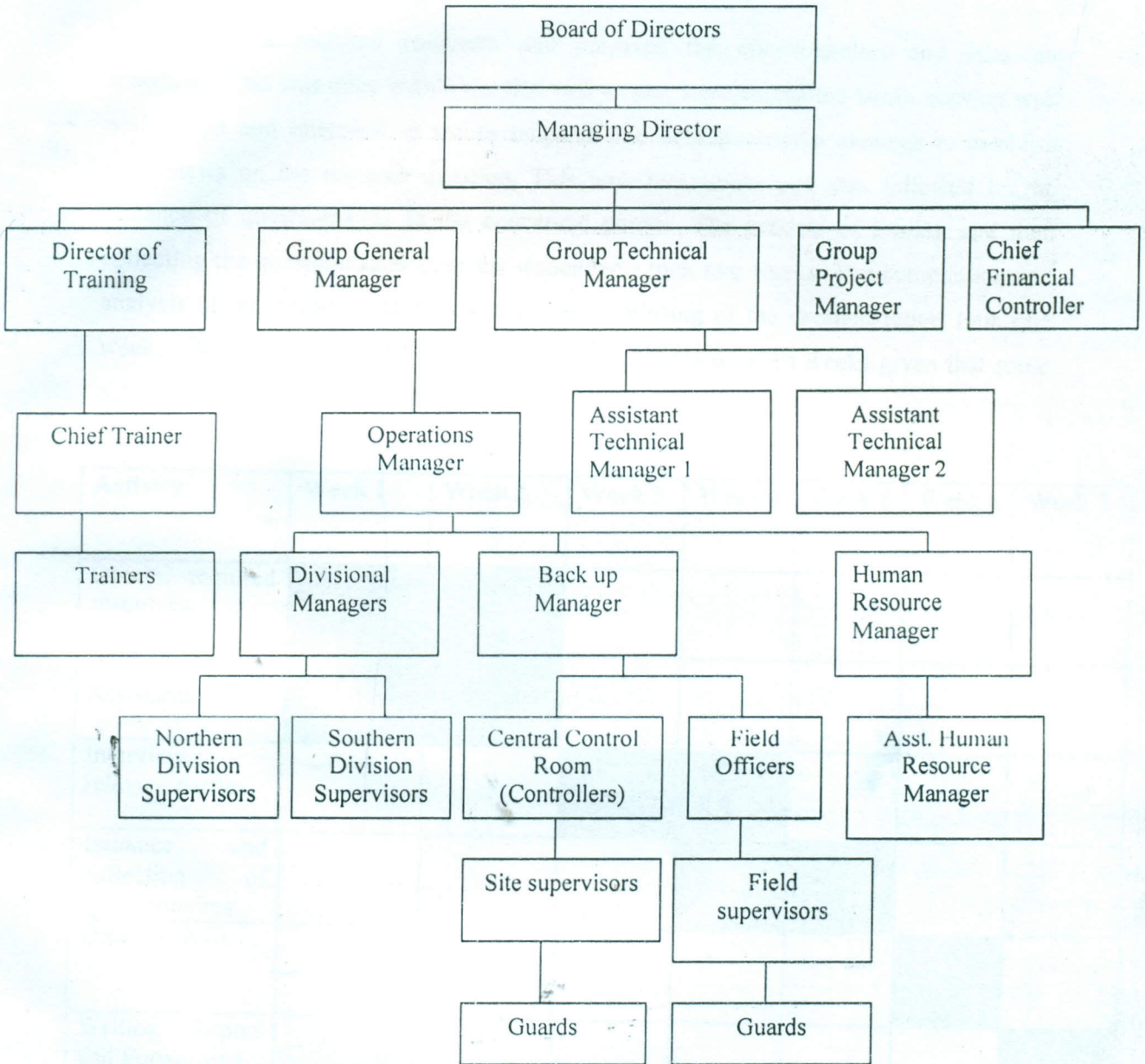
28. What can you suggest on client characteristics to improve performance.

.....
.....

Thank you for your cooperation

APPENDIX II

ORGANIZATION CHART FOR KK SECURITY LTD



Source: KK Security website (2007) - www.kksecurity.com

APPENDIX III

TIME SCHEDULE

How the research was executed

I obtained the required resources and prepared the questionnaires and interview schedules. This was done within the first two weeks. I conducted the study, starting with notification and interview of the participants and held discussion sessions to establish their views on the research question. This took two weeks and was followed by the issuance of questionnaires to the concerned parties. The process of issuing and then collecting the questionnaires from the respondents took two weeks. The compilation and analysis of the collected data took two weeks. Writing of the detailed report took one week. The total time for the research and conclusion was seven weeks given that some activities overlapped as shown in the table below.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Obtain required resources	■	■					
Recruit Assistants	■	■					
Interview relevant parties			■	■			
Issuance and collection of questionnaires				■	■		
Data Analysis						■	
Writing Report and Forwarding							■



APPENDIX IV

BUDGET

Item	Cost in Ksh
Stationery	6,000.00
Printing	2,500.00
Research assistants salary (3 assts) for 10 days	30,000.00
Transport services	5,000.00
Data analysis	10,000.00
Miscellaneous	5,000.00
Total	58,500.00