

**SECURITY MANAGEMENT AND PRIVATE SECURITY
COMPANIES IN KENYA**

BY

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**“A RESEARCH PROJECT SUBMITTED IN PARTIAL
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OCTOBER, 2021

DECLARATION

This Project is my original work and has not been presented for a degree in any other University.

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DEDICATION

This research work is dedicated to the almighty God for giving me life, wisdom and understanding to carry out this work especially during challenging times in the world hit by the COVID-19 pandemic. The work is also dedicated to my family for the moral support during the tedious work when carrying out the research.

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ABBREVIATIONS AND ACRONYMS

KDF	Kenya Defence Forces
PSC	Private Security Companies
USA	United States of America
IGO	International Governmental Organization
NGO	Non-Governmental Organization
UN	United Nations
NIS	National Security Intelligence
COVID 19	Corona Virus of 2019
HUMINT	Human Intelligence
NIS	National Intelligence Service
HP	Hewlett-Packard
ICT	Information Communication Technology
NPM	New Public Management
OECD	Organisation for Economic Cooperation and Development
UK	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Private Security Companies – Generic term referring to all business enterprises aimed at profiting the owners while they offer security services to their customers both locally or beyond the borders. This is inclusive of both what has been termed as Private Military Companies and PSCs in South Africa.

Security – It is one of the basic needs to human beings and is the ability to co-exist harmoniously in a society without any acts of aggression.

Security Management – This the way the security matters in an environmental setting are conducted.

Capacity – This is the potential ability of something in this case the ability of Private Security Companies (PSCs) or employees.

Vulnerability – This the hazard or danger posed in this case the danger posed against PSCs.

Organizational Structure – A system that outlines how certain activities are directed in order to achieve the set goals of an organization in this case PSC which may include rules, roles and responsibilities.

Al Shabaab – An insurgent terrorist group rooted in Somalia whose objective is to rein terror on its targets especially Kenya and other countries that are openly fighting it.

Soft Targets – Targets that are not particularly protected by the state and which can be easily attacked by an insurgent group to send its desired message to the state.

Amorphous entity – An entity that is not actually holding ground and it is hard to know the extent of its control, it is neither here nor there.

Newly Industrializing – A middle income country providing high quality life for all its citizens by the year 2030 for the case of Kenya.

Neo Colonialism – Colonialism that has been borrowed from the European colonial masters and being practised by the locals against their fellow members. In most cases it is more punitive than the former colonialism.

In-group – A group that is held together by similar goals and enjoys favouritism from fellow members.

Out-group – A group that is held together by similar goals, enjoys favouritism from fellow members but derogation from members of the opposing groups.

‘Soja’ – A locally framed word referring to a PSC employee.

‘Nyumba Kumi’ – A community policing strategy embraced in Kenya and the East African region based at the household level.

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ABSTRACT

In the contemporary world the Corona Virus of 2019 (COVID 19) has led to curtailed or total closure of businesses. The world therefore has been experiencing economic 'melt down' as businesses strive to stay afloat. This pressure has led to increase in crime, and globalization has exported crime and other vices which challenge security. This trend has led to a strain on state security agencies, compromising their performance and creating gaps. In Kenya, since the Kenya Defence Forces (KDF) entered Somalia in pursuit of Al Shabaab insurgents, the attacks by the insurgents to Kenyan soft targets increased. The pressure on security agents coupled with their low number has led to state fragility within the borders which necessitates presence of Private Security Companies (PSCs) to bridge the gap. This study sought to investigate the effects of PSCs on security management in Nairobi. The general objective of this study was to establish the effects of PSCs in Security Management in Nairobi. The specific objectives were one to establish how capacity of PSCs affects security management, two to investigate how vulnerabilities of PSCs affect security management and three to examine how organizational structure of PSCs affects security management. This study focussed on Kamukunji Sub County of Nairobi City County which harbours Eastleigh, a very fast growing business hub in Nairobi suburbs that has attracted traders and other opportunists. This study employed both the Integrated Threat Theory and the New Public Management Theory model. Integrated Threat Theory fundamentally highlights conditions that lead to perceptions of threat, which in turn affect attitudes and behaviour. This theory however only creates conditions for the response but has a gap in how this can be replicated in a number of areas or regions. To address the gap, the study focussed on New Public Management Theory model that is designed to decentralize the mode of state operations. This can be achieved through devolving security management activities to PSCs. This study used a descriptive survey research design. To collect the relevant data for the study, the researcher used a structured questionnaire that was administered purposively, interviews and secondary data. This was entered into a program and developed into a database from where it was analysed by use of measures of central tendency and central variability. Descriptive and inferential statistics were used to discuss the findings of the study. The sample population that constituted 84 respondents comprised 65.5% male respondents and 34.5% female respondents. It is recommended that, the Private Security Regulator sets minimum academic entry level for PSCs, set and enforce a standardized training curriculum for all PSCs including how to handle firearms, identify the minimum equipment that is required for running a PSC and the required competency in handling the equipment and standardize the remuneration packages for the PSC personnel. The National Intelligence Services (NIS) should cultivate a structured engagement of PSCs to positively vet and build their capacity to enhance counter terrorism strategies. PSCs should be embedded in the 'Nyumba Kumi' initiative to assist the local administration in the fight against crime.

CHAPTER ONE

INTRODUCTION

1.0 Overview

In this section, the background to the study is examined, statement of the problem, purpose of the study, outline of the objectives of the study, outline of the research questions, a justification, scope and limitations of the study are examined.

1.1 Background to the Study Problem

The contemporary era of terror threat has forced many nations to rethink matters security, where the hiring of Private Security Companies (PSCs) has been on a steady increase to supplement the security apparatus of the states. PSCs are companies that engage clients within a state to offer security services, which have been a preserve of the state, at a fee. These services may range from training, intelligence gathering to logistics.’ Singer (2004) in his policy paper on Iraq operations defines PSCs as business providers of professional services intricately linked to warfare. Generally, PSCs are geared towards making profit out of the security services they offer to their clients.

According to Litavski (2012), the private security industry internationally sprung up in the 1990s after the confluence of three crucial factors - the end of the Cold War, transformation of the nature of warfare and normative growth of privatization in all sectors. The interaction of these factors made room and created demand for private security industry. He argues that the vacuum that the end of the Cold War created in the supply of security led to significant downsizing of national armies because there was no longer competition in the world politics hence global insecurity rose. The

end of the Cold War, he argues, also demobilized over six million well trained soldiers, many of whom could only find suitable jobs in the private security sector. The experiences that these soldiers had in the military could only be effectively harnessed by PSCs to enhance their operations. Unless checked well, this combination of both former service members and new entrants in the security field is bound to compromise performance and effectiveness of the PSCs because they are not at the same level of training.

While discussing the ‘drawdown fiasco’ in the Gap ‘Theory of Crime’, Peter Lock (2019), draws a nexus between, military down-sizing and the growth of the security industry. When there is an excess of demobilised soldiers, they either are recruited into private security firms or may opt for black market security groups courtesy of the drawdown. Those who join PSCs enhance the security management while those that join the black market are a hindrance to security management because they may join militia groups who indulge in illicit activities.

Spicer (1998) asserts that ‘the end of the Cold War triggered conflicts that had subsided for so long due to the presence of superpowers to be rekindled. The superpowers had worked as monitors on the international scene where they monitored conflicts within their areas of influence and ensured that truce prevailed among their faithful members. At the same time, most national armies were downsizing and deeply upsetting media images of soldiers killed abroad like it happened to the United States (US) in Somalia in 1993 had a very negative effect on the desire of governments to deal with resolution of conflicts in crisis areas. As states downsized their militaries, regional conflicts kept increasing hence

compromised the capacity of militaries therefore heightening the need for conflict resolution.

