

**PREPAREDNESS OF COUNTY GOVERNMENTS ON SECURITY
MANAGEMENT: CASE OF NAKURU
COUNTY, KENYA**

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APPROVAL AND DECLARATION

Student Declaration

I declare that this research project is my original work and has not been presented for a degree or any other award.

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Approval by the Supervisor

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DEDICATION

I devote this project to my family for showing continuous support for my studies.

ACKNOWLEDGEMENT

I express gratitude toward God for His blessed assurance and direction through my studies. I'm likewise extraordinarily obligated to supervisor Dr. Linnet Hamasi for her essential contribution in compiling my research project. Similarly, I show gratitude to my friends and numerous others who have effectively associated with conversations that have wound up fostering this research project. Likewise, I like the respondents who made an opportunity to participate in the study. I owe every one of you much appreciation to my lecturers and associates at Kenyatta University.

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LIST OF ABBREVIATIONS AND ACRONYMS

KNBS	Kenya National Bureau of Statistics
MoE	Ministry of Education
NACOSTI	National Commission for Science, Technology and Innovation
RoK	Republic of Kenya
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
UNDP	United Nations Development Programme
UNESCO	United Nations Environmental, Scientific and Cultural Organization

ABSTRACT

Cases of insecurity in Nakuru County have been on the rise, with a notable increase in cases of violence, muggings, rape, riots, stock theft, and other forms of insecurity in Nakuru County. However, much is yet to be done in bringing perspective the level of preparedness of county governments on security management. Thus, the study intended to assess preparedness influence on security management in Nakuru County, Kenya. The objectives were; evaluating the effect of county government security planning, staff training, provision of security management resources, and county staff attitude on security management. Security Management Theory guided the study. The study espoused a mixed methodology and thus applied a concurrent triangulation design. The target population comprised 176 security officers and 384 county staff totalling 960 respondents, from which a sample of 282 respondents was obtained using Yamane's Formula. Stratified sampling was used to create 11 different strata based on the number of sub-counties in Nakuru County. Using purposive sampling, two security officers and 24 county staff were selected from each sub-county. This procedure enabled the researcher to sample 22 security officers and 260 county staff. Quantitative data was collected using questionnaires administered to county staff, whereas qualitative data was gathered by interviewing security officers. To establish validity and reliability, research instruments were piloted amongst 28 respondents from Nakuru County. Validity was ascertained through expert judgment. Reliability was determined using the split-half technique, and reliability coefficient, $r = 0.664$, was obtained using Cronbach Alpha which indicated high internal reliability. Analysis of data commenced identifying common themes. Qualitative data were analyzed lengthwise by themes and study objectives then presented in narrative forms. Descriptive statistics like frequencies, percentages and ANOVA inference Test Analysis in Statistical Packages for Social Science (SPSS 23) were presented using tables and charts. The study established security management preparedness entails planning, training staff, providing resources, and attitude change among County Staff. However, such a level of readiness has not ensured a reduction in cases of insecurity in Nakuru County. Thus, the study recommended that Security Officers formulate policies and plan to ensure that county governments have security preparedness plans, including regulations setting and using resources to implement security management. County governments should model security training modules for the County Staff on handling security breaches. The County Staff should also adopt a positive attitude to mitigate the security challenges in the security sector.

OPERATIONAL DEFINITION OF TERMS

Attitude of county staff: refers to the personal dispositions of county government staff towards security management. These could be feelings, beliefs, perceptions, interests or emotions.

County staff security training: refers to offering necessary knowledge and skills to aid the county government staff to manage security in their workplaces within the county.

Preparedness of county governments: refers to the readiness or continuous sequence of planning, equipping, exercising, evaluating, and improving activities to provide county staff and administrators to respond or recover from and mitigate the effects of insecurity.

Resource allocation: provision of resources during budgeting to cater for security management by Nakuru County.

Security management: is the systematic process of using directives, operational skills, and capacities to implement policies to improve coping mechanisms and lessen the adverse impacts of insecurity in the county.

Security planning refers to county governments' overall organization in managing its security through the formulation of policies, rules setting and regulations, designing security maps, and resources allocation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The readiness of county governments encompasses an assemblage of strategy and authoritative and exercises functional choices related to different phases of security management (Borland, 2008). In organizations such as governments and County Governments, a free from any danger environment is a practical prerequisite for staff development and productivity and teaching and learning. According to Borland (2008), governments generally consider millions of safe havens to staff and lead socializing institutions after a family. However, the current natural insecurity involvements of terrorism acts, school violence, and pandemic threats like cholera, flu, and fire breakouts demonstrate the need for governments worldwide prepared for all-hazard crisis possibilities.

In the Netherlands, Cooper (2005) posits a fundamental link between county governments' day-to-day preparedness worldwide. Cooper (2005) asserts that threats facing staff and school assets are caused by natural hazards like seismic tremors, floods, cyclones, or human activities, including defacing, pyro-crime, and viciousness. Keeping up with these statements, though disastrous proceedings and misfortunes caused by humans become hard to eradicate. There is a role for county governments, facility designers, post-crisis intervention, and emergency response teams in vindicating the experienced negative impacts. Downs (2010) asserts that decentralized governance units that are well-prepared for a quick crisis, including a staff member, are almost certain arranged for complex occasions and frailty in the Czech Republic. Downs (2010) indicates that learning environments facilitate staff with tools required to perform to their best ability. In other words, a hazardous working environment poses

county staff with significant threats and anxiety. Moe and Pathranarakul (2006) assert that in most countries in Sub-Saharan Africa, emergency preparedness is critical in devolved units since safety awareness and preparedness in governments raise significant concerns.

Roeder (2003) notes that in KwaZulu Natal Province in South Africa, there have been interminable reports on viciousness and fire episodes in various region pieces in the new past. These reports show evidence of governments not being immune to destructive violence. Roeder (2003) reports that devolved units or governments that are protected and responsive have plans and techniques to manage brutal and troublesome practices, including projected insecurity.

According to Roeder (2003), social skills training as proactive safety procedures should evade most violent situations. In other words, government administrators are responsible for ensuring a conducive working environment to enhance productivity. This can be accomplished through the outlining of clear rules and procedures. FEMA (2010) notes staff are the most affected in the event of insecurity. Management programmes are disrupted, causing a significant impact on team fundamental rights on production; hence citizens enjoy prudent delivery of services. The findings affirm that governments security is not a stand-alone capability; and should be critically handled, continually reviewed, and scrutinized regularly. Guidelines for a standard operating procedure in response to emergencies and various insecurity experiences in devolved governments are prerequisites for localization at lower levels of governance. Planning and anticipating any form of insecurity ensure decisions made by various county governments upon the occurrence of a crisis are speedily and effectively. In addition, they should be correct to unconscious responses rising from pre-planning to such eventualities.

In Kenya, security is a fundamental right to every citizen in the devolved governments and an indispensable element for the productivity of every citizen and staff at their workplaces (Belmont, 2007). Crucial as it is, however, since devolution, management of security within the county governments and incorporation of the county staff in security matters have received minor support (Belmont, 2007). Scattered legislations regulate the provision of security services with unclear policies. However, important issues such as citizens' safety and staff within the county governments have not received adequate attention.

In Laikipia District, Mwangi (2015) established that staffs are vulnerable to different forms of threats. As Nderitu (2015) notes, despite the stringent safety measures put in place by county governments in collaboration with the national government, cases of insecurity and threats to human life and property are still high. To mitigate these cases, every county government in Kenya has launched a policy on security detailing how the safety of staff and citizens is to be guaranteed. The launch of such policies on security operations underscores the government's obligation to staff safety and general welfare. However, many input measures should be implemented to mitigate security threats, including prudently thought-out measures and strategies. The study sought to assess the influence of preparedness of County Governments on security management in the case of Nakuru County, Kenya.

1.2 Statement of the Problem

County governments play an essential role in ensuring the safety of staff and citizens in general. However, in Nakuru County, the situation is quite different, with cases of insecurity being on the rise. For example, a report by Nakuru County Security Committee Report (2017) shows that there has been an increase of 12.9% in cases of violence, muggings, rape, riots, stock theft, and other forms of insecurity in Nakuru

County. Efforts to mitigate these challenges and worrying trends have not yielded much progress. Despite these statistics, few empirical studies have interrogated county governments' levels of security preparedness and how such preparedness influences security management in the county. Hence, the study sought to assess the influence of readiness of county governments in security management: a case of Nakuru County, Kenya.

1.3 Purpose of the Study

The study determined to assess preparedness influence of county governments in security management: a case of Nakuru County, Kenya.

1.4 Objectives of the Study

The following objectives guided the study;

- i. To assess the influence of county government security planning on security management in Nakuru County, Kenya.
- ii. To establish how county staff training on security influences security management in Nakuru County, Kenya.
- iii. To determine how county government resource allocation influences security management in Nakuru County, Kenya.
- iv. To examine the influence of county staff attitude towards security on the management of security in Nakuru County, Kenya.

1.5 Research Questions

The following research questions guided the study;

- i. What is the influence of county government security planning on security management in Nakuru County, Kenya?
- ii. How does county staff training on security influences security management in Nakuru County, Kenya?

- iii. To what extent does county government resource allocation influence security management in Nakuru County, Kenya?
- iv. What is the influence of county staff attitude towards security on the management of security in Nakuru County, Kenya?

1.6 Research Hypotheses

The study tested the following hypotheses;

- H₀₁:** No significant influence of county security planning on security management in Nakuru County, Kenya.
- H₀₂:** There is no significant influence on County staff training on security management in Nakuru County, Kenya.
- H₀₃:** There is no significant influence of resource allocation on security management in Nakuru County, Kenya.
- H₀₄:** There is no significant influence of county staff attitude towards security on management in Nakuru County, Kenya.

1.7 Justification and Significance of the Study

Security management has been incorporated into county government security policies. However, many county governments still experience cases of insecurity. In Nakuru County, a report by Nakuru County Security Committee Report (2017) shows that there has been an increase of 12.9% in cases of violence, muggings, rape, riots, stock theft, and other forms of insecurity in Nakuru County. Thus, the study findings may benefit the county staff and citizens in creating awareness of the importance of staff' safety within the county government.

The study findings may help the county governments and county staff with new safety approaches in security management. This enables planning and formulating prudent safety and security management policies in governments exposed to different

unpreparedness forms. Stakeholders of security management benefit from the study by providing comprehensive information on the actual reflection image of county governments' preparedness on security matters and recommending mitigations measures. Researchers and academicians also benefit from the study since it can form a solid basis for further academic research concerning staff safety.

1.8 Delimitations of Study

The review was undertaken in Nakuru County. This study exclusively focused on the county governments' security planning, staff training, staff attitude, and resource allocation. Independent variables comprised resources allocation, whereas dependent variables constituted security management. The study adopted a concurrent triangulation research design. County staff data was collected using questionnaires, whereas interviews were conducted with the county government security officer to gather information. This study was conducted between January and May 2019.

1.9 Study Limitations

The discoveries of this study probably won't be summed up to other county governments since their degree of readiness contrast starting with one area then onto the next. In this case, the study recommended that further studies be carried out on security management in the counties, focusing on other dynamics besides those under examination. The respondents engaged during the study might not reflect Nakuru County's general population. The researcher ensured that samples were accurately represented in this case. Some respondents did not cooperate or volunteer to give correct information due to fear of victimization. For this situation, the researcher disclosed to the respondents that the review pointed toward supplementing their work in further developing security the board rehearses in the county government.

1.10 Assumptions of the Study

The study assumed that:

- i. That most county governments experience different forms of insecurity
- ii. That preparedness of county governments influences security management.
- iii. That county government security planning, staff training, staff attitude, and resource allocation.
- iv. The respondents would cooperate and volunteer to give honest feedback.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlights the views of other investigators. This chapter discusses the influence of county security planning, staff training, provision of security management resources, and attitude of county staff on security management. The literature review, theoretical, and conceptual framework summary indicated the research gaps.