This in effect increased the demand for private security across the globe whose performance and effectiveness had to be checked to ensure they measure up to the demand created on the world scene. Advanced technology which has transformed the nature of warfare in terms of strategy, doctrine and privatisation of most sectors including the military are equally key factors that have led to the increase in the demand for private security in the world. Though technology increases the capacity of any firm hence improving the performance, it leaves notable vulnerabilities. Advanced technology has improved operations in all sectors but equally its vulnerabilities have been utilized by criminal and terrorist agents to threaten the peace in states. Private security enables countries to handle their peculiar challenges locally where local private firms are deployed to handle security issues at home.

Developed Western conventional armies like United States Army have become more reliant on private security and military services. This however appears a new phenomenon for developing countries that strictly hold the traditional Weberian concept of the 'state as being the sole depository of legitimate violence', (Weber 1978). However, where the state's monopoly of violence is lacking, state fragility is rife. According to Di John (2010), state fragility is the inability of a state to provide basic functions to its citizens. Developing countries drag their feet when it comes to use of private security because they doubt the capacity of these PSCs in handling security challenges in their regions. This is a matter of great concern given that, in

the recent past, many private actors have steadily assumed roles that were traditionally the responsibility of the state.

While examining the phenomenon of state collapse Ngunyi and Musambayi (2014), drawing from Zartman et al, argue that there are three critical tasks whose failure may qualify a state collapse status; state as guarantor of security that is the sovereign authority and as an institution. A state that fails to effectively undertake these roles is tending towards fragility hence collapse. It is the duty of a state to guarantee security in all parts within its territory, if this security is not assured by the state or is offered by another party altogether, then the state functionality will be in doubt. States are therefore supposed to hold onto the instruments of power that will guarantee security in the entire territory.

Many international governmental organizations (IGOs) and non-governmental organizations (NGOs) like United Nations (UN) missions abroad have also witnessed PSCs being contracted to work in hostile environment. According to Schreier (2000), the UN missions in Iraq and Afghanistan have witnessed the highest number of PSCs with most of the members participating in the mission comprising of retired military officers from US and abroad. When analysed globally, this industry seems to be experiencing an exponential growth, which is worth studying. Critically, an uncontrolled and poorly regulated private security industry is likely to pose unique governance challenges that may affect their operations and is prone to be an obstacle to peace building, good governance and sustainable development.

After the terrorist attack on US in September 2001, PSCs have increased in number, enhanced their capacities, gained legitimacy and become central in the provision of security. This has been a success since the intelligence gathering agents are easily concealed within the public unlike soldiers whose uniforms compromise their presence. As Avant (2005) argues, the private security sector was instrumental to the success of the 2003 US-led Iraqi invasion. However, in regions where the state is fragile PSCs have suffered profound vulnerabilities to their personnel due to terror activities. In Africa, according to Elsea, Schwartz and Nakamura (2008), South Africa has been on the forefront in the use of PSCs to supplement the country's military and police to fight crime. PSCs have been very effective in community policing and general local administration matters in the country.

Time could be ripe for African leaders to join the world in adopting PSCs to supplement the security apparatus in fighting crime on the continent. In East Africa, Uganda seems to have embraced use of PSCs more than the other countries. According to Gouney (2006), fear of crime occasioned by declining performance of security agents drove the demand for private security services in Uganda during liberalisation in the 1990s. Sakira (2004) argues that due to meagre resources in police force, there rose complains of inefficiency and ineffectiveness, especially from business class. This situation led to the transfer of certain police functions to private security firms as an effort to address the challenges. According to the African Security Review (2004), 'It is important for security officers to have bomb-threat training and emergency crisis training, especially for those located in soft target areas where the general public congregate.' Such training is what will enhance the effectiveness of PSCs in handling crime.

In Kenya, the use of PSCs to bridge the gap in state security has been on a steady increase since the war on terror began. After the September 2013 terrorist attack on Westgate Mall and January 2019 terrorist attack on Dusit D2 hotel in Nairobi, some members of public demanded the empowering of both PSCs and private individuals to fight terror. PSCs can be instrumental for VIP protection details, picketing including guarding government buildings and other sites, convoy security, operational coordination like managing and establishing command, control and communication centres, intelligence gathering and analysis, security training and logistics support. However, training is very critical for the performance of the PSCs roles. According to Mkutu (2007), training imparts appropriate knowledge and influences the attitudes of employees, which is critical in delivery of effective humane customer services leading to better work output and high levels of customer satisfaction.

1.2 Statement of the Problem

The economic pressure in the world has led to increase in crime, where globalization has exported crime and other vices which challenge security. This trend creates state fragility where a strain on the state agencies like the military and police compromises their performance and creates gaps where criminal gangs evade the strong hand of the law to perpetrate heinous acts. During emergency situations in the world, very few states will be willing to respond with their armies and if any they do so very late that conflict cannot be easily abated. PSCs can be very instrumental in bridging such gaps in the security industry while state security agents are mobilized as long term solution.

At the outbreak of the Rwandan atrocities in 1994, as Nakamura (2008) argues, one of the South African private security firms, 'Executive Outcomes' is reported to have approached the UN Secretary General, Kofi Annan, to offer its services in protection of the population. Although the UN was firmly set against using PSCs to address the crisis, the world proved unable to timely mobilize military forces to address the emergency. This indecision may be attributed to the genocide that resulted in over 800,000 casualties. Had the UN agreed to the suggestion to deploy the readily available South African PSCs as a stop gap measure awaiting the deployment of the military, the genocide could have been averted or consequences minimised. The UN however had no legislation for use of PSCs in such conflicts at the time hence aggravating the situation.

With the incidence of terrorism and sporadic terror attacks, the world population has continued to be vulnerable since the performance and capacity of security agents has continually been challenged. In Kenya, since the KDF entered Somalia in pursuit of Al Shabaab insurgents, the attacks by the insurgents on Kenyan soft targets has been enormous posing great challenge to security agents because they fight an amorphous entity that cannot be engaged directly and easily conceals in the populace. Since these insurgents attack unsuspecting citizens in public places, the need to enhance surveillance and entry checks to public places is paramount and this can easily be accomplished by PSCs. In an effort to control state fragility, the police are overstretched and at times lack capacity to effectively handle security situation. This gap can be bridged by agents who monitor the populace and can sound alarm early for security agents to respond. PSCs therefore, can be deployed as first responders in an effort to bridge the gap. This study considered how the capacity of PSCs affects

security management, how vulnerability of the PSC personnel affects security management and how their organizational structures affect security management. It is on this premise that this study sought to ‘investigate security management and Private Security Companies: a case study of Kamukunji in Nairobi City County of Kenya’.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate security management and Private Security Companies: a case study of Kamukunji in Nairobi City County of Kenya.

1.3.2 Specific Objectives of the Study

- i. To establish how capacity of PSCs affects security management in Nairobi City County.
- ii. To investigate how vulnerabilities of PSCs affect security management in Nairobi City County.
- iii. To examine how organizational structure of PSCs affects security management in Nairobi City County.

1.4 Research Questions

This research was aimed at answering the following questions:

- i. How capacity of PSCs affects security management in Nairobi City County?
- ii. What vulnerabilities of PSCs affect security management in Nairobi City County?

- iii. How organizational structure of PSCs affects security management in Nairobi City County?

1.5 Justification

The Kenya Vision 2030 which was launched by His Excellency President Uhuru Kenyatta in 2008 is the National Strategy development blueprint covering the period from 2008 to 2030. It is aimed at making Kenya a newly industrializing middle income country by the year 2030. Towards this, the President conceptualized the Big Four Agenda in 2013; Food Security, Affordable Housing, Manufacturing and Affordable Healthcare for all. This was based on the fact that for the country to achieve Vision 2030, there was need to reconsider the medium-term planning by focusing on the issues that would have the greatest impact on the well-being of the people. Furthermore, security creates a conducive environment that is paramount for the achievement of the national development goals.