2.2 County Government Security Planning Security Management

Insecurity can strike any organization, including the county government; therefore, quick and effective action is required during an actual emergency. Alexander (2002) posits an effective plan preparedness formulation and implementation prompts dependability. County governments' security readiness efficiency plan is measured by the lives of the precious citizens, administrators, and county staff left unhurt from a violent incident, natural insecurity, or other forms of hazards (Alexander, 2002).

In a study conducted in Paris, France, awareness indicated that security readiness should consist of policies, plans, and guidelines (Baltas, 2004). The guidelines included vulnerability and risk valuations, framework institutions, and effective information system. According to Baltas (2004), guide maps assign a range of departure courses, gathering regions, utility shut-off valves, emergency treatment stations, and given areas for delayed staff care. Courses of action should be made to accommodate the responsibility of staff and residents. Baltas (2004) indicates security plans should communicate alarming evacuation information allocate resources for emergencies to ensure the system runs smoothly. Governments staff with special needs to get special attention to the disposition; security plan copies are distributed to staff members, one copy to be filed while the other sent to county law enforcement. County alert messages

were placed on all notice boards. In other words, when preparing security plans, county governments should determine possible natural and technological insecurities under their areas. Findings affirm that county governments should adequately prepare for an emergency involving a staff member and complex events such as community security.

Concentrates on zeroing in on ongoing public frailty have agreed that there is a lack of significance in the level of government's readiness for crises to support these discoveries. A 2007 survey carried out in the United States of America showed that more than 2100 administrators, many (86.3%) detailed having a security-reaction plan, yet less (57.2%) had an anticipation plan (Patkus and Walpole, 2007). Many (95.6%) had anticipated evacuating, yet close to 33% (30%) had never led an evacuation drill.

Close to one-quarter (22.1%) had no security plan resources for staff with special health attention, and one-quarter reported having no post-insecurity counselling plans. Nearly half (42.8%) had zero experience concerning medical emergency services forcing officials to formulate an emergency plan (Patkus & Walpole, 2007).

In Sub-Saharan Africa, county security management is viewed as an aspect of more extensive local area arranging and, thus, requires facilitated arranging and allotment of local area assets. Action Aid (2014) notes that although there was a coordination in security planning, emergence plan awareness for individual schools among county community members was low. In a study carried out in Nigeria, Lack of community understanding of county security plans amplifies crisis by their well-meaning efforts to reach their staff (Kumar, 2011).

Lack of participation in security planning bars county governments from coordinating and integrating response and recovery. According to Kumar (2011), county crisis teams are selected during preparedness, and staff roles delineate during emergencies.

Comolotti (2009) reported that security preparedness's most crucial aspect was addressing emergency plan understanding and reunification process by governments. A study was carried out in Tanzania and agreed to Kumar's findings.

Comolotti (2009) noticed workstations should be outfitted with "bounce and-go" organizers containing crisis contact data, individual well-being plans, unofficial IDs, and other fundamental data for all staff and residents, assuming there is a departure. These discoveries authenticate that area legislatures should be educated yearly and reminded ahead of time regarding high-hazard seasons about the crisis plans, including the distinctions between lockdown, cover set up, departure, and migration.

Additionally, area state-run administrations need to comprehend that good-natured endeavours to move toward an emergency office could coordinate staff assets, sabotage crisis endeavours, and increment hazard to staff and individuals from the whole local area. In Kenya, county governments are expected to have a security management plan. According to RoK (2008), the plan outlines that incompatible materials should not be stored close to doors or windows. Stored materials should not obstruct corridors, regular removal of combustible rubbish, and flammable liquids stored in proper approved containers.

According to RoK (2008), regularly checking of electrical wiring by an electrical expert, premises entry points like windows and roofs securing, separately securing waste bins from buildings, alarms installation for smoke and heat sensors, fire warning bells installation, proper marking of the designated fire exits on open corridors at its both end, unplugging of electrical appliances, installations of intruder alarms, and access control, and well lighting of the premises outside. As per RoK (2008), empirical

studies failed to specify how the security management plan's components guarantee staff safety and county government residents.

2.3 County Staff Training and Security Management

Security management has improved through the formulation of a perfect security plan. However, staff's unawareness of the security plan or lack of implementation during an insecurity crisis makes the security plan ineffective. Downs (2010), investigating the implementation of the safety standards strategies of Czech Republic governments, found out that staff in decentralized governments and communities were not trained on security management. Findings affirm that intense exertion must be made to educate and train staff on emergency response procedures. Otherwise, panic periods and uncertainty may crop up in uncertain events before any action is taken. The inexperienced, untrained rescuers and ill-equipped personnel may clutch panic. Asian (2008), a study carried out in Cambodia, reveals that consistency in Security preparedness advocates awareness among all staff on their responsibilities. The emergency response contacts should be known and written at strategic and visible places.

According to the occurrence framework standards guide, county governments should coordinate a crisis group and bring together order processes (Asian Security Readiness, 2008). For instance, recognize the individual who can sound an alarm, request a departure, or contact help from outside. Security personnel ought to be furnished with phone expansions or cell phones to get crisis administrations during the evening. Search and rescue teams ought to be thoroughly prepared to deal with instability.

Bennett (2010) suggests empowerment of government staff to implement emergency strategies like calling the fire brigade or police in the UK. In other words, premises,

roads, and streets should be given names. In a broader sense, while conducting an observational study in Morocco, Danielson, Chung, and Shannon (2009) admonished security preparedness and awareness to be incorporated into training.

IFRC (2000) indicates that county governments should invite qualified personnel from different fields to give staff talks and demonstrations on security preparedness. Staff training should focus on governments' four main recognized phases of emergency management: prevention/mitigation, preparedness, response, and recovery (IFRC, 2000). Kenya Fire Fighter Forum (2009) recommends that the government assist the national and local authorities in preparing adequately for security emergencies. By introducing security management pieces of training at various institutions, practice drills and conducting frequent exercises.

Karanja and Mutua (2011), in a review led in Kibwezi Sub-county, suggests that training drills ought to be viewed profoundly because, through training, county staff learn how to behave responsibly during an emergency. Escape route and fire assembly point should be educated to staff. When evacuating, practice drills reduce time wastage, with Nakuru County, not an exemption. Nderitu (2009) noticed that practice drills in security readiness should be finished. The practice re-accentuation focuses on isolated preparation projects, tests the frameworks in general, and perpetually uncovers a few holes that in any case may have been disregarded.

Rehearsals optimize response on effectiveness and efficiency. Nderitu (2009) notes that the more frequent the trials, the stronger the internalized process, and the better performance by extensions. In other words, crowd control should be a significant component of security personnel training. First aid skills enable county staff members and the general community to handle insecurity effects. Therefore mandatory first aid

training should be offered to county staff in preparation for emergencies (Mwangi, 2008). The Republic of Kenya (2001) asserts that staff should be given adequate training and correct knowledge to handle crises like flames and wounds. Be that as it may, Nderitu (2009), Mwangi (2008), and RoK (2001), other than highlighting that no county staff has attended a training course on security preparedness. It is unclear which skills, content, and experience would influence the management of different insecurity cases in the county governments; this study sought to address research gaps.

2.4 County Government Resource Allocation and Security Management

Security management in county government involves enormous forthright expenses, such as interest underway, preparing labourers, showcasing, and research advancement. The success of security management in county government also depends on the availability of resources. Kadel *et.al.*, (2008) points out that staff needs to have an incentive to invest in security management in county government only that later we realize success justifies the initial investment in the security management.

Kadel *et.al.*, (2008) stated that security management in county government involves different costs, which are both direct and indirect. Kadel et al. (2008) further demonstrate that aberrant expense is bigger than direct expenses. Organizational costs arise from transforming old security management practices in the county government to the new security management practices such as buying modern security management resources such as CCTV and other surveillance cameras.

At first, temporary productivity loss is experienced, and then additional organizational costs may be experienced once the essential functions of security management in county government are in place (Miller, 2014). Time spent by the county staff could also be a high indirect cost because time is spent leading, planning, and organizing new

systems into current security management practices. In addition, implementing newly adopted security management approaches in county government, staff are forced to spend time revising, approving, and subsequently amending their security management strategies in the county government.

In a review directed in Palestine, Koc (2013) set up that capacity of the province staff to comprehend the security of the board cycle and their eagerness to participate in it are primary conditions for the achievement of reception. Koc (2013) further demonstrated that assuming every one of the components of safety the board portrayed are set up and are working great, security the executives in province government ventures comprise excellent guarantee.

To corroborate these findings, in a study conducted in Melbourne. Bakinsky (2010) revealed perceived cost viewed from two perspectives, cost involved in acquiring a new technology on security management in county government and cost savings to be achieved both by the staff and departments concerned with security management. Consistent with these assertions, Foster (2013) showed that the accessibility of assets to upgrade new security management systems in the county government is a significant variable in the reception cycle.

Given these scenarios, the higher security management costs, the more slow the speed of safety the executive's practices and advancement extension is probably going to be. In the Netherlands, the expense factor was examined by different scientists and tracked down an immediate and massive connection among cost and security management in degenerated government units (Bass, 2013). In Africa, most decentralized governments have a weak financial capacity to invest in security management and equipment; their financial ability is limited to basic security management requirements (Baykan, 2012).

In a review directed in Ethiopia, Peach and Reddick (2006) uncovered a genuinely enormous connection between monetary limit and security the board in neighbourhood government, which infers that monetary limit of any administration decides its capacity to embrace security the executive's systems. Peach and Reddick (2006) further revealed that most staff believe that the cost of security management tools and equipment is high, discouraging investment in them. These findings affirm that the availability of funds has impacted security management in county governments.

To corroborate these assertions, Masemola (2009), in a Malawian journal, indicated that lack of funds, poor or lack of infrastructure, and personal factors were the main challenges to security management in county governments. Masemola (2009) noted that many developing countries still have poor infrastructure resulting in higher security management costs. Masemola (2009) further indicated that due to the additional charges involved, the county government's success in security management is not fully realized.

In Kenya, Nakuru County, complexity emanates from cost-benefit analysis in security management and contradicts, since efficiency and inefficiency doubt is inbuilt (GoK, 2008). While the control and chaos philosophy has perverted the adopters' minds on security management strategies in county governments, the decision to adopt or to use is challenging. However, identify the influence of perceived ease of using security management practices in county government and compatibility on adoption/usage in Nakuru County context.

As stated earlier, the availability of infrastructure and financing of security management in county government is crucial. In Nakuru County, Mohamed (2011) noted that many regions have a shallow base to implement security management in county government.

However, Mohamed (2011) has not indicated how the county government's different types of security management resources affect security management, a research gap this study sought to address.

2.5 Attitude of County Staff towards Security and Security Management

Attitude and support of the county government contribute immensely to the successful adoption of security management strategies. Whether the first or the next track ought to get more grounded benefactor support relies upon the current circumstance. Kelly (2010), from a study conducted in New York, established that the county government staff's attitude towards security and safety is vital to security management success.

In the same vein, a longitudinal study conducted in Sri Lanka, Law *et al.*, (2006) established that, in evaluating the success of security management and practice, elements are needed to be taken into consideration, such as values and motives, which influence the perceptions, attitudes, induction, and decisions of those who are responsible for the execution of security undertakings.

Law *et al.*, (2006) further posited that attitude, especially that of county government staff, is a fundamental dynamic influencing security management. To lend credence to these assertions, Landes and Sumption (2007), in a study conducted in East Asia and Pacific Region, revealed that county governments' support through the positive attitude of their staff toward security management is considered a county government's overall affective reaction to security management.

Landes and Sumption (2007), further contended that county states' help and disposition towards security management are convictions about participating in the conduct and the related conviction assessment. Landes and Sumption (2007) indicated that the more favorable attitude or support the county government staff provides towards adopting

security management, the more likely county governments are to embrace security management. These findings affirm that changing the attitude of county staff and improving county governments' support influence the adoption of security management.