Security is one of the basic needs to human beings and therefore paramount to the harmonious habitation of all in any society; a threat to this security will in most cases lead to chaos. Crime causes disquiet and anxiety to any population in a given geographical setting hence disturbing the peace of that population. With the current levels of corruption in the society, mutation of crime and contemporary emerging threats like terrorism and drug trafficking, security agents have been overstretched and their operations challenged, necessitating the need to address the insecurity scourge. The findings may help the National Police to identify possible gaps in their operations and ways they can engage the PSCs towards bridging the gaps in security management while ensuring they themselves are not vulnerable. The findings may

also help the PSCs to enhance their capacity in order to be prompt in their response to security alerts as they achieve their goals. The findings may also be of great assistance to future research because this will be the foundation for their study.

1.6 Scope of the Study

This study focussed on Kamukunji Sub County of Nairobi City County which harbours Eastleigh, a very fast growing business hub in Nairobi suburbs that has attracted traders and other opportunists including criminals and terrorist agents. The high level of activity in the region has also attracted foreigners across Africa and beyond some who illegally sneak in undetected with ulterior motives. Al Shabaab agents and sympathizers have on a number of occasions been arrested in this region hence a critical region in the study.

1.7 Limitations

Information required for this research is sensitive which was not readily shared by the Private Security Companies and other stake holders in the field, however, the researcher managed to negotiate with the management in order to secure requisite information for the study. This research took place during the initial stages of the international outbreak of Corona Virus (COVID 19). The pandemic nearly affected the research since the government had instituted a lockdown on Eastleigh initially and a curfew in the City County of Nairobi which affected the working hours of businesses. The researcher had to wait until the first lockdown on Eastleigh was lifted before he managed to finalize data collection. The researcher ensured that he finalized his data collection before the curfew hours and data evaluation was conducted where the researcher is resident.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this section, the literature review of the study is examined, the theoretical framework where the Integrated Threat Theory and New Public Management theory are discussed and the conceptual framework of the study are outlined.

2.1 Literature Review

2.1.1 Security Management and PSCs

The end of the Cold War brought about a shift in the nature of conflict and in conjunction, the management of security. In this regard, Holmqvist (2005) argues that the role and use of private security has become more prevalent in many of today's humanitarian and post-conflict settings, to the extent of having a global private security industry. PSCs are preferred by international humanitarian organizations due to their prompt response when called upon unlike the world militaries whose response is marred by bureaucracy. Holmqvist (2005) continues to assert that the industry, arguably stemming from what were once known as mercenaries, are now more commonly referred to as private military or security companies that have complimented public security agents for long. Holmqvist (2005), however, fails to point out that the PSCs are also driven by profit maximisation in their response to International assignments. Being private entities, PSCs respond promptly on these assignments for monetary gain to their companies.

PSCs have been in operation for quite a long time, according to Schwartz (2011) in the *Economist Journal* (2003). Schwartz (2011) argues that, it was estimated that about 20,000 private security contractors had been employed in Iraq, making this conflict ‘the first privatised war’ due to the number of private entities on ground. Owing to the peaceful environment created by the PSCs in Iraq, the number of contract personnel increased, this created an argument on the role of private companies. The companies were charged with providing security services to states, corporations and NGOs. Singer (2004) posits that the phenomenon is neither new nor a special case for Iraqi conflict since the past decade has witnessed a steady increase in the global demand for private security services where more over 100 companies are in operation worldwide. According to Singer (2004), history has it that the ancient armies from China to the Greeks and Roman Empire were solely dependent upon contracted private forces for the success of their missions. Singer also argues that similarly private actors have from time to time played a pivotal role in US military history where private contractors have been employed to support US forces in the field. However, while arguing the presence of PSCs in the past, Singer (2004) fails to underscore the fact that PSCs in Iraq created a secure environment for business to thrive. It is therefore worth noting that the use of PSCs to manage security is being favoured by many states in devolving security to ensure efficiency and effectiveness.

Holmqvist (2005) argues that the contemporary increase in international private military and security industry can be traced to the early 1990s, when there was the emergence of private security providers bearing corporate structures. Holmqvist focusses majorly on the market forces that either favour or hinder growth of the PSCs, neglecting the performance and effectiveness of the established PSCs

themselves. Spearin (2001) postulates that a variety of demand and supply factors have played a role in the prevailing corporate security sphere, three factors have been cited largely: first the dominance of post-cold war free markets of the states by foreign forces leading to the outsourcing of traditional state functions. Second the global shrinking of national militaries, this provided an abundance of trained former military personnel for recruitment by private companies and third the gradual disengagement of the major powers from many countries of the developing world.

Spearin (2001) is of the view that it is the supply of surplus trained but retired military personnel that drove the growth of the PSCs in the world. However like the economists argue, supply without demand cannot grow any market, therefore, it is the demand for these PSCs that was the basis for their growth. More so, the post-cold war free market cannot have been the factor that led to use of PSCs for security otherwise the African continent which has remained adamant would have joined the bandwagon in use of PSCs long before. Spearin's argument of disengagement of major powers being a reason for emergence of PSCs on the international scene is indeed a factor but Spearin fails to underscore the fact that the disengagement created a vacuum after the control that these major powers exerted upon their regions was lacking on their departure. It is this vacuum that led to state fragility, exposing the inefficiency and ineffectiveness of the public security agencies hence creating a niche for PSCs.

According to Sabelo (2008), the evolution of the PSC sector in South Africa can be traced to two factors that were essential at varying times in history. First, in the period shortly after the country's transition to democracy, there was need for a large-

scale demobilisation and reintegration by the government in an effort to amalgamate the former homeland forces with South Africa National Defence Forces (SANDF). The goal was to establish a manageable-size defence force, commensurate with the country's needs. Consequently, SANDF soldiers willingly took voluntary retrenchment packages, which looked lucrative but proved insufficient as a source of income for the retrenched soldiers. These former soldiers, like the end of Cold War era, therefore created an upsurge of trained security personnel for the security market (Sabelo 2008). This factor played a lead role in the formation of the PSC industry in the country.

Sabelo (2008) posits that the second period coincided with the increase in crime, as a young economy, after independence, South Africa experienced an exponential growth economically that was not commensurate to the growth of the security sector. Most of the companies that sprung up increased the need for private security after realizing that there was inadequate protection by state organs. Sabello (2008) postulates that this trend has continued to fuel growth in the PSC sector. Though the dismal performance of the public security apparatus has been a key factor in the growth of the PSCs in South Africa and elsewhere, the abundance of retrenched military personnel cannot be the cause of growth of PSCs because such an abundance without the demand is ineffectual to the growth.

In Congo, Gumedze (2008) argues that insecurity assumes various forms, in the eastern provinces the state fragility allowed armed militias and rogue national army forces, to exist unabated hence threatening the population. Gumedze continues to argue that there is a general lack of human security, occasioned by poverty due to

deficiency of food security and access to medical care. From time to time politically instigated violent clashes between former belligerents have occurred in Kinshasa. Gumedze posits that impunity and lack of capacity of the public security forces has led to a general lack of human security in Congo. According to Global Report (2006), since the Congolese armed forces are very much underpaid if any, are poorly equipped and on poor ration from the government, the army and police have low morale and seek to survive by preying on the population. It is these atrocities ranging from traffic police demanding bribes from road users to extortion of quarry diggers by mining police and violent predation by the army that has created oppression by state agents. Bayart et al (1999) argues that there is a lack of division between the public and the private domain, predation and corruption are so systemic that the fragile state can be described as tending towards failure.

Gumedze (2008) asserts that the first PSCs in Congo can be traced to late 1980s, although the sector initially remained small, its expansion was occasioned by growing insecurity in the late President Mobutu's tenure. The late president's tenure was marked by insecurity due to demotivated soldiers and police who were not paid or paid peanuts if any. However, Gumedze argues that rural areas experience state fragility while private security sector is in most cases urban based in a predominantly rural based country. Goede (2008) argues that the development of the private security sector in Congo can be defined by a number of factors, first, state fragility that has continually created a security gap. He asserts that for long, public forces have been unable to provide the requisite security hence affluent citizens in response have sought security from the private sector. The organised and systemic corruption and predation at governance level trickled into the security sector leaving

the armed police and military without sustainment who then resorted to earning a livelihood from the very public that they are supposed to protect. The vacuum left by ineffective police and military therefore created a potential market for PSCs.

The second reason for the boom in the private security industry, Goede (2008) posits was the rapid growth of foreigner-led international non-governmental organisations (INGOs), multilateral organisations and companies that were engaged in the country's post-conflict transition and reconstruction programmes. The INGO and multilateral organizations are expected to grow a post-conflict state so that it can fend for itself in all aspects. In this case the INGOs and multilateral organizations created a market for the PSCs at the expense of the public security. Even though the Congolese police and military were inefficient and lacked capacity, these international organizations failed to address the vulnerability that the public security agents were undergoing while creating a market for the PSCs. This is the reason why the public security have continued to predate on the population in Congo to the extent that even with the growing PSCs, the state security has remained a challenge to date.

In Uganda, Gounev (2006) argues that when Uganda's economy was liberalised in the 1990s, most people and private organisations acquired private property leading to an upsurge of crime occasioned by theft. He posits that it was the fear of crime that drove the demand for private security services. Sakira (2004) postulates that the low numbers of the police coupled with meagre resources in the police force, continued complains of inefficiency and ineffectiveness were common, especially from the business class. Sakira continues to argue that it was paramount to

relinquish some of the police functions to PSCs in an effort to curb the problem while at the same time gaining the confidence of the public.

According to Sakira (2004), the transfer was influenced by the change of new managerialism, whose history can be traced in America in the 1980s. Sakira argues that unlike traditional public administration, managerialism prescribes de-monopolisation of the delivery of goods and services by a single bureaucracy as a way of ensuring efficient provision of goods and services to the public, security services in this case. Though the ineffectiveness and inefficiency of the police is indeed a factor for the growth of PSCs in Uganda and Africa for that matter, managerialism cannot be a key factor for PSCs growth because it was later never embraced by other African countries. However, the capacity and performance of the initial PSCs might have built the confidence of the other users who might have embraced the PSCs.

2.2 Empirical Research Review

2.2.1 Capacity of PSCs

In both up and down economies, firms invest a lot in order to build capacity and stay afloat in the murky waters of competitive business environment. Kirkpatrick (2002), argues that businesses invest up to 37 percent of their capital budgets annually as they strive to improve business productivity and profitability. According to Argote *et al* (2003), Kluge and Schilling (2000), research in organizational learning successfully applied the learning curve analysis in the quest to investigate the nature of changing organizational performance with experience which posted good results.

By embedding the organization's accumulated knowledge in the evolving technology in response to new requirements; organizations increase the effect of cumulative knowledge in the prevailing performance (Hayes & Wheelright, 1984, Joskow & Rose, 1985). In the contemporary era of terror, every new challenge requires unmerged response through embracing technology in order to build capacity to address the challenges. Cohen and Levinthal (1990), posit that automating complex processes using ICT as a means of capacity building, enables the employees to recognize factors that improve processes based on accrued experience and instantiate such improvements into the technology. The outcome of these improvements is a second-order effect that leads to enhanced ability to benefit from experience after the technology is introduced.

Koellinger (2006), argues that the current diffusion of ICT and e-business technologies among firms is an example of the changing technological and economic development. ICT is a critical enabler of change in social and organizational practices, thus enhancing investigation and response to situations of insecurity. Koellinger asserts that over the years, firms operating in the transport, communication and logistics sector have made significant strides in their adoption of new technologies, especially those linked to the internet and e-business to enhance monitoring and response to their business operations. Porter and Millar (2005), argued that the likely contribution of innovation in creating competitive advantage ranges from the continuous assessment of the cost/performance ratio. This is applicable in the cases of incremental innovation, as opposed to establishment of completely new competitive rules. Information and communication technology is one of the most critical yet fast growing technological innovations that provide firms

with a myriad of opportunities to improve efficiency, effectiveness and enjoy competitive advantage. In security management, ICT helps in digital investigations, digital surveillance and monitoring which makes security operations easy and more effective.

Effectiveness of any PSC can only be determined by the actual presence of the security guards, their ability to gather relevant intelligence and information and the character of the security guards. Porter & Millar (2005), argue that one of the primary disadvantages of hiring private security firms is the lack of commitment to the employer's business. They assert that contractual employees tend to be more disloyal to third-party businesses. Since they are underpaid by a great margin in comparison to career security employees, they are generally demotivated to comply with third-party business standards. The net effect of this is the high turnover which affect overall performance. The lower salaries offered to contractual employees lead to highly qualified security personnel leaving contractual employment for greener pastures. The minimal or lack of promotion opportunities within the contract security industry also leaves businesses without the qualified and competitive employees as they look for greener pastures elsewhere.

According to a study by Schneider et al (2003), employees need to get the requisite training in the required technical skills for high quality service, general knowledge and interactive skills. Interactive skills help employees to exercise courtesy, care, responsiveness and empathetic service, factors which build the character of the employees. Successful companies invest heavily in building the capacity of their

employees in training that is commensurate to business goals and strategies. Security firms also conduct positive vetting of their employees in order to ensure integrity in their operations. Tornow and Wiley (2004), recorded a positive correlation between the employees capacity and quality of service. They found that customer satisfaction is directly proportional to the attitude and perceptions of employees, which is a reflection of the organization and its management practices. When capacity of employees is built they develop a sense of belonging and positive attitude to work which increases productivity.

2.2.2 Vulnerabilities of PSCs

Lyons (2002), asserts that the protection of critical infrastructure within a country is usually in the hands of the public security agents but in certain circumstances with assistance from the private security providers. Therefore the level of protection of a country's critical infrastructure is dependent on the competence of the security officers. Di John (2010), argues that the 'monopoly of violence' is essential for state functioning where loss of this is tantamount to failure or state fragility. When basic security functions of a state citizens are missing in any part of that state, then the state is termed to be fragile and the public vulnerable. Lyons further argues that the public security agents engage the private security in order to share critical information before they respond. Lyons however, fails to point out that PSCs can also thrive independently where there are gaps occasioned by the ineffective public security agents.

Even with such coordination the security agents are always prone to direct attacks from criminals since they are the first line of defence in any set up. Lyons further

notes that after the September 11, 2001 terror attack on America, the private security have been actively involved in crime prevention through intelligence gathering that is utilised by the police. Murray (2005), identified three key components to community policing philosophy, a key concept of security management in the contemporary world that is bound to reduce vulnerabilities in the society. These include the creation and reliance on effective partnerships with the community and other stakeholders, the application of viable problem solving strategies and tactics that transform the public security agents including the culture to support this philosophical shift.

Put in another way, community policing is not in itself a tactic or strategy, but is a philosophical approach to how policing is generally conducted. Primarily, community-oriented policing is based on law enforcement to curb state fragility and the community uniting to identify and respond to crime and social disorder at both tactical and operational levels. In this regard, the private security majorly participate in problem identification and solving strategies in a particular area due to the vast knowledge of their areas of operation from their static deployment. Private security is also involved in deciphering possible criminal threats and existent vulnerabilities within their areas which traverses strategic all the way to operational and tactical levels. Effective community policing is not only dependent on developing partnerships between law enforcers and the public, but also intergovernmental and interagency collaborations. These partnerships are critical for identification of threats and vulnerabilities, collection and exchange of intelligence and the necessary synergy in the event of an attack.