In most countries in Sub-Saharan Africa, an attitude of county government staff and other stakeholders is essential in coordinating and supporting security management implementation (UNDP, 2008). In a study conducted in Kumasi Metropolis in Ghana, Holcombe, Wolery, and Katzenmeyer (2012) revealed that, as key drivers of the security management process, county governments facilitate and support the idea of security management. To achieve this, county government staff need to have a positive attitude and appreciate that implementing security management uses security management and transforms their communities' working atmosphere and attitude (Holcombe *et al.*, 2012). By being a security management steward, visionary, planner, and custodian of security management infrastructure, county governments should commit, champion, and be interested in implementing security management strategies in communities.

Holcombe *et al.*, (2012) further placed that county governments run administrations should lead the change of safety the board through being energetic, dynamic, and excited. As such, county government staff in security the board ought to be involved, concerned, and direct the entire cycle by advancing preparation, assistance, enlistment, and sharing decision making with other area legislatures, assigning liabilities, and keeping an unmistakable vision of the security the executives' interaction.

In Kenya Nakuru County, Munyasi (2002) indicates that in leading the security management process, county governments to dedicated to security management,

creative thinkers, and people-centred. In addition, it should maintain professionalism and standards during the implementation of the security management process and strategies. Munyasi (2002) contends that in many occurrences, a mentality of county staff towards security management in their area through procuring the necessary foundation is basic.

However, few used these facilities significantly with county governments and lacked the vision and knowledge to lead transformation through security management implementation. Security management is becoming essential to communities. The success of such adoption is often due to the existence of effective county governments. Despite these assertions, Munyasi (2002) does not indicate how specific components of county staff attitude would effectively enhance security management in the study.

2.6 Theoretical Framework: Theory on Security Management

Theory on security management guided this study. According to Ayoob (2002), ideas on conventional insecurity interpret the government as a fundamental unit of investigation and characterize the concept of safety in outer or coordinated terms, focusing on the dangers coming from outside rather than inside the public authority. Be that as it may, inner security dangers are the most widely recognized experienced by legislatures. They incite inside their limits rather than outside them. Ayoob (2002) fosters a more extensive meaning of safety, including inner and inside aspects.

Ayoob (2002) begins with the standard meaning of public safety, got from Lipmann, Peterson, and Truman (2003), which sees a school as being secure when it can safeguard its fundamental assets, interests, and guiding principle (Lipmann et al., 2003). Solid qualities don't need to be restricted to conventional security concerns, for example, keeping up with regional honesty and public freedom. They can incorporate

worries about the wellbeing and government assistance of individual residents and the upkeep of social qualities like resilience and a vote based system. It centres solely around the dangers of fundamental beliefs outside the state's lines. Ayoob (2002) characterizes security in political terms concerning threats to state organizations, limits, and political systems.

Security should likewise consider weaknesses that can cut down or genuinely debilitate state constructions and administering specialists regarding this review. Accordingly, rather than remotely situated meanings of safety, faults are resolved not just by the capacities of a specific state yet additionally by the authenticity of its inward designs, including the authenticity of the administering system and its agents. Consequently, this hypothesis fits better with province states' objective factors where homegrown precariousness represents a lot more prominent danger to imperative interests of legislatures and values than the actual danger.

2.7 The Conceptual Framework

This relied upon county government-run administrations' preparation, preparation, monetary practices, and disposition, which comprised free factors, while the board established the reliant variable. Government strategies on security the executives incorporated the mediating elements for this review, as displayed in Figure 2.1;

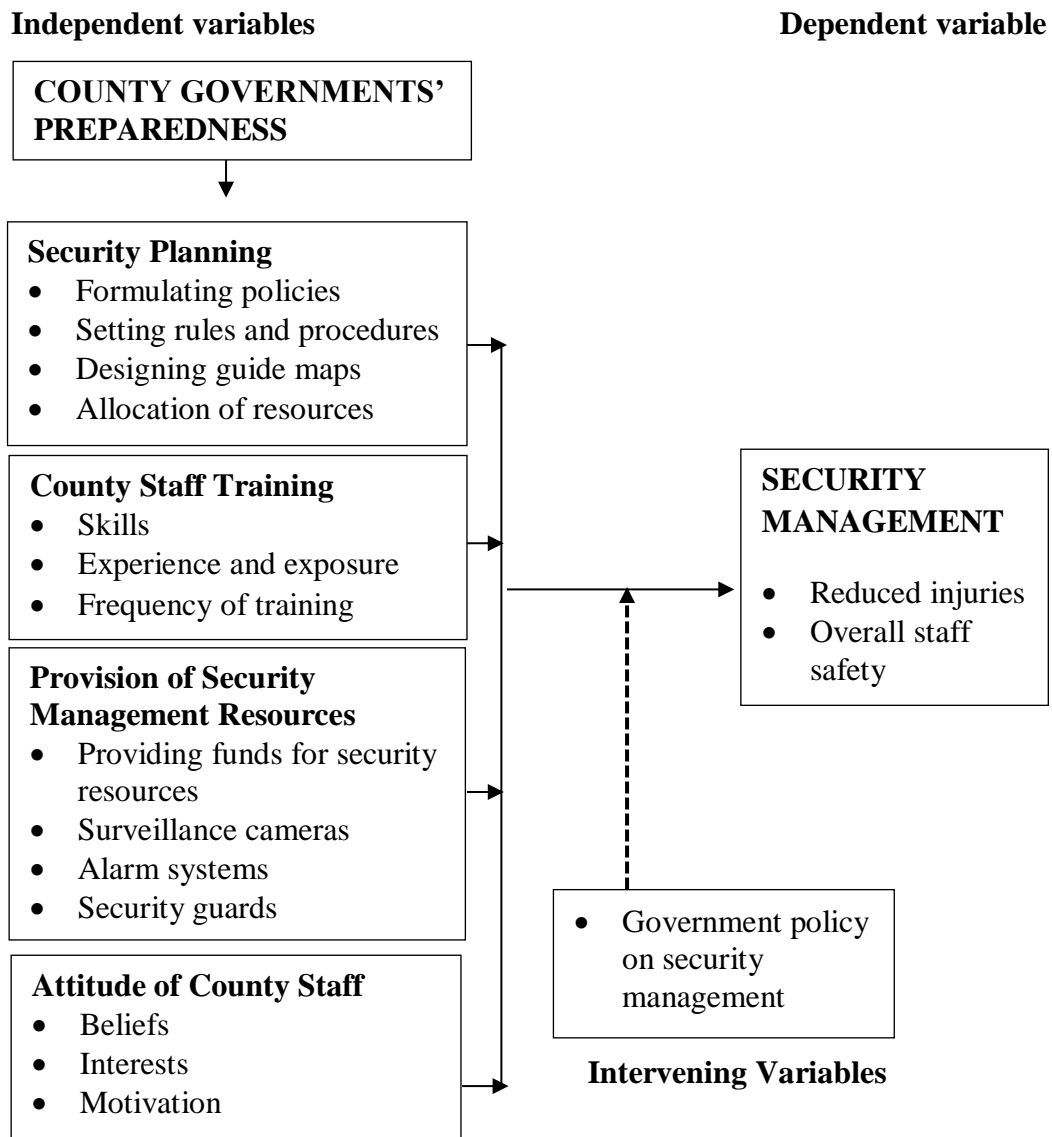


Figure 2.1: The conceptual framework showing a relationship between Variables
Source: Researcher (2020)

2.8 Summary of Literature Review

The audit has uncovered that security the board assumes a fundamental part in lessening the deficiency of property and lives. Notwithstanding, the writing surveyed has exposed various exploration holes. For instance, on county-run administrations' preparation, RoK (2008) review neglects to demonstrate how every part of the security of the executives' plans would ensure the wellbeing of the optional school staff. County staff preparing, concentrated by Nderitu (2009), Mwangi (2008), and RoK (2001), other than highlighting the way that county staff has gone to instructional classes on security

readiness. It isn't clear which sorts of abilities, content, and experience would impact the administration of various kinds of safety in the counties.

Provision of security management resources, However, Mohamed (2011) has not indicated how different types of security management resources influence the county government security t. On the attitude of county staff towards security management, a study by Munyasi (2002), empirical studies have not indicated how specific component of the philosophy of county staff would be more effective in enhancing security management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines the procedure utilized to complete the review. It centers around the exploration configuration, concentrate on the spot, target population, test size, exploring strategies, research instruments, directing of examination instruments, dependability, and legitimacy, data assortment methods, analysis of data, calculated and moral contemplations.

3.2 Research Design

this study applied a mixed methodology. It was relevant since it involved collecting and analyzing quantitative and qualitative methods. As indicated by Creswell (2014), in quantitative information, the scientist poses direct inquiries and gathers quantifiable information from an enormous number of members. For this situation, the utilization of polls was used gathered information. Personal data was collected by depending on members' perspectives and gathering general information comprising of words from the members. For this situation, information was gathered utilizing interviews. The qualitative data collected was used to enrich and sustain the extensive quantitative data. By assembling the two types of information simultaneously, the specialist tried to contrast the two types of information with look for consistent discoveries: how the subjects distinguished in the personal information discerned and the measurable outcomes of the quantitative examination.

The approach focused on using both qualitative and quantifiable methods. Two techniques are used independently to understand and more comprehensive study problem. In this way, the review applied a simultaneous triangulation plan since it is a single-deliberately work plan. The researcher carried out the subjective and quantitative

strategies during the corresponding period and weight. Creswell (2014) sets a plan that includes simultaneous independent assortment and quantitative examination and personal information so the researcher might comprehend the exploration issue in the best way.

The researcher consolidated the two data collected by uniting translation outcomes. This plan was reasonable for this review since it empowered the analyst to gather quantitative and subjective information. It included assortments of quantitative data that could be arranged along a continuum in mathematical structure. This plan authorised information assembling that portrayed occasions and coordinated, organised, portrayed, and depicted the information assortment afterwards. Likewise, it was trailed by detailed and account portrayals of minor quantities of cases.

3.3 Location of Study

The review was completed in Nakuru County with a surmised populace of 1603325 people and covered an area of 2325.8 km², a populace thickness of 60 people per square kilometer (KNBS, 2019). Trade and agriculture are the key economic activities in Nakuru County. However, financial hardship was numerously experienced by the county residents in conjunction with relatively poor living conditions.

In the same token, cases of insecurity are on the rise. As stated in the background, a report by Nakuru County Security Committee Report (2017) shows that there has been an increase of 12.9% in cases of violence, muggings, rape, riots, stock theft, and other forms of insecurity in Nakuru County. Despite these statistics, few empirical studies have interrogated county governments' levels of security preparedness and how such preparedness influences security management in the county, thus focusing on Nakuru County as the study area.

3.4 Target Population

The objective populace added 960 respondents, which involved 176 security officials and 784 region staff, as displayed in Table 3.1.

Table 3.1. Target Population of the Study

Respondents	Target Population
Security Officers	176
County Staff	784
Total	960

Source: Nakuru County (2019)

3.5 Sampling Procedures and Sample Size

The researcher used Yamane's Formula for sample size determination to calculate the sample size for this study. The procedure is as shown below:

$$N_0 = \frac{N}{1 + N(e^2)}$$

Where, N_0 = desired sample size at 95% confidence interval

N = Target Population

e = Confidence level of 5% (decimal equivalent is 0.05)

Thus, desired sample will be:

$$N_0 = \frac{960}{1 + 960(0.05)^2}$$

$$N_0 = 282 \text{ respondents}$$

Creation of 11 strata, using stratified sampling based on sub-counties number in Nakuru County. Purposive sampling was used; two security officers and 24 county staff were selected from each sub-county. This testing methodology empowered the specialist to understand an example of 22 security officials and 260 district staff, as displayed in Table 3.2.