Murray (2005), also notes that in community policing, problem solving involves the process of identification of specific issues or concerns and the adoption of the most appropriate remedies to abate the identified challenges. Problem solving is based on the assumption that individuals make rational choices based on challenges and opportunities presented by the immediate physical and social environment. By manipulating these factors, people will be less inclined to act in an offensive manner. Generally, if the underlying conditions that create problems can be eliminated then the problem will also be eliminated at all levels from strategic to operational level.

Problem-oriented security management converges on three main themes: increased effectiveness which in most cases tackles the strategic vulnerabilities even as it touches tactical and operational vulnerabilities, reliance on the expertise and creativity of officers which deals with operational and tactical vulnerabilities, and closer involvement with other actors in the community which also cuts across tactical and operational levels. These themes can be effectively implemented by targeting underlying phenomena that deplete patrol officers' and detectives' time. Building capacity of officers so that they study problems and develop innovative solutions ensures that security agents are not vulnerable even as they address the needs of citizens. As Lyons, (2002) argued therefore, the private security officers have a stake in conducting the problem solving process within their areas of jurisdiction.

2.2.3 Organizational Structure of PSCs

According to Heide, Gronhaug and Johannessen`s (2002), organization structure plays an important role in the strategy implementation because it is what gives life and direction to an existing organization. Drazin and Howard (1984), argue that a proper strategy that is aligned to the structure is critical to implementation of new business strategies by a company. A good structure allows information to easily cascade down and across the organization in a way that enhances efficiency and effectiveness. While studying the strategic implementation process at Hewlett-Packard (HP), Feurer and Chaharbaghi`s (1995) found out that support structures in the form of formal organizational structures are necessary for strategy implementation in a firm. The organizational structure therefore provides a visual explanation of decision-making process and resource allocation which drive the operations of an organization.

Zaribaf and Bayrami (2010), postulate that in any organization, strategy is formulated by top management exclusively which is subsequently implemented by the middle-level managers. Feedback is always given so that in situations where a raft of changes is required before implementation, the top management is looped back. To achieve this seamlessly, Miller, Wilson, and Hickson (2004), proposed embracing of teamwork by realigning roles, responsibilities and accountabilities with strategy. Teamwork between the different levels of management in an organization breaks the barriers that hinder efficiency. In contrast, Brache (1992), argued that while implementing the strategy, it is of paramount importance for an organization to apply cross functional processes that enhance strategy implementation instead of completely changing the organizational structure.

In an exploratory study on the effect of corporate communication on strategy implementation, Forman and Argenti (2005), argue that the internal communication is predominant not only in strategy formulation, but also in its successful implementation. Brenes, Mena and Molina (2008), argue that organizational structure and design are key since they entail critical decisions concerning resource allocation at various levels and activities within the business environment. A good structure ensures coordination hence equipment and human resource easily produce results for the organization. Human resource is a key factor and when the capacity of the employees is built, the output will in most cases increase.

2.3 Theoretical Framework

2.3.1 Integrated Threat Theory

The Integrated Threat Theory was originally introduced by Walter Stephan in 2000 and was structurally modelled after Thomas Pettigrew's Intergroup Contact Theory of 1998. This theory focused on the conditions that enhance intergroup contact and influence intergroup relations. As Wagner (2008), argues, Integrated Threat Theory centres on the conditions that lead to perceptions of threat, which subsequently affect attitudes and behaviour. Once a group senses a threat, they are bound to respond to this in a manner to ensure the group survives the threat. The key issues of Integrated Threat Theory is that people perceive certain changes in the environment they inhabit, focus in particular is on how other people or groups are utilizing the limited resources at hand. This observation may therefore motivate them to behave in a particular way in response to the initial perception they had.

When it is perceived by a group that other people or groups are using resources, material or psychological, that would have been beneficial to them, the group often perceives themselves vulnerable hence they respond in defence. Riek, Mania and Gaertner (2006), posits that such threats are bound to be present at any given time where a particular group's actions and culture challenge the goal attainment or survival of another group. Where there is limited supply of resources, the threatened group finds itself vulnerable hence is forced to compete for the limited resources. This is what brings conflicts in the society hence necessitating employment of security agents to safeguard members of society and their property. When the protracted competition is so immense, the government machinery may be overwhelmed thus creating a niche for the PSCs.

In Integrated Threat Theory, one may either belong to an in-group characterized by favouritism from fellow group members or out-group characterized by derogation from members of other groups. An in-group is that group of people who share certain characteristics and with whom an individual associates himself or herself. Genetically, it is inherent that human beings tend to favour members from their own creed rather than those from others. Redmond (2012), posits that members of an in-group will always feel a sense of belonging to the group and are committed to the sense of belonging to the group. PSCs are an example of an in-group that works together and are willing to assist each other in times of challenges especially insecurity challenges.

Different PSCs have been seen working together in parts of Nairobi in most cases against gangs that would want to outdo them and steal from the premises they take

care of. All insurgents on the other hand are an in-group that is brought together with the ultimate objective of reigning terror on unsuspecting innocent public in a region. When viewed from the PSCs perspective this group forms an out-group that all the time works against PSCs. Generally, members of the in-group will always socialize and offer each other preferential treatment in all aspects for social status. Redmond (2012), argues that an out-group can be described as any external group without an individual's in-group which is bound to be a potential rival or competitor for resources from other groups. Individuals in the out-group may competitively try and enter the in-groups of others to gain access to the scarce or seemingly unavailable resources.

The Al Shabaab insurgents from Somalia have on a number of occasions tried to outdo the Kenya Defence Forces (KDF) but have incurred extensive losses both in personnel and equipment. The group has vowed to transfer their resentment against the innocent Kenyan public whom they view as an in-group to the KDF with a view to convince Kenya to withdraw KDF from Somalia. Since this has been unsuccessful, the insurgents sneak into the country secretly to continually launch terror attacks against the Kenyan public, an act that has extensively stretched the security agents hence creating a niche for the PSCs. Members who are in the Al Shabaab in-group attempt to make members of the out-group (KDF) look bad in order to enhance their image and status which is the basis of the out-group derogation.

Integrated Threat Theory has a number of components including realistic threats, symbolic threats, intergroup anxiety and negative stereotyping. Stephans (2002),

argues that the realistic and symbolic threats primarily deal with threats to the interests of the group and the degree to which one may think their group's interests are being threatened. Due to competition, the members of the group will be prejudiced toward the other groups. Redmond (2012), argues that realistic and symbolic threats differ from intergroup anxiety and negative stereotypes, which in most cases enhance perceived threats by capitalising on the negative expectations and opinions of other groups. Realist threats result from the inherent perceptions held by the in-group, that any out-group is a potential risk to their safety, survival and well-being (Kendall, 1998).

Where the effectiveness and performance of PSCs exceed that of illegitimate gangs and insurgents, such gangs with minimal resources feel threatened because they feel there are material resource barriers that inhibit them to compete for operation. The PSCs supported by the security agents and their resources fight against lawlessness while the gangs with their minimal resources look for ways to evade the security agents to commit heinous crimes and perpetrate terror. The challenge in the resource equation makes the illegitimate gangs threatened hence are continually in conflict with the security agents. Intergroup threats fundamentally lead to conflict because they affect perceptions and behaviours which are bound to evoke strong negative emotions, which are a cause of conflict and generally insecurity. Intergroup threats can also influence an in-group's self-esteem in relation to the out-group which may affect their capacity or increase their vulnerabilities. While the Integrated Threat Theory clearly addresses the operations, capacities and vulnerabilities related to the PSCs as in-groups and illegitimate gangs as the out-groups, the theory fails to fully

explain how adopting PSCs may be devolved in the different regions of a state hence lead to effective security management.