Table 3.2. Sampling Grid

Categories	Target Population	Sample Size	Sampling Techniques
Security Officers	176	22	Purposive sampling
County Staff	784	260	Purposive sampling
Total	960	282	

Source: Researcher (2019)

3.6 Research Instruments

To accumulate data on the examination topics, tools used included; a questionnaire for County Staff and interview schedules for Security Officers.

3.6.1 Questionnaire for County Staff

The researcher conducted a poll on the county staff using a close-finished test to gather quantifiable information. As per Morse (2000), a questionnaire is an exploration instrument comprising a progression of inquiries and different prompts to accumulate data from respondents and is regularly intended for factual examination of the reaction. The questionnaire had two sections. The first one comprised data on the profile of respondents, and the second contained a 5 point inquiries Scale for the destination of examinations.

3.6.2 Interview Guide for Security Officers

Interviews are termed directional, non-directional, structured, or unstructured. The researcher with open-ended test items used structured interviews to gather qualitative information from the security officers in this study. Structured interviews were significant for this review since they empowered the researcher to pose examining and beneficial inquiries.

3.7 Piloting of Research Instruments

Directing instruments for exploration was led among 28 respondents from Nakuru County; Kothari (2005) indicated that the pilot test should comprise 10% of the review

test (10.0% of 282). The reason for steering was to mind reasonableness, the inquiries clearness on the planned instruments, the significance of data looked for, and the language of property utilized. Pilot study outcomes were then used to pretest the research instruments to ascertain and validate their reliability. It anticipated the respondents' challenges like interpretation when filling questionnaires and management time during data collection.

In addition, schedules for the interview were given run trials to make sure questions draw and worded a range of responses that were appropriate in assisting the researcher in identifying revision areas. During the actual collection of data, piloting test respondents were not counted in.

3.7.1 Validity of Research Instruments

Research instruments' validity face was ensured through supervisors of the university who are experts in security management offering help in the validation. Their comments and suggestions of questions that might have been forgotten and deficiencies in the structuring of the questions were used to revise the instruments. The researcher examined the research instruments for appropriateness to identify unclear and ambiguous items. The items were restated to ensure clear respondents' understanding. The researcher improved instruments quality by substituting imprecise questions with the appropriate ones.

3.7.2 Reliability of Research Instruments

To chip away the constancy of instruments, the researcher, with the help of the university supervisor, essentially assessed the consistency of the responses on the pilot surveys to make a judgment on their unflinching quality. The split-half strategy was utilized to build up the unwavering quality of the test things. For this situation, the test things were regulated once to a gathering of respondents and the outcomes into two

classes called 'parts.' Cronbach Alpha Strategy was utilized to build up the dependability lists, $r_1 = 0.528$, $r_2 = 0.729$, $r_3 = 0.838$, and $r_4 = 0.561$, which yielded a normal unwavering quality file, $r = 0.664$, for every one of the four objectives. The closer the Cronbach Alpha Coefficient is to 1, the higher the internal consistency of the test items in the scale. In this study, Cronbach Alpha Coefficient, $r = 0.664$, indicated high internal reliability and was acceptable.

3.8 Data Collection Procedures

The researcher obtained an introduction letter from the Graduate School of Kenyatta University and Approval from the National Commission for Science, Technology, and Innovation. The researcher likewise looked for an approval letter from The County Commissioner, Nakuru. After acquiring research allows and letters of approval, the researcher then, at that point, booked meetings with the respondents to manage surveys and direct meetings to gather essential information for the review. The respondents controlled the surveys to collect quantitative data with the assistance of a research assistant. The appropriately filled responses were gathered and securely put away for analysis. The meetings were led to gather subjective information conveniently for the interviewees. The members were guaranteed confidentiality.

3.9 Data Analysis Procedures

Data analysis identified subject themes. The essential data was then broken into sentences or expressions, with a particular idea mirrored. Closed-ended responses were allocated codes. Recurrence counts of the responses were received, respondents' data, and delineated the overall discoveries pattern on the different factors scrutinized.

Subjective information was dissected alongside goals review and account structures introduced. Quantitative data was investigated in depth by utilizing frequencies and

rates and inferentially involving ANOVA. With the assistance of SPSS version 23, tables and charts were generated.

3.10 Ethical Considerations

Ethical considerations were observed in the research involving participants' confidentiality, privacy, anonymity, informed consent, and proper data storage.

3.10.1 Confidentiality and Privacy

The researcher guaranteed that data given by the respondents addressing their private life would be kept confidential. The respondents were also assured no linking data would be uncovered in composed or other correspondence. Concerning privacy, the respondents were guaranteed that the data given would be utilized to the expressed inspiration.

3.10.2 Anonymity

The researcher assured the respondents that their identities would not be exposed. Moreover, no personal data on the respondent would be uncovered in composed or other correspondence.

3.10.3 Informed Consent

The motivation and nature behind the research were that the researcher would disclose to the respondents the method to be followed during the information assortment to partake enthusiastically.

The researcher thus sought consent from the respondents who were required to sign informed consent forms.

3.10.4 Storage of Data Collected

The raw data collected were filed for easy reference. Computer print-outs were filed once the data were analyzed, while soft copies were stored in flash discs and CDs.

CHAPTER FOUR

FINDINGS PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The study discoveries are discussed in this part. The main segment presents respondents' demographic data since it may be relevant in deciphering their given information, while different areas present data on research goals. The review looked to accomplish the accompanying exploration goals:

- i. To assess the influence of county government security planning on security management.
- ii. To establish how county staff training on security influences security management.
- iii. To determine how county government security resource allocation influences management.
- iv. To examine the influence of county staff attitude on security management.

4.2 Response Rate

In this review, 260 polls were controlled to county Staff, after which 251 surveys were filled and returned. The researcher likewise directed meetings among 18 Security Officials. The yielded reaction rates are displayed in table 4.1.

Table 4.1: Rates on Response

Respondents	Sampled Respondents	Participants	Achieved Return Rate (%)
Security Officers	22	18	81.8
County Staff	260	251	96.5
Total	282	269	95.4

Table 4.1 shows that County Staff and Security Officials enrolled at a reaction pace of 95.4%. This agrees with Creswell (2014) statements that a reaction rate above 75.0% or more is satisfactory for the speculation of the review results to the population target.

4.3 Demographic Information on Respondents'

Research instruments solicited demographic information. These comprised; gender and level of education.

4.3.1 Respondents Gender

Gender information distribution of respondents was collected, and results are displayed in Figure 4.1.

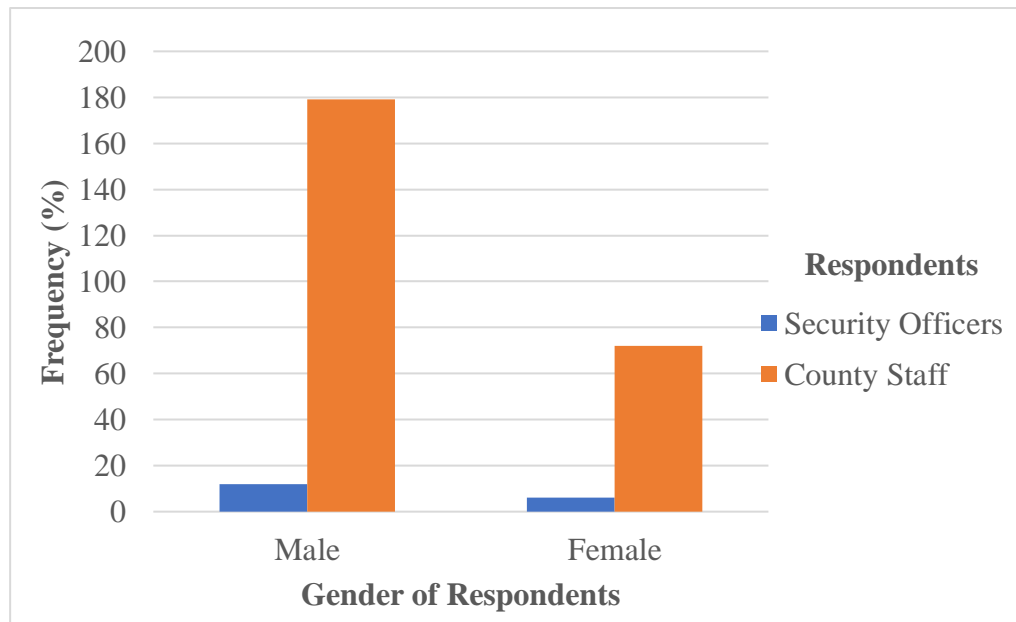


Figure 4.1. Distribution of Respondents based on Gender

From Figure 4.1, two-thirds, 12(66.7%) of the Security Officers in Nakuru County are male, whereas a third, 6(33.3%), were female. In the same token, the majority, 179(71.3%), of the County Staff are male, whereas females constituted 72(28.7%). This information lends trustworthiness to the affirmations of Kardia and Wright (2014) that security management activities are a concern of both male and female stakeholders. Consequently, this information uncovers great gender equality in all review areas. The

question on readiness to mitigate insecurity in the county concerns both male and female partners.

4.3.2 Respondents' Education Level

The research instruments likewise inspired the respondents' data degree of instruction since variables could impact the capacity to supply factual data on the research goals.

Figure 4.2 displays the outcomes;

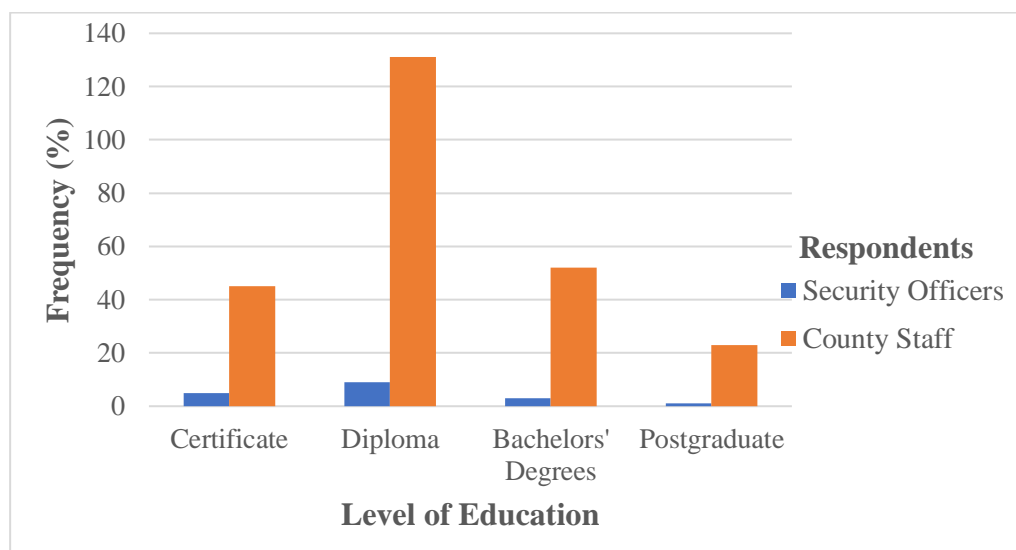


Figure 4.2: Respondents' Level of Education

Figure 4.2 indicates that half, 9(50.0%) of the Security Officers had Diploma, 5(27.8%) had certificate qualifications, 3(16.7%) had Bachelors' Degrees whereas 1(5.5%) had had postgraduate qualifications. Similarly, slightly more than half, 131(52.2%) of the County Staff had Diploma, 52(20.7%) had Bachelors' Degrees' Certifications, 45(17.9%) had declaration capabilities though 23(9.2%) had postgraduate capabilities. This information certifies Strom et al. (2013) affirmations that proper schooling level or specialized preparation of safety officials and staff is directly connected to their mental capacity. All in all, profoundly instructed security cops are related with a more prominent capacity to conceptualize and execute inventive answers for complex issues.