2.3.2 New Public Management Theory

The New Public Management (NPM) theory was the brain child of Margaret Thatcher the Prime Minister of the United Kingdom (UK) in the 1970s. The key issue then, was the development of new mechanisms for the public sector accountability that would ensure effectiveness and efficiency in service delivery. As Oliver and Drewry (1996), argue, since 1975 when Margaret Thatcher took over the realms of power in the United Kingdom as the Prime Minister, there were very radical programmes to reform public services. This was substantive towards improving the range of services provided by the state to the public. Even though the state seemed to dominate and control public service, it was not unable to efficiently and effectively deliver quality services to its citizens due to its vastness, threatening state fragility.

Based on this, the scholars and academicians crafted a model that would build on the vision of Margaret Thatcher to assess the applicability of the radical shift from the traditional status to the new model of management which is used to challenge the state led economy in the globalised world. The Commonwealth Secretariat (1986), argued that with increasing global markets, national economic policies have to be tested against international yardsticks of competitiveness. In principle the NPM model is designed to decentralize state operations so that the state governance is felt in the entire state. This can be achieved through devolving security management

activities to PSCs which are operationally at the grassroots and can be able to address localised security challenges within the community.

According to Organisation of Economic Cooperation and Development (OECD) (1995), devolving authority and providing flexibility are cornerstones of the reforms aimed at improving operations. When the state operations are decentralised therefore, the performance of the state is tremendously improved because of improved economic efficiency and effectiveness in human development. This model with its features which serve as instruments of governance reforms has been the force behind the devolution debate which has swept most continents especially Africa. NPM model as an instrument for governance reform has been a clear success story in developing countries especially African countries where most public services have been felt in the rural areas after they were devolved. McLaughlin et al (2000), asserts that since early 1980s, significant strides have been made in sub-Saharan Africa towards transformation of the public sector from predator to resource generation. Towards this goal, a few countries have demonstrated modest progress while most have continually wallowed in mismanagement.

African countries have now and again been criticized for blindly embracing centralized governance which is claimed to have extremely affected the public sector and undermined human resource development. According to McLaughlin et al (2000, citing Hope and Chiko), state bureaucracies in Africa are nonperforming and corrupt, too immense and lack a responsibility and accountability. However, the contemporary era has witnessed a wave of globalization coupled with strong citizen pressure for accountability of public service across the continent.

In response to the evolving criticism, the irreversible citizen pressure and fluid global market orientation, most African governments have yielded and made application of the NPM model a means for the better of the continent because it has ensured efficiency and effectiveness in service delivery. The NPM model has significant guiding features of transforming traditional public management towards efficiency. While citing the World Bank, McCourt and Minogue (2001), argue that a key feature of the reforms was the belief that the state was too large and overcommitted hence the market offered better mechanisms for achieving efficient supply of goods and services. The expanse and over commitment have subsequently led to overstretching of the security agents that leaves gaps in security management hence a niche for PSCs.

Generally, the model culminates into five prime features of NPM which include first, 'deregulation of management structures, decentralization budgetary and financial management; second, remodelling of government departments into autonomous executive agencies and privatization units; third, evaluation of performance based on outputs rather than inputs and use of contracts; fourth, introduction of competition and internal markets; greater use of market resource allocation; and fifth, extending public-private partnership and privatization'. Based on all these features and the fifth feature in particular, extending public-private partnership and privatization, states can adopt use of PSCs in enhancing security in the devolved units. In this case the symbiotic relation can work well where the PSCs benefit from the government revenue while the government benefits from the services of these PSCs to ensure safety and effective security of its citizens.

2.4 Conceptual Framework

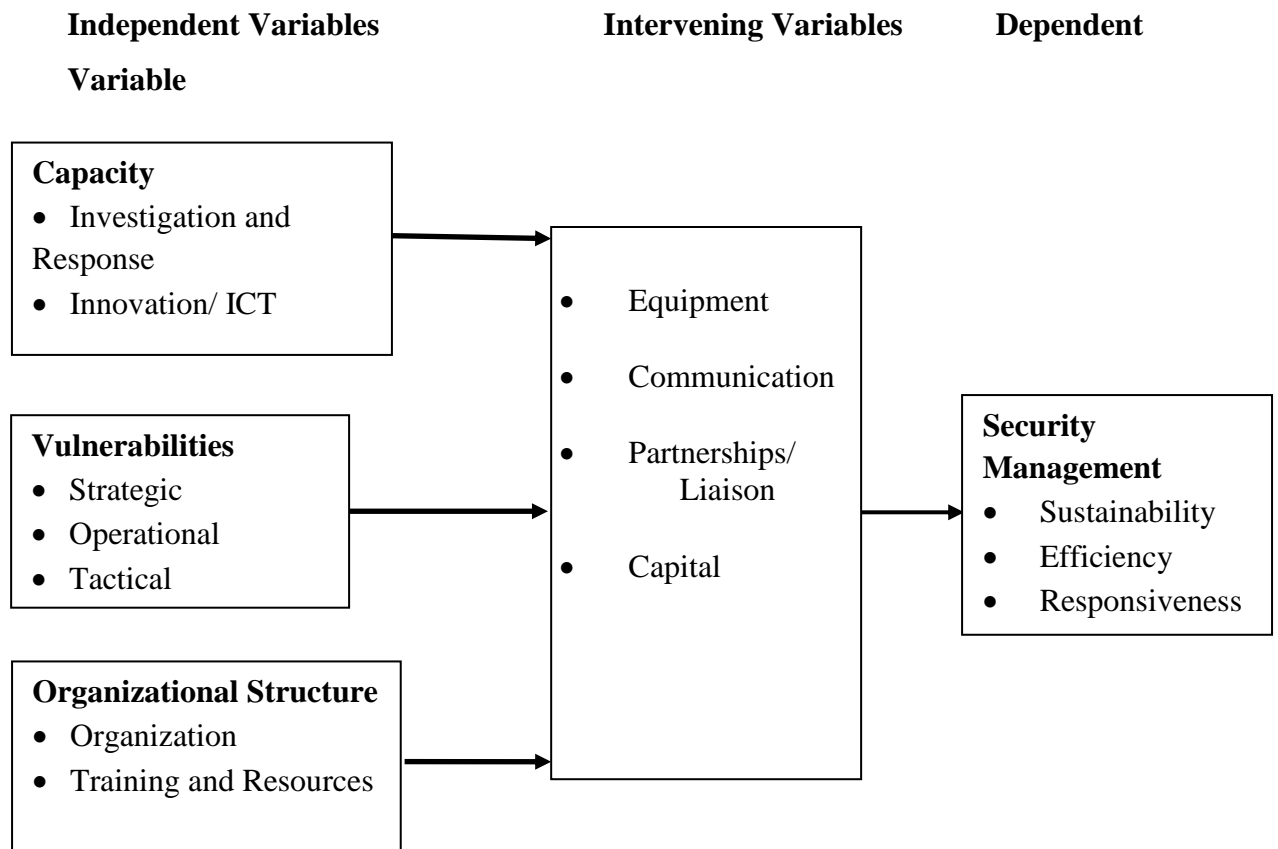


Figure 2.1 Conceptual Framework

(Source: Author)

In assessing the challenges facing PSCs in Nairobi, this research had independent variables, intervening variables and a dependent variable. The dependent variable was security management while the independent variables that were considered are capacities of the PSCs, vulnerabilities of PSCs and the organizational structure of PSCs. Each independent variable had a number of parameters that were considered during the study. Under capacity, the study considered how investigation, response and innovation through ICT enhances the capacity of PSCs. Under vulnerabilities, the study considered the vulnerabilities occasioned by the strategic leadership, how implementation of the objectives at the operational level can lead to vulnerabilities

and how the actual tactical implementation of tasks is risky to PSCs. Under organizational structure, the study considered how flow of information in the organization, training and resource mobilization can enhance operations of PSCs. Emerging from the independent variables are the intervening variables which include the equipment, communication, partnerships or liaison with other PSCs or public security organs and capital as the critical intervening factors that enhance security management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research methodology and procedures that were used in carrying out the study. It describes the methods that the researcher applied in carrying out the study. It details the research design, study variables, site of study, target of the population, sampling and sample size, instruments for data collection which were employed and data analysis during the study.