Strom *et al.*, (2013) demonstrate that the capacity of staff to produce clever fixes clarifies why staff who have accomplished a more elevated level of teaching have more open perspectives towards security the executives. This data verifies how the degree of training is a significant trademark in the obligation of the Security Officials and County Staff. It builds up assumptions that they would be skilled to comprehend and react to inquiries fair and square of safety readiness of the county and the degree to which such readiness impacts county security management.

4.4 County Security Planning and Security Management

The study sought to establish how county security planning influences security management. This was measured by assessing security planning practices such as formulating strategies, setting rules and guidelines, planning guide maps, and designating assets to security management tasks. Engaging information was gathered, and the outcomes are displayed in Table 4.2;

Table 4.2: Views of County Staff on Security Planning Practices

Security Planning Practices in Nakuru County	Frequency (f)	Percentage (%)
Formulation of security policies	98	39.0
Setting rules and regulations	151	60.2
Designing guide maps	133	52.9
Allocation of resources for security management operations	73	29.1

Source: Field Data (2020)

Table 4.2 shows 98(39.0%) of County Staff showed that the county frequently formulates security policies, 151(60.2%) indicated that the county sets rules and regulations, slightly more than half, 133(52.9%) indicated that the county has well-designed guide maps. In contrast, a paltry 73(29.1%) indicated that the county

frequently allocates resources for security management operations. The Security Officers shared similar views during the interviews, who noted that preparedness for security management is not frequent. Security Officer, SO1, observed;

The level of preparedness for security management in Nakuru County is still low. Though there are formulated security policies, rules and regulations, and guide maps, resources allocated for security management operations are not adequate

These discoveries validate the discoveries of a review completed in Tanzania. Comolotti (2009) stated that one of the main parts of readiness is tending to government administrations that might interpret the crisis plan and reunification. Comolotti (2009) indicated that workstations should be furnished with "hop and-go" envelopes containing crisis contact data, individual well-being plans, unofficial IDs, and other primary data for all staff and residents, assuming there is a clearing. These findings attest that county governments must be reminded and informed annually of high-risk times on emergency plans in advance, including the lockdown differences, shelter-in-place, evacuation and relocation.

Table 4.3: County Staff views on the Influence of Security Planning in Security Management

Summary of Test Items	SA %	A %	U %	D %	SD %
In Nakuru County, the formulation of security policies contributes to reduced injuries	43.1	7.7	1.3	17.2	30.7
Nakuru County government formulates security policies, though it has not contributed to overall staff safety	46.6	11.2	2.3	3.4	36.5
Regulations and setting rules contribute to a reduction of injuries in Nakuru County	59.4	9.8	4.6	24.1	2.1
In Nakuru County, regulations and setting rules subsidize the safety of staff	39.8	15.2	3.4	27.4	14.2
Designing guide maps have contributed to reduced injuries and improved general staff safety in the county	24.2	10.3	6.9	20.7	37.9
Nakuru County government rarely allocates enough resources during planning to reduce injuries and enhance overall staff safety	31.4	17.3	6.4	13.8	31.1

Source: Field Data (2020)

Table 4.3 shows that 108(43.1%) of the County Staff strongly agreed that, in Nakuru County, formulation of security policies contributes to reduced injuries in the county. 19(7.7%) agreed, 3(1.3%) were undecided, 43(17.2%) disagreed, and 77(30.7%) strongly disagreed. The majority, 117(46.6%) of the County Staff, strongly agreed that the Nakuru County government formulates security policies. However, it has not contributed to overall staff safety in the county since only 28(11.2%) County Staff agreed. However, 6(2.3%) County Staff were undecided, 9(3.4%) disagreed, whereas 92(36.5%) strongly disagreed. During the interviews, the Security Officers refuted the claims to formulate security management policies. Security Officer, SO2, observed:

“Nakuru County has plans on security management preparedness. In the county, a well-designed safety policy is geared to ensure that staff is safe”.

Despite these contradictions, these are a pointer to the fact that a security management plan is key to staff safety. These findings corroborate a review directed in Paris; Baltas (2004) stated that approaches, strategies, and rules on security readiness to accomplish the school's educational objectives must be in place. Baltas (2004) asserts that such guidelines could incorporate danger and weakness evaluations, institutional structure, and a practical data framework. Hence, these findings indicate that formulation of safety plans for the county government is essential for ensuring staff security.

Table 4.3 shows that 149(59.4%) of County Staff strongly agreed with the view that set guidelines and regulations contribute to decreased injuries, as did 25(9.8%) who agreed. However, 12(4.6%) were undecided, 60(24.1%) disagreed, and 5(2.1%) strongly disagreed. The study also revealed that 100(39.8%) of the County Staff strongly agreed that, in Nakuru County, setting rules and regulations contribute to overall staff safety, whereas 38(15.2%) agreed. However, 9(3.4%) of the County Staff were undecided, 69(27.4%) disagreed, whereas 43(17.2%) strongly disagreed. During interviews, however, Security Officers discounted the view that they rarely set rules and regulations to reduce incidences of insecurities. Security Officer, SO3, observed;

In Nakuru County, we have rules and regulations on how every staff should conduct themselves in emergencies. We have placed notices in strategic places within the county with restrictions on areas that should be avoided. These are geared towards reducing cases of accidents and thus, improving the overall safety of staff

Baltas (2004) affirms that security the board plans ought to impart data on clearing mindfulness. Dispensed assets for crises according to the arrangement empower the smooth running of the framework. Schools with staff or students with exceptional necessities should focus on the demeanour. Duplicates of each school security plan ought to be dispersed to each staff part. Duplicate to be documented and one more

shipped off neighborhood regulation implementation, and on all notice sheets, a condition of full alert should be set up.

This implies that the county government should determine natural and technological insecurities possible in their areas while formulating security plans. Thus, the findings indicate that if county governments are well-prepared for an individual emergency involving a staff member, they are more likely to prepare for complex events such as community insecurities. In other words, the county government has a profound security management plan as a strategy towards improving staff safety in the county.

The study revealed that 61(24.2%) of the County Staff strongly agreed that designing guide maps has contributed to reducing injuries and improved overall staff safety in the county, as did 26(10.3%) who agreed. 17(6.9%) were undecided, 52(20.7%) disagreed, whereas 95(37.9%) strongly disagreed. During the interviews, Security Officers concurred with the County Staff that, in county government, there are not many all around planned aide maps for safety the board readiness. These discoveries further loan belief to the statements of Baltas (2004). They recognized aide maps assigned arranged clearing courses, get together regions, utility shut-off valves, emergency treatment stations, and set areas for delayed staff and kids' consideration. This implies that arrangements must be made to provide for accountability of staff orderly release of learners to parents and guardians and temporary shelter, should it be needed.

From Table 4.3, 79(31.4%) of the County Staff strongly agreed that the Nakuru County government rarely allocates enough resources during planning to reduce injuries and enhance overall staff safety, whereas 43(17.3%) agreed. 16(6.4%) were undecided, 35(13.8%) disagreed, whereas 78(31.1%) strongly disagreed. Security Officers also

noted that Nakuru County Government does not have enough resources allocated for security management. Security Officer, SO4, observed;

“To ensure staff safety, the county needs enough resources to provide all the equipment needed for safety standards. Our county budget is strained and, in most cases, little resources are allocated for security management”.

Security planning for schools is considered a facet of a larger community (Action Aid, 2014). Accordingly, organized arranging is expected in the assignment of local area assets. This is additionally predictable with the statements of Mwangi (2008) that, through compelling preparation, deficient materials are not to be put away near one another. Mwangi (2008) believes that successful arranging guarantees that put away materials don't deter entryways, windows, and halls. There is regular removal of all combustible rubbish. An electrician should check certain flammable liquids in approved containers and electrical wiring. Republic of Kenya (2008) also indicated that security management planning is key in reducing insecurities in schools. It includes providing secure entry points to premises, including windows and roofs, securing waste bins separately from buildings, installing smoke alarms and heat detectors, installing fire warning alarms, open corridors with designated fire exits marked adequately at each end, always unplugging electrical appliances, install intruder alarms and access control. The outside of premises should be well-lit.

These findings affirm that for effective security management, there is a need for all stakeholders to ensure that adequate resources are available. In other words, the county government needs to identify crisis teams, clearly provide sufficient resources, and delineate staff roles during emergencies.

4.4.1 Findings Inference on Influence of County Security Planning in Security Management

verifying the possibility of difference between county security planning and security management in Nakuru County, data were collected on how often security planning is conducted in Nakuru County (Very Often = 5, Often = 4, Sometimes = 3, Rarely = 2 and Never = 1), some reported cases of injuries to County Staff and number of County property destroyed in five years. The results are shown in Table 4.4:

Table 4.4: Frequency of County Security Planning and Security Management in Nakuru County from 2014 to 2018

Frequency of County Security Planning	Security Management	
	Number of Reported Cases of Injuries to County Staff	Number of County Property Destroyed
1	67	139
2	88	121
3	59	211
4	43	203
5	37	197

Table 4.4 indicates that the frequency of conducting security planning contributes immensely to a reduction in cases of insecurity, that is, a reduction in the number of cases of injuries and destruction of property. The more the county formulates security management policies, sets rules and regulations, designs guide maps, and allocates resources for security management operations, the fewer reported cases of insecurity. As noted earlier, these findings further corroborate Baltas (2004) assertions that there should be policies, plans, and guidelines on security preparedness to aid in achieving the school's academic objectives.

Baltas (2004) states that such rules could incorporate danger and weakness evaluations, an institutional structure, and a compelling data framework. In other words, formulating

safety plans for the county government is essential to ensure staff safety. These results were subjected to ANOVA, and results are shown in Table 4.5:

Table 4.5: ANOVA Analysis of the Means of the Frequency of Security Planning, Number of Reported Cases of Injuries to County Staff and Number of County Property Destroyed between 2014 to 2018

		Sum of Squares	df	Mean Square	F	Sig
Frequency of Security Planning		1413.333	4	353.33		
Security Management	Between Items	119780.4	2	59890.2	359.09	.000
	Residual	1334.267	8	166.783		
	Total	121114.7	10	12111.5		
Total		122528.0	14	8752.00		
Grand Mean				92.0000		

From the ANOVA Statistics in Table 4.5, the data processed is the population parameters, it had a significance level of 0.000, showing that the data was ideal for concluding the population's parameter as the value of significance (p-value of 0.000) is less than 5%, that is, p-value, $0.000 < 0.05$. Thus, the null hypothesis, H_{01} , is rejected. This indicates significant difference between county security planning and security management. In summary, these findings suggest that security planning practices adopted by the county government, such as policy formulation, setting guidelines and regulations, guide maps designing, and security management resources allocation, have effectively reduced cases of insecurity in the county.

4.5 County Staff Training and Security Management

The study sought to establish how the training of county staff influences security management. This was measured by assessing whether county staff has been trained on first-aid skills, skills to detect security threats, and skills to mitigate the effects of insecurity and how acquiring such skills has influenced security management. The results are shown in Table 4.6;

Table 4.6: Views of County Staff on Security Skills Acquired During Training

Skills Acquired During Training	Frequency (f)	Percentage (%)
First-aid skills	103	41.0
Skills to detect security threats	97	38.6
Skills to mitigate effects of insecurity	78	31.1

Source: Field Data (2020)

Table 4.6 illustrate that slightly more than half, 103(41.0%) of the County Staff reported to had been trained on first-aid skills. 97(38.6%) indicated that they had been trained on skills to detect threats to security. In contrast, 78(31.1%) reported having been trained on how to mitigate the effects of insecurity. However, Security Officers responded disagreed and noted that staff had undergone training on security management skills ranging from first-aid to skills on mitigation of impact on insecurity. Security Officer, SO5, reported;

All Nakuru County Staff are often taken through skills on personal safety at their workplaces. They are equipped with basic skills such as first-aid, detection of security threats, and how to mitigate the effects of security breaches

This presents a contradiction from the views expressed by the County Staff themselves. However, these findings indicate that the training of staff and county employees plays an essential role in the overall security management in the county. These findings also corroborate the results of a study carried out in Cambodia in which Asian Security Preparedness (2008) suggested that each staff member should be made aware of their responsibilities, and the lines of authority should be known and written at strategic places. This indicates that staff in county governments possess limited training on security management. Thus, county governments should organize an emergency team following incident command system principles and engage in unified command processes.

Table 4.7: Views of County Staff on the Influence of Staff Training on Security Management

Test Items	Ratings				
	SA %	A %	U %	D %	SD %
Many county staff have acquired first-aid skills as a way of reducing reduced loss of property in the county	32.8	10.3	8.6	25.9	22.4
The first-aid skills county staff have acquired have not enabled me to reduce loss of lives in cases of insecurity in the county	20.7	31.0	20.7	12.1	15.5
County staff have acquired skills to detect security threats in time to reduce loss of property in the county	17.2	25.9	15.5	15.5	25.9
The skills which county staff have acquired on the ability to detect security threats in time have enabled them to reduce loss in the county	12.1	12.1	10.3	27.6	37.9
County staff have acquired basic skills on mitigation of security challenges which has reduced loss of property	15.5	24.1	6.9	20.7	32.8
The security mitigation skills which county staff have acquired have not enabled them to reduce loss of lives in cases of insecurity in the county	25.9	22.4	6.9	22.4	22.4

Table 4.7 reveals that 82(32.8%) of the County Staff strongly agreed that many county staff had acquired first-aid skills to reduce reduced loss of property in the county, as did 26(10.3%) agree. However, only a paltry 22(8.6%) were undecided, slightly more than a quarter, 65(25.9%) disagreed, whereas 56(22.4%) strongly disagreed. 52(20.7%) of the County Staff strongly agreed that the first-aid skills county staff have acquired have not enabled me to reduce loss of lives in cases of insecurity in the county. 78(31.0%) agreed. 52(20.7%) were undecided, 30(12.1%) disagreed, whereas 39(15.5%) strongly disagreed. On the contrary, Security Officers disagreed with County Staff. They responded in favour of the view that county staff has been equipped

with first-aid skills to reduce reduced loss of property and lives in cases of insecurity in the county. On further probing, Security Officer, SO6, noted;

Most county staff have been trained on first-aid skills, which have helped them reduce loss of lives or to property in cases of security breaches in the county

Despite these contradictions, these findings point out that training county staff on first-aid skills is a critical step in improving security management in the county. These findings lend credence to Ogel et al. (2005) assertions that enhancing professional skills in security is necessary if loss of lives and property is to be kept at a minimum. These findings also corroborate the results of a study conducted in Italy. Kermit and Flanary (2006) indicated that technical training and capacity building is required to enable institutions to adopt appropriate security management measures and practices. These findings thus affirm that effective security management depends mainly on the staff's technical skills and knowledge.

The study also revealed that 43(17.2%) of the County Staff strongly agreed that they have acquired skills to detect security threats to reduce loss of property in the county, whereas 65(25.9%) agreed. 39(15.5%) were undecided, 39(15.5%) disagreed, whereas slightly more than a quarter, 65(25.9%) strongly disagreed. 30(12.1%) of the County Staff strongly agreed that the skills which county staff has acquired on the ability to detect security threats in time had enabled them to reduce loss in the county, whereas 30(12.1%) agreed. 26(10.3%) were undecided, 69(27.6%) disagreed, whereas 95(37.9%) strongly disagreed. During the interviews, Security Officers also indicated that the County Staff had not acquired skills to detect security threats in time which has not reduced loss of lives and county property. Security Officer, SO7, observed;

In Nakuru County, few County Staff have been trained on how to detect threats to security at workplaces

These findings corroborate the findings of a study conducted in South Africa amongst county staff in Cape Province in which Oosthuizen (2013) argued that efforts were made to enhance the understanding of technicalities involved in security management. Oosthuizen (2013) further asserted that understanding is vital for trust. Given that most staff lack familiarity with different aspects of security management, improvements to legal, regulatory, and institutional conditions will only be effective if accompanied by a program for strengthening staff's understanding of security management.

In the same vein, data in Table 4.7 also indicate that 39(15.5%) of the County Staff strongly agreed that they had acquired basic skills on mitigation of security challenges which has reduced loss of property in the county, whereas 61(24.1%) agreed. 17(6.9%) were undecided, 52(20.7%) disagreed, whereas 82(32.8%) strongly disagreed. The study also revealed that 65(25.9%) of the County Staff strongly agreed that the security mitigation skills that county staff has acquired had not enabled them to reduce loss of lives in cases of insecurity in the county, as did 56(22.4%) agreed. 17(6.9%) were undecided, 56(22.4%) disagreed, and 56(22.4%) strongly disagreed. However, these views were refuted by Security Officers who stated that County Staff had undergone training on mitigating the effects of insecurity. Security Officer, SO7, noted;

“In Nakuru County, there is a training manual which is designed to equip County Staff with skills on how to mitigate the effects of insecurity, and many of them have undergone through such basic training as a strategy for reducing cases of loss of lives and property in cases of security breaches

Despite this disagreement among different respondents, these findings indicate that This points to the fact that training County Staff on strategies for mitigating the effects of insecurity is key to security management in the county. These findings answer the concerns of Mohamed (2011) that security management can be didactic, support problem-solving activities and provide a collaborative environment for the

management of security. Hence, these findings attest that training county staff influences security management. This implies that staff in security management can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of security management.

4.5.1 Inferential Findings on the Influence of County Staff Training on Security Management

Possibility verifying differences between County Staff training and security management in Nakuru County; data were collected on the number of times County Staff have been trained on security, some reported cases of injuries to County Staff and number of County property destroyed in five years. The results are shown in Table 4.8:

Table 4.8: Number of Times County Staff Trainings have been Trained and Security Management in Nakuru County from 2014 to 2018

Number of Times County Staff have been Trained	Security Management	
	Number of Reported Cases of Injuries to County Staff	Number of County Property Destroyed
3	67	139
7	88	121
11	59	211
13	43	203
17	37	197

Table 4.8 indicates that County Staff have been trained a given number of times, and this has seen a decrease in the number of reported cases of injuries and destruction to property. This indicates that when County Staff lack first-aids skills, skills to detect security threats, and skills on mitigation, the number of staff affected and county property destroyed is rising. These findings further corroborate the findings of a study conducted in South Africa amongst county staff in Cape Province in which Oosthuizen (2013) argued that efforts such as training be made to enhance the understanding of

technicalities involved in security management to minimize the scourge of insecurity.

These results were subjected to ANOVA, and results are shown in Table 4.9:

Table 4.9: ANOVA Analysis of the Means of the Number of Times County Staff have been Trained, Number of Reported Cases of Injuries to County Staff and Number of County Property Destroyed between 2014 to 2018

		Sum of Squares	df	Mean Square	F	Sig
No. of Times County Staff have been Trained		1122.933	4	280.733		
Security Management	Between Items	113545.2	2	56772.60	262.3	.000
	Residual	1731.467	8	216.433		
	Total	115276.7	10	11527.67		
Total		116399.6	14	8314.257		

Grand Mean = 94.4000

From the ANOVA Statistics in Table 4.9, the data processed is the population parameters, had a significance level of 0.000 which shows that the data is ideal for concluding the population's parameter as the value of significance (p-value of 0.000) is less than 5%, that is, p-value, $0.000 < 0.05$. Thus, the null hypothesis, H_{02} , is rejected. This indicates a significant difference between county staff training as a form of security preparedness and security management. Training that County Staff undergo has not helped reduce loss of lives and destruction to county property. In summary, these findings thus attest that effective security management depends mainly on basic skills and knowledge in security is necessary if loss of lives and property is to be kept at a minimum.

4.6 Provision of Security Management Resources and Security Management

The third objective sought to assess how the provision of security management resources influences security management in the county. Descriptive data were collected from County Staff, and results are shown in Table 4.10.

Table 4.10: Views of County Staff on the Influence of Provision of Security Management Resources on Security Management

Test Items	Ratings				
	SA %	A %	U %	D %	SD %
Nakuru County has surveillance cameras that have reduced loss of property	31.9	10.9	2.7	27.3	27.2
Availability of surveillance cameras in Nakuru County has reduced loss of lives in cases of insecurity	42.4	14.3	3.4	24.1	15.8
Availability of alarm systems has ensured a reduction in loss of property in cases of security breaks in Nakuru County	32.7	11.2	8.6	19.3	28.2
Nakuru County has installed alarm systems to reduce loss of lives	52.1	10.4	3.4	22.6	11.5
Nakuru County has employed security guards to reduce loss of property	59.4	14.1	2.6	16.3	7.6
The presence of security guards in Nakuru County has ensured the reduced loss of lives in cases of insecurity	47.3	9.8	3.2	20.3	19.4

Table 4.10 reveals that 80(31.9%) of the County Staff strongly agreed that Nakuru County has surveillance cameras that have reduced property loss, as did 27(10.9%) who agreed. However, only a paltry 7(2.7%) were undecided, 69(27.3%) disagreed, and 69(27.2%) strongly disagreed.

The study also established that 107(42.4%) of the County Staff strongly agreed that the availability of surveillance cameras in Nakuru County has reduced loss of lives in cases of insecurity. 36(14.3%) agreed, 9(3.4%) were undecided, 60(24.1%) disagreed, and 40(15.8%) strongly disagreed. During the interviews, Security Officers also concurred with the views expressed by County Staff that Nakuru County has few surveillance cameras, which have not reduced the loss of lives and property. Security Officer, SO8, noted;

In Nakuru County, there are still very few surveillance cameras installed in every part of the county to detect incidences of insecurity within the county. Sometimes CCTV cameras installed are not very effective and are not well-maintained, which makes it challenging to reduce cases of insecurity

These findings lend credence to Kadel et al. (2008) assertions that government security management practices such as buying modern security management resources such as CCTV and other types of surveillance cameras have helped minimize insecurity. This implies that surveillance cameras play a key role in security management in the county government. Implementing such security management approaches reduces the loss of lives and property.

Table 4.10 also shows that 82(32.7%) of the County Staff strongly agreed that the availability of alarm systems had ensured a reduction in property loss in cases of security breaks in Nakuru County. 28(11.2%) agreed. 22(8.6%) of the County Staff were undecided, 48(19.3%) disagreed, whereas 71(28.2%) of the County Staff strongly disagreed. 131(52.1%) of the County Staff strongly agreed with the view that Nakuru County has installed alarm systems strategically to reduce loss of lives. 26(10.4%) agreed. 9(3.4%) were undecided, 57(22.6%) disagreed, whereas 29(11.5%) strongly disagreed. Security Officers also echoed similar sentiments. They noted:

In Nakuru County, few alarm systems are installed to act as a deterrent to security breaches in the county. This has left the county vulnerable with increased cases of insecurity

These findings corroborate the assertions of Kadel *et al.*, (2008) that the success of security management depends on the availability of resources and point out that staff needs to have an incentive to invest in security management only if it can later realize success that justifies the initial investment in security management in the county.

These findings further lend credence to a study carried out in New Jersey, the USA. Srednicki (2002) established that most government departments do not have adequate, reliable alarm systems as a strategy for security management preparedness. These findings indicate that intruder alarm systems form an integral part of security; however, many sections of Nakuru County Government have limited awareness of the quality of installation and technical understanding of such systems.