3.1 Research Design

This study adopted a descriptive survey research design which is a description of the state of affairs as they exist (Kombo & Tromp, 2006). As Phillips (1985), argues, it is a procedure for systematically collecting information from people in the field by obtaining their responses to questions using the questionnaire, interviews and observation as instruments for data collection. In this case the researcher visited the respondents in Eastleigh and systematically collected information from them through a questionnaire and interviews. This method was suitable because it gives first-hand information, the information about attitudes, opinions, habits or social issues of the people in Eastleigh, Kamukunji Sub County which was paramount for the study was collected first hand. The aim of the survey was to obtain information from the respondents, analyse this information, carry out comparisons, come up with the findings and then make recommendations.

3.2 Site of the Study

The research was based in one of the upcoming Eastern suburbs of Nairobi City, Eastleigh in Kamukunji which borders sprawling Mathare slums to the North that is prone to insecurity, Kiambiu to the East, California and Gikomba to the South. Unlike other suburbs in Nairobi, Eastleigh has been developed primarily as a business hub. This has attracted both wholesale and retail traders for business while at the same time attracting other opportunists with intent to take advantage. Eastleigh was suitable for the study because it is one among the upcoming suburbs of Nairobi where you can find a whole range of business activities diversified in one particular area. The high rate of business activities in the region has also created a concealed safe haven for criminals. The area has in the recent past witnessed cases of Al Shabaab recruitment and radicalization which remains a threat to the security of the country.

3.3 Target Population

A population refers to the larger group from which the sample is taken or an entire group of persons or elements that have at least one thing in common as Kombo and Tromp (2006), assert. An effective population sample is supposed to be as diverse as possible for applicability of the research findings to the whole population. The target population for this study consisted of 50 shop outlets each containing at least four respondents who have employed security guards or need security services for their businesses. In addition, the researcher also targeted 30 security guards from 10 different firms who have posted their guards in Eastleigh, Kamukunji Sub County plus five police who were deployed in businesses like banks totalling to 505 respondents.

3.4 Sampling Technique and Sample Size

A sample is a finite part of a statistical population whose properties are studied in order to gain information about the whole population. A good sample should be adequate and a representative of the underlying population (Webster, 1985). Christensen and Stoup (1999), postulates that sampling is the act or process of selecting a suitable representative part of the population for the purpose of determining characteristics of the whole population. As Fraenkel and Wallen (2000), argue, in this case the selected individuals who will participate by questioning as part of this study will form the sample. The researcher targeted business people in Eastleigh who are potential clients for PSCs, security guards deployed to guard businesses and police deployed in businesses like banks. Out of the targeted population of 505, the researcher used the Yamane (2013) formula to determine the sample size of the study as follows:

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

Where n is the sample size

N is the estimate of the target population size

e is the error margin (in this case the error margin was estimated to be 10%)

(Source: Yamane, University of Florida 2013)

Using the target population of 505 as indicated above for this study with an estimated error margin of 10%, the sample population will be:

$$84.16666666 = \frac{505}{1 + 500(10/100)^2} = \frac{505}{1 + 500(0.01)} = \frac{505}{6} =$$

This is approximately 85 respondents who formed the sample size. In determining the respondents, the researcher used purposive sampling of non-probability sampling

technique. Purposive sampling which is also known as judgement or subjective sampling is a sampling technique in which the researcher relies on his or her own judgement when choosing members of the population to participate in the study.

3.5 Reliability and Validity

Mugenda & Mugenda, 1999 posits that reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials. The conditions under which the investigation took place were standardized, that is, the external sources of variation were minimized to the extent possible. This ensured that the data collected was reliable and valid.

3.6 Instruments

Mugenda and Mugenda (1999) suggests the use of questionnaires, interview schedules and observation forms while undertaking research in business and social science. The study used both primary and secondary sources to acquire both quantitative and qualitative data. To acquire quantitative data for the research, the researcher used a semi-structured questionnaire that was administered purposively in the selected areas within the estate. Since most of the respondents were at least secondary school graduates, they were competent enough to fill the self-administered questionnaires. Questionnaire was preferred by the researcher because it gives standardized response for all respondents, it is less time consuming and is cost effective. In addition, this tool was preferred because the respondents are business people who want minimal interruption. The respondents would therefore fill in the questionnaire during their free time then the questionnaire would be collected later. Qualitative data was collected using interview schedules and this primarily was in cases where the respondent preferred being interviewed instead of

filling the questionnaire on their own. The interview schedules provided more insights on the data obtained quantitatively. Furthermore, online articles, books, journals and magazines were used to obtain preliminary information on the structure and operations of the private security industry.

3.7 Data Analysis

Analysis technique applied for both quantitative and qualitative data using the Statistical Program for Social Sciences (SPSS) and MS Excel for simple data analysis such as tables. Use of the statistical tools of research enabled the researcher to arrive at the descriptive analysis of the data which include measures of central tendency like mean, median or mode and measures of central variability like range, variance and standard deviation. Percentages, graphical presentations, frequencies and tables were then used to describe the phenomena under investigation. Discussions on data analysis, interpretations and discussions followed thereafter.

3.8 Ethical Consideration

Before the actual data collection process, permission to carry out the study was sought from all the relevant authorities. Ethical matters are paramount during research work, the researcher assured respondents that the information received from the respondents will not be used for any other task other than academics. The researcher also informed the participants on their rights to participate or withdraw from the study. Confidentiality of the information gathered and anonymity of responses from all respondents was taken into consideration and the respondents assured. There was also verbal reassurance to the management that information acquired from the respondents would only be used for academic purposes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter analyses the data collected using either tables or graphs then interprets the findings. The research was aimed at one, establishing how capacity of PSCs affects security management in Nairobi City County; two, investigating how vulnerabilities of PSCs affect security management in Nairobi City County and three, examining how organizational structure of PSCs affects security management in Nairobi City County. The chapter precedes by presenting the background information of the respondents to the questionnaires then followed by a comprehensive presentation of the findings and their analysis based on the objectives of the study.

Descriptive and inferential statistics have both been used to discuss the findings of the study. A sample is a finite part of a statistical population whose properties are studied in order to gain information about the whole population. A good sample should be adequate and a representative of the underlying population (Webster, 1985). On the other hand, Sampling is the process of selecting a suitable representative part of the population for the purpose of determining characteristics of the whole population (Christensen & Stoup, 1999). The study targeted a sample size of 85 respondents, who all filled and returned the questionnaire and were interviewed making a response rate of 100%. Based on Mugenda and Mugenda (1999), assertion that a response rate of 70% and above is sufficient to draw conclusions from, this response rate is satisfactory for the study.

4.1 Respondents General Information

4.1.1 Gender Distribution

The study targeted to deploy the questionnaires in Eastleigh which is a fast growing business suburb in Kamukunji Sub County of Nairobi City County. The targeted respondents were business people in Eastleigh justified by the fact that they are the ones who mostly procure the services of PSCs. The investigation sought to know the gender of the respondents in order to identify any prejudices when it comes to the use of PSCs. It also indicates the gender trends of business people in the study area so that any biases can be identified. The response was as follows:

Table 4.1: Respondents' Gender

Gender	Frequency	Percentage	Cumulative Percent
Male	55	65.5	65.5
Female	29	34.5	100
Total	84	100	

Source (Survey Data 2020)

It can be deduced from the table that the sample population that constituted 85 respondents comprised 65.5% male respondents and 34.5% female respondents. The gender disparity can be attributed to the fact that most of the businesses in Eastleigh suburb are stores dealing with voluminous sales. Based on the fact that most businesses in Eastleigh are owned by the Kenyan Somalis, Robert Jackson (2018), analogy of the nobility and subordinate class in explaining the American Black predicament could be a possible explanation.