In other words, vulnerabilities with poorly installed intruder alarm systems may include incorrectly located system components, such as detectors, cabling and battery back-up that cannot meet electrical system demands, and improper maintenance. This has led to increased cases of insecurity in the county. 149(59.4%) of the County Staff strongly agreed that Nakuru County had employed security guards, which has reduced the loss of property. 35(14.1%) agreed. 7(2.6%) were undecided, 41(16.3%) disagreed, whereas 19(7.6%) strongly disagreed. The study also revealed that 119(47.3%) of the County Staff strongly agreed that security guards in Nakuru County had ensured the reduced loss of lives in cases of insecurity. 25(9.8%) agreed. 8(3.2%) were undecided, 51(20.3%) disagreed, whereas 49(19.4%) strongly disagreed. However, during the interviews, the Security Officers refuted such claims. Still, they noted that Nakuru County Government had employed quite some security guards whose sole mandate is to protect people's lives and property. Security Officer, SO9, indicated:

“As a mitigant to increasing cases of insecurity in Nakuru County, the government has resorted to employing security guards every year to ensure that citizens' security concerns are addressed in time with potential security challenges nipped in the bud

Despite these contradictions and inadequate funding for their employment, these findings point out that the role of security guards as a mitigant to insecurity cannot be overlooked. These findings support the postulations of Foster (2013) that the

availability of funds for enhancing new security management strategies in the government is an essential factor. Given these scenarios, the higher the government's security management costs, the slower the pace of security management practices and innovation expansion. These findings thus affirm that different types of available security resources influence the county's security management. In summary, these findings attest that county governments lack enough resources to allocate to security management which plays an essential role in ensuring timely and efficient delivery of security response efforts in the county. Thus, many important initiatives need to be undertaken to provide material security management resources and train County Staff on the need to understand the basic necessity of security management.

4.6.1 Inferential Findings on the Influence of Provision of Security Management Resources on Security Management

verifying possible differences between the provision of security management resources and security management in Nakuru County, data were collected on the number of security officers in Nakuru County, some reported cases of injuries to County Staff, and some County property destroyed in five years. The results are shown in Table 4.11:

Table 4.11: Number of Security Officers in Nakuru County and Security Management in Nakuru County from 2014 to 2018

Number of Security Officers	Security Management	
	Number of Reported Cases of Injuries to County Staff	Number of County Property Destroyed
113	67	139
149	88	121
193	59	211
224	43	203
341	37	197

Table 4.11 indicates that cases of insecurity decrease with an increased number of security officers or guards. These findings further corroborate the assertions of Kadel *et al.*, (2008) that the success of security management depends on the availability of resources and point out that staff needs to have an incentive to invest in security management only if it can later realize success that justifies the initial investment in the security management. These results were subjected to ANOVA, and results are shown in Table 4.12:

Table 4.12: ANOVA Analysis of the Means of the Number of Security Officers in Nakuru County, Number of Reported Cases of Injuries to County Staff and Number of County Property Destroyed between 2014 to 2018

		Sum of	df	Mean	F	Sig
		Squares		Square		
No. of Security Officers		4524.667	4	1131.17		
Security Management	Between	75560.40	2	37780.20	10.49	.006
	Items					
	Residual	28808.93	8	3601.12		
	Total	104369.3	10	10436.93		
Total		108894.0	14	7778.14		

Grand Mean = 159.0000

The ANOVA Statistics in Table 4.12, processed data, which is the population parameters, had a significance level of 0.006, which shows that the data is ideal for concluding the population's parameter as the value of significance (p-value of 0.006) is less than 5%, that is, p-value, $0.006 < 0.05$. Thus, the null hypothesis, H_{03} , is rejected. This indicates a significant difference between security management resources such as security officers or guards and security management. These findings thus affirm that the success of security management also depends on the availability of resources. In a nutshell, these findings point out that staff need to have an incentive to invest in security management only if it can later realize success, which justifies the initial investment in security management.

4.7 Attitude of County Staff and Security Management

The study sought to assess the extent to which the attitude of county staff influences security management. Descriptive data were collected from County Staff, and the results are shown in Table 4.13.

Table 4.13: Views of County Staff on the Influence of Attitude of County Staff on Security Management

Summary of Test Items	SA %	A %	U %	D %	SD %
County staff have positive attitudes towards security which has reduced loss of property	26.9	13.4	3.1	31.3	25.3
The attitude of the county staff towards security is positive, which has enabled them to help reduce loss of lives in cases of insecurity	25.1	16.4	2.9	40.2	15.4
County staff do not believe in security which has not reduced loss of property in the county	53.4	7.9	5.7	25.3	7.7
The negative belief County Staff have towards security has not enabled them to reduce loss in the county	60.4	6.7	2.1	19.7	11.1
County staff are interested in security which has reduced loss of property in the county	29.2	8.5	5.8	39.7	16.8
The interest of county staff insecurity has enabled them to help reduce loss of lives in cases of insecurity	44.7	13.5	5.4	21.3	15.1

Source: Field Data (2020)

Table 4.13 shows that 68(26.9%) of the County Staff strongly agreed that County staff have positive attitudes towards security which has reduced property loss. 34(13.4%) agreed, 8(3.1%) were undecided, 79(31.3%) disagreed, whereas 64(25.3%) strongly disagreed.

The study revealed that 63(25.1%) of the County Staff strongly agreed with the view that the attitude of the county staff towards security is positive, which has enabled them

to help reduce loss of lives in cases of insecurity, as did 41(16.4%) who agreed. 7(2.9%) were undecided, 101(40.2%) disagreed, whereas 37(15.4%) strongly disagreed. During the interviews, the Security Officers concurred with the County Staff that they rarely manifest a positive attitude towards security management. Security Officer, SO10, observed:

Many County Staff does not believe in security management strategies developed by the county. They often manifest faulty perception towards security management programmes which has led to increased cases of loss of lives and property in times of security breaches

These findings are consistent with the results of a study conducted in Alberta. McMullen (2012) revealed that staff support through a positive attitude towards security management is considered an overall affective reaction of staff to adopting the same. McMullen (2012) further argued that staff support and attitude towards security management are based on beliefs about engaging in the behavior and the associated belief evaluation.

According to McMullen (2012), the more favorable attitude or support the staff provides towards security management, the more likely it is that staff will embrace security management practices geared towards reducing instances of loss of lives and property. These findings affirm that changing staff attitudes and improving their support influence security management. Table 4.13 also shows that 134(53.4%) of the County Staff strongly agreed that County staff do not believe in security which has not reduced loss of property in the county, as did 20(7.9%) who agreed. However, 14(5.7%) of the County Staff were undecided, 64(25.3%) disagreed, whereas 19(7.7%) strongly disagreed. The study also revealed that 152(60.4%) of the County Staff strongly agreed that the negative belief the County Staff has towards security had not enabled them to reduce loss in the county, whereas 17(6.7%) agreed. However, 5(2.1%) of the County

Staff were undecided, 49(19.7%) disagreed, whereas 28(11.1%) strongly disagreed. These findings lend credence to the results of the study conducted in Morocco. Klooster (2002) revealed that, as key drivers of security management strategies in process, staff facilitate and support the idea of implementing security management.

Klooster (2002) asserts that to achieve this, staff needs to have a positive attitude and appreciate that implementing security management strategies is about security management and the transformation of working atmosphere and attitude in their communities. This implies that, by being role models in security management, visionary, planners, and custodian of security management infrastructure, staff should be committed, champion, and interested in implementing security management strategies in their communities.

The study also revealed that 73(29.2%) of the County Staff strongly agreed that County staff are interested in security which has reduced loss of property in the county, as did 21(8.5%) who agreed. On the other hand, 15(5.8%) of the County Staff were undecided, 100(39.7%) disagreed, whereas 42(16.8%) strongly disagreed.

From Table 4.13, 112(44.7%) of the County Staff strongly agreed that the interest of county staff in security had enabled them to help reduce loss of lives in cases of insecurity as did 34(13.5%) the County Staff who agreed. On the other hand, 14(5.4%) of the County Staff were undecided, 54(21.3%) disagreed, whereas 38(15.1%) strongly disagreed. Security Officers, however, noted that many do not believe in security management strategies, nor do they have any interest in security management activities in the county. Security Officer, SO11, noted:

Most county staff do not believe in security management strategies and has not reduced loss of lives and county property

These findings corroborate the findings of a study conducted in the United States of America in which Miller (2014) asserts that, in evaluating the success of security management, elements are needed to be taken into consideration, such as values and motives, which influence the perceptions, attitudes, induction, and decisions of those who are responsible for the performance of security management strategies. Miller (2014) further notes that attitude, especially that of staff, is one of the fundamental dynamics influencing security management. These findings thus affirm the fact that staff attitudes towards security management in their locality through acquiring the needed infrastructure are critical.

4.7.1 Inferential Findings on the Influence of Staff Attitude on Security Management

Data was collected in Nakuru County based on interest levels to verify possibility difference in security management provision (Interested = 3, Not interested – 2, Not Sure = 1) shown by County Staff in security management activities in Nakuru County, the number of reported cases of injuries to County Staff and number of County property destroyed in five years. The results are shown in Table 4.14.

Table 4.14: Levels of Interest Shown by County Staff Trainings in Security Management Activities Security Management in Nakuru County from 2014 to 2018

Number of Times County Staff have been Trained	Security Management	
	Number of Reported Cases of Injuries to County Staff	Number of County Property Destroyed
1	67	239
1	88	221
2	59	211
3	43	203
3	37	197

Table 4.14 shows that when County Staff show greater interest in security management activities, the number of insecurity cases decreases. These results still lend credence to the assertions of Miller (2014) that staff attitude was among the fundamental dynamics manipulating security management and thus pointing out that it is important for staff to acquire the necessary attitude infrastructure in their localities to uphold security management. These results were subjected to ANOVA, and results are shown in Table 4.15:

Table 4.15: ANOVA Analysis of the Means of the Levels of Interest of County Staff in Security Management Activities, Number of Reported Cases of Injuries to County Staff and Number of County Property Destroyed between 2014 to 2018

		Sum of	df	Mean	F	Sig
		Squares		Square		
Levels of Interest of County Staff in Security Activities		1459.33	4	364.83		
Security Management	Between	120673.7	2	60336.87	376.4	.00
	Residual	1282.267	8	160.283		
	Total	121956.0	10	12195.60		
Total		123415.3	14	8815.381		

Grand Mean = 91.67

Processed data from statistics of ANOVA in Table 4.15 show that population parameters have a 0.00 significance level. It confirms the idealness of the data in concluding populations parameter since (p - a value of 0.00) is less than 5%, implying, p-value, $0.00 < 0.05$. Thus, the null hypothesis, H_{04} , is rejected. This indicates a significant difference between the attitude of County Staff and security management. These findings indicate that the positive attitude portrayed by county staff betters security management. This enables the county's working atmosphere to experience transformation.

In conclusion, these findings attest that to be a role model in security management, one must be a visionary, a planner, and a custodian of security management infrastructure. County staff commitment, championship, and interest also play a role in implementing security management strategies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This part summarizes the research discoveries, conclusions, proposals, and additional examination ideas discussed under the research destinations.

5.2 Summary of Research Findings

This segment gives a point-by-point rundown of the research discoveries because of the review's objectives, which included; surveying the impact of county security arranging, county staff security preparing, arrangement of safety the board assets, and demeanor of county staff on security the executives.

5.2.1 County Security Management Planning and Security Management

The study established that Nakuru County rarely formulates security policies despite setting rules and regulations on security management and well-designed guide maps. However, the study revealed that the county allocates limited resources for security management operations. This infers that one of the main parts of readiness is how government administrations might interpret the crisis plan and reunification by drawing functioning security the executives' plan.

From study findings, it is obvious that any government or authority ought to be educated yearly and reminded ahead of time regarding high-hazard seasons about the crisis plans, including the distinctions between lockdown, cover set up, clearing, and migration which is intended to ensure the security of staff saw through diminished wounds and decreased loss of lives and property. This is indicative of the fact that a security management plan is a key to staff safety. In summary, security plans drawn up for the county government are vital to guarantee staff wellbeing. It is also critical to note that rules and regulations play an important role in security management. In Nakuru County,

there are rules and regulations on how County Staff conduct themselves during instances of insecurity. This indicates that the county government should determine possible natural and technological insecurities in their areas while preparing the security plans. Furthermore, county governments that are completely ready for a singular crisis, including a pre-essential schooler or staff, are bound to be ready for complex occasions like community uncertainties. Overall, county government with security executives plan should adopt procedures towards further developing staff wellbeing in the county.

5.2.2 County Staff Training and Security Management

From the review discoveries, it is clear that the preparation of county staff on security the executives' abilities has somewhat impacted security the management. However, such training on security management has not been as effective as expected. Most county staff have not acquired first-aid skills to detect security threats in time and thus lack familiarity with different aspects of security management. These study findings thus point out that professional security skills are necessary if loss of lives and property is to be kept at a minimum. That is, technical training and capacity building is required to enable institutions to adopt appropriate security management measures and practices.

Study findings affirm that effective security management depends largely on staff's technical skills and knowledge, and thus, efforts are made to enhance the understanding of detailed technicalities in security management. Understanding is a critical element of trust. Given that most staff lack experience with various parts of safety management, upgrades to lawful, administrative, and institutional conditions might be powerful, assuming a program joins them to reinforce how staff might interpret security the management.

These findings thus affirm that the application of security management can be educational, support critical thinking exercises, and give a cooperative environment for security management. Hence, these findings attest that county staff training influences the management of security in the county. Therefore, security management staff can acquire a learning culture, in-depth understanding of potentialities, and training integrations of work activities.

5.2.3 Provision of Security Management Resources and Security Management

From study findings, it is evident that the availability of security management resources influences security management. However, Nakuru County has very few surveillance cameras which have not reduced the loss of lives and property. This means that new security management practices such as buying modern security management resources such as CCTV and other surveillance cameras have not helped minimize insecurity in the county. The study's findings point out that security management success depends on resources and that staff need to invest in security management. Later they realize that the initial security management investment justifies success. The availability of funds for enhancing new security management strategies is an important factor. That is different types of security resources available in influence security management.

5.2.4 County Staff Attitude and Security Management

Both quantitative and qualitative findings indicate staff attitudes towards security management. It is thus evident that county staff have positive attitudes towards security which has reduced loss of lives and county property. These study findings indicate that staff's positive attitude towards security management is well-thought-out as an overall staff's sentimental response to adopting the same. The more positive mentality or backing the staff gives towards security management, the more probable that staff is to

accept security management. Additionally, changing staff perspectives and further developing staff support impact security management.

These findings further affirm that staff facilitates and supports the idea of employing security management. To accomplish this, staff needs to have an uplifting perspective. The plan to carry out security management is about security management and change of working air and demeanor in their communities. By being good examples in security management, visionary, organizers, and caretakers of the security management framework, staff should be submitted, champion, and be keen on carrying out security management strategies in communities they associate.

The study findings further attest that, in assessing the accomplishment of security management, components should have been thought about, for example, qualities and intentions, which impact the discernments, mentalities, enlistment, and choices of those answerable for the exhibition of security management methodologies. Subsequently, concentrate on discoveries attest that staff demeanor is one of the principal elements affecting security management.

5.3 Conclusions

Drawing from the findings stated, it is evident that Nakuru County rarely formulates security management policies despite having set rules and regulations on security management and well-designed guide maps. However, the study revealed that the county allocates few resources for security management operations. Consequently, one of the main parts of readiness is tending to government understanding on interpreting the crisis plan and reunification by drawing an operational security management plan. This is meant to guarantee the safety of staff witnessed through reduced injuries and reduced loss of lives and property. This indicates that the security management plan is key to staff safety.

These discoveries attest that drawing up security plans for county government is an important stage towards guaranteeing staff safety. From the review discoveries, it is obvious that the preparation of county staff on security the board abilities has somewhat affected security management. However, training on security management has not been as effective as expected. Most county staff have not acquired first-aid skills to detect security threats in time and thus lack familiarity with different aspects of security management. This indicates that having basic skills in security is necessary if loss of lives and property is to be kept at a minimum. In other words, the training of county staff influences the management of security in the county. It is also evident that the provision and availability of security management resources influence security management.

From these findings, however, Nakuru County has very few surveillance cameras which have not reduced the loss of lives and property. This means that new security management practices such as buying modern security management resources such as CCTV and other surveillance cameras have not helped minimize insecurity in the county. The study also revealed that county staff does not manifest a positive attitude towards security to reduce loss of lives and county property. This implies that staff backing through a positive attitude towards security management is considered a staff's overall affective reaction to adopting the same.

These findings imply that staff support or an optimistic attitude towards security management is more likely to embrace positive security results. Hence, study discoveries attest that staff demeanor is one of the essential elements affecting security management.

5.4 Recommendations

From the findings and conclusions, the study makes recommendations. For example, on county security planning and security management, the study recommends that Security Officers ensure policies formulation and plan such that county governments are adequately prepared in security, including regulations setting and resources provided to implement plans for security management. The study recommends that the county governments develop a security module training for the County Staff on handling security breaches on training and security management. The County Governments should organize seminars and workshops where County Staff, security officers, and public members are effectively trained on handling security encounters.

The study recommends that the county government provide basic security management facilities and employ more security officers to provide resources for security management. On county staff attitude and security management, the study recommends that the County Staff should adopt a positive attitude to aid security management since it is a step towards mitigating the security encounter.

Suggestions for Further Research

- i. A study should be conducted to assess the implementation of safety policies and guidelines on security management in counties.
- ii. A study could establish community influence on security management in Nakuru County.

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APPENDIX I: INTRODUCTORY LETTER

February, 2019

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT RESEARCH

I am a student undertaking a course in Master of Science in Security and Strategic Studies in Kenyatta University. It is a requirement that I submit as parts of my research work assessment, a research project on “**Preparedness of county governments on security management: A Case of Nakuru County, Kenya**”. To achieve this, you have been selected to participate in the study. I kindly request the respondents to, fully, participate in the study. The data you provide is intended purely for academic purpose and your name will not be revealed in the report. Findings of the study shall be availed to you upon request.

Your kind participation and cooperation will be highly appreciated.

Thank you.

Yours faithfully,

Lucas Teimuge

1	In my county, formulation of security policies contributes to reduced injuries in the county					
2	My county government formulates security policies which contributes to overall staff safety in the county					
3	Setting rules and regulations contribute to reduced injuries in my county					
4	In my county, setting rules and regulations contribute to overall staff safety in the county					
5	Designing guide maps contribute to reduced injuries and improved overall staff safety in my county					
6	My county government rarely allocates resources during planning to reduce injuries and enhance overall staff safety in the county					

Section C: County Staff Training and Security Management

1. Tick different skills you have been trained on how to manage security in your county

First-aid skills []

Skills to detect security threats [] Skills on mitigation []

2. Rate the extent to which you agree with the following statements on how your training has influenced security management in your county

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

No.	Test Items	SA	A	U	D	SD
		5	4	3	2	1
1	I have acquired first-aid skills which have reduced loss of property in my county					
2	The first-aid skills I have acquired have enabled me to reduce loss of					

	lives in cases of insecurity in my county					
3	I have acquired skills to detect security threats in time which have reduced loss of property in my county					
4	The skills I have acquired on the ability to detect security threats in time have enabled me to reduce loss in my county					
5	I have acquired skills on mitigation of security challenges which have reduced loss of property in my county					
6	The security mitigation skills I have acquired have enabled me to reduce loss of lives in cases of insecurity in my county					

Section D: Provision of Security Management Resources and Security

Management

1. Tick security management resources available in your county

Surveillance cameras []

Alarm systems []

Security guards []

2. Rate the extent to which you agree with the following statements on how provision of security resources has influenced security management in your county

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

	Test Items	SA	A	U	D	SD
		5	4	3	2	1
1	My county has surveillance cameras which has reduced loss of property in my county					

2	Availability of surveillance cameras in my county has reduced loss of lives in cases of insecurity in my county					
3	Availability of alarm systems has ensured a reduction in loss of property in cases of security breaks in my county					
4	My county has installed alarm systems strategically to reduce loss of lives					
5	My county has employed security guards which has reduced loss of property					
6	Presence of security guards in my county has ensured reduced loss of lives in cases of insecurity					

Section E: Attitude of the County Staff and Security Management

1. What is the nature of your attitudes towards security challenges in your county?

Positive []

Negative []

Interests and beliefs []

2. Rate the extent to which you agree with the following statements on how your attitudes towards security challenges has influenced management of security in your county

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

No.	Test Items	SA	A	U	D	SD
		5	4	3	2	1
1	I have positive attitudes towards security which has reduced loss of property in my county					
2	My attitude towards security is positive which has enabled me to reduce loss of lives in cases of insecurity in my county					

3	I do not believe in school security and has not reduced loss of property in my county					
4	The negative belief I have towards security has enabled me to reduce loss in my county					
5	I am interested in school security which has reduced loss of property in my county					
6	My interest in security has enabled me to reduce loss of lives in cases of insecurity in my county					

Thank you

Lucas Teimuge

APPENDIX IV: INTERVIEW GUIDE FOR SECURITY OFFICERS

Dear respondent,

The researcher is a student undertaking a course in Master of Science in Security and Strategic Studies of Kenyatta University carrying out a research on **Preparedness of county governments on security management: A Case of Nakuru County, Kenya.**

The data you provide will be treated with confidentiality and entirely used for purposes of this study.

Section A: County Security Planning and Security Management

1. Which are the components of your planning for security management in your county?

.....
.....

2. How does your planning contribute towards reduced injuries and overall staff safety in your county?

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

Section B: County Staff Training and Security Management

1. Which aspects of training which enhance security management in your county

.....
.....

2. How does staff training on security management contribute towards reduced injuries and overall staff safety in your county?

.....
.....

Section D: Provision of Security Management Resources and Security Management

1. Which types of security facilities are commonly found in your county?

.....
.....

2. How does provision of security management resources contribute towards reduced injuries and enhance overall staff safety in your county?

.....
.....

Section E: Attitude of County Staff towards Security and Security Management

1. What is your attitude towards security management?

.....
.....

2. How does your attitude contribute towards reduced injuries and enhance overall staff safety?

.....
.....

Thank you

Lucas Teimuge

**APPENDIX V: INTRODUCTION LETTER FROM THE GRADUATE
SCHOOL OF KENYATTA UNIVERSITY**



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Website: www.ku.ac.ke

Our Ref: S202/OL/NKU/32260/2017

DATE: 25th November, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

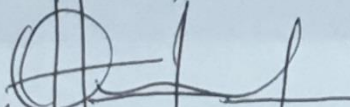
**RE: RESEARCH AUTHORIZATION FOR LUCAS TEIMUGE – REG. NO.
S202/OL/NKU/32260/2017**

I write to introduce **Lukas Teimuge** who is a Postgraduate Student of this University. The student is registered for M.A degree programme in the **Department of Inter. Rel. Conf. & Strg. Studies**.


Lukas intends to conduct research for a M.A Project Proposal entitled, **“Preparedness of county governments on security management: Case of Nakuru County, Kenya”**.


Any assistance given will be highly appreciated.

Yours faithfully,


✓ **PROF. ELISHIBA KIMANI**
A.G DEAN, GRADUATE SCHOOL

APPENDIX VI: AUTHORIZATION LETTER FROM NACOSTI


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: 927099 RESEARCH LICENSE Date of Issue: 09/January 2020




This is to Certify that Mr. LUCAS TEIMUGE of Kenyatta University, has been licensed to conduct research in Nakuru on the topic: PREPAREDNESS OF COUNTY GOVERNMENTS AND SECURITY MANAGEMENT: CASE OF NAKURU COUNTY, KENYA for the period ending: 09/January/2021

License No: NACOSTI/P/20/3395

927099
Applicant Identification Number

[Signature]
Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION FOR**

Verification QR


NOTE: This is a computer-generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application

APPENDIX VII: THE MAP OF NAKURU COUNTY, LOCATION OF STUDY



Source: IEBC (2019)