First, since the Somali culture had negated education of the female gender for long, few female have been available to compete their male counterparts in business. Two, the lack of religious freedom for the female gender in Somali culture as Jackson (2018), posits could be a possible reason why low female numbers enrol for formal education hence low competitive numbers in employment hence a disparity in gender distribution of the respondents. However, these results do not correspond well in a country like Kenya where affirmative action for gender mainstreaming is in high gear and the population of female gender is higher than the male gender. According to the Profile of Women's Socio-Economic Status in Kenya (2010), gender disparities are still persistent in most sectors including the security sector hence steps need to be put in place to balance such disparities.

4.1.2 Age cluster distribution

The investigation sought to know the age of the respondents in order to ascertain if the respondents were able to make rational decision in consideration of PSCs. From the age, it is also possible to know whether the respondents were employees or owners of the businesses because owners indicated very well that they either had employed PSCs or had reservations. The response was as follows:

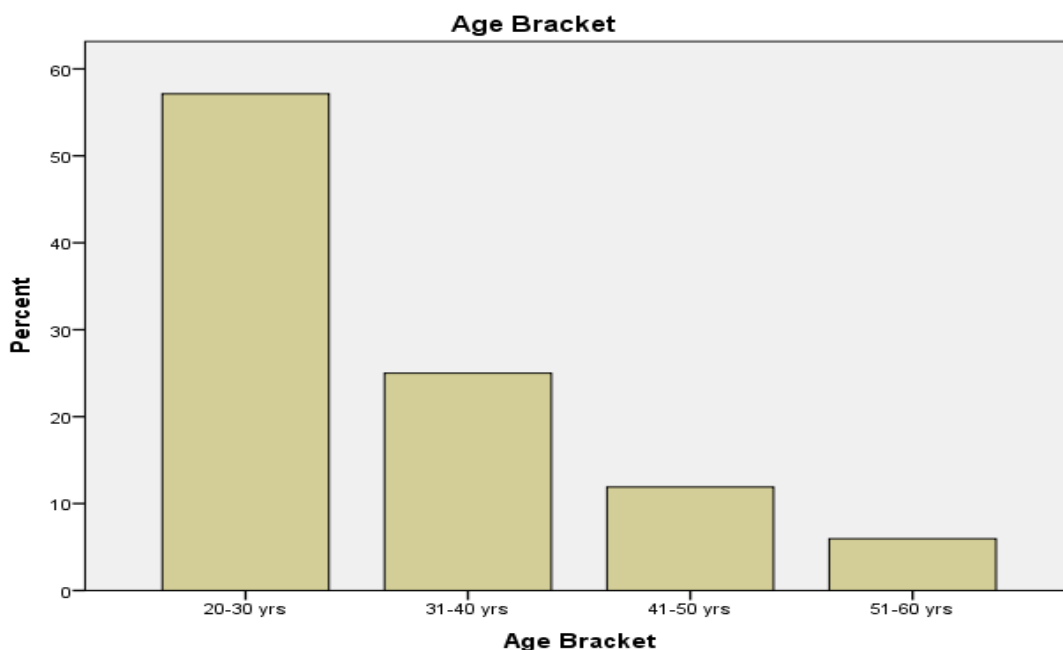


Figure 4.1: Graphic Presentation of the Age Bracket Data

Source (Survey Data 2020)

The ages from 20-30, 31-40, 41-50 and 51-60 years indicated 57.1%, 25.0%, 11.9% and 6.0% of the respondents respectively. It can be deduced from the clusters that majority of the businesses in Eastleigh are operated by the youth. This trend can be attributed to the current unemployment levels among the youth in Kenya like many African countries where every year many youth graduate to compete the scarce employment opportunities. A number of the respondents also indicated that they are still pursuing their education hence participated in business as part time employment before resuming classes. As Wairagu (2004), argues, employment in the private sector has always been a matter of necessity and not choice. People look for employment in order to fend for themselves either in the short or long term. These trends therefore are likely to continue since people have to fend for themselves as unemployment persists.

4.1.3 Academic Qualification

The investigation sought to identify the academic qualification of the respondents because this would indicate if they would understand the questionnaire and answer it unaided. A business person with nil education is hardly able to perceive the objective of the study and is likely to be non-responsive. The response indicated that majority of the respondents were certificate holders that constituted 47.6%, Diploma holders constituted 23.8%, degree holders were 15.5% whereas 3.6% were Masters' Degree holders with 9.5% not having attended school. This indicates that on average most respondents had attained formal education and were capable of answering the questionnaires without much assistance. For the few who could not read, the questionnaire was administered to them in form of an interview that yielded similar results.

4.1.4 Number of years in Business

The investigation sought to know the number of years that the respondents had been in business so that their interaction with or engagement of PSCs could be ascertained. There is high likelihood that a respondent who has been in business for long is likely to have considered the security of their businesses hence will have experience which is critical for the study. The response indicated a range of data from 30 years for the respondent with the most number of years in doing business to the least. The highest frequency in the number of years of doing business for the respondents was 2 which accounted for 15.6% of the respondents. This means that 15.6% of the respondents had an average of 2 years in business hence are well conversant with the security situation of Eastleigh. Most of the respondents had also interacted with PSCs.

4.2 Operational Information

The investigation sought to know some operational information that was essential for meeting the study's objectives. The respondents were asked whether they had engaged the services of a PSC and if so which and also what influenced them to engage the PSC. The response was as follows:

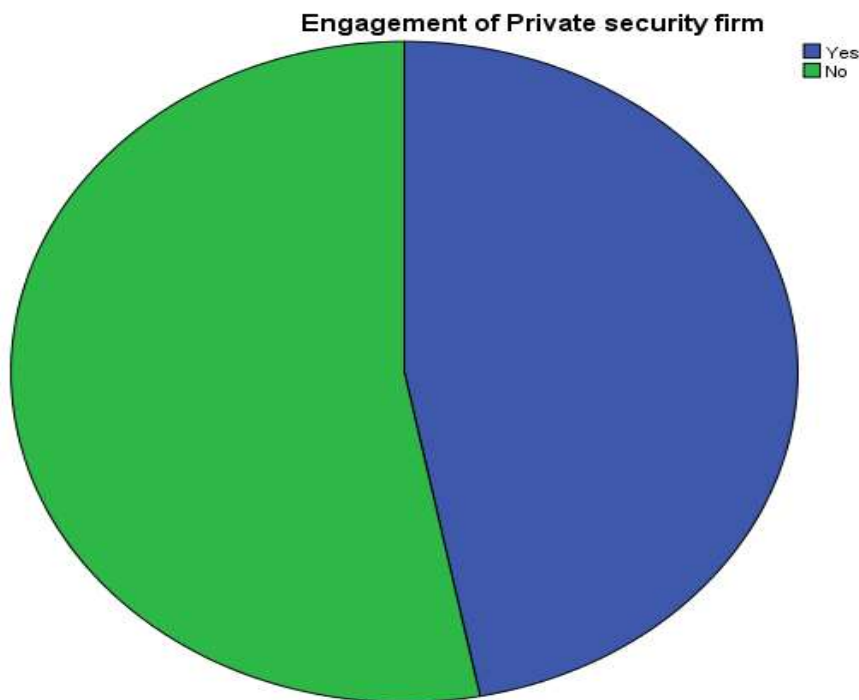


Figure 4.2: Graphic Presentation of Engagement of PSCs

Source (Survey Data 2020)

It can be deduced from the data collected that 45.2% of the respondents had engaged or sought the services of PSCs whereas 54.8% did not. Most of the respondents who had sought services of PSCs have been in business for some time.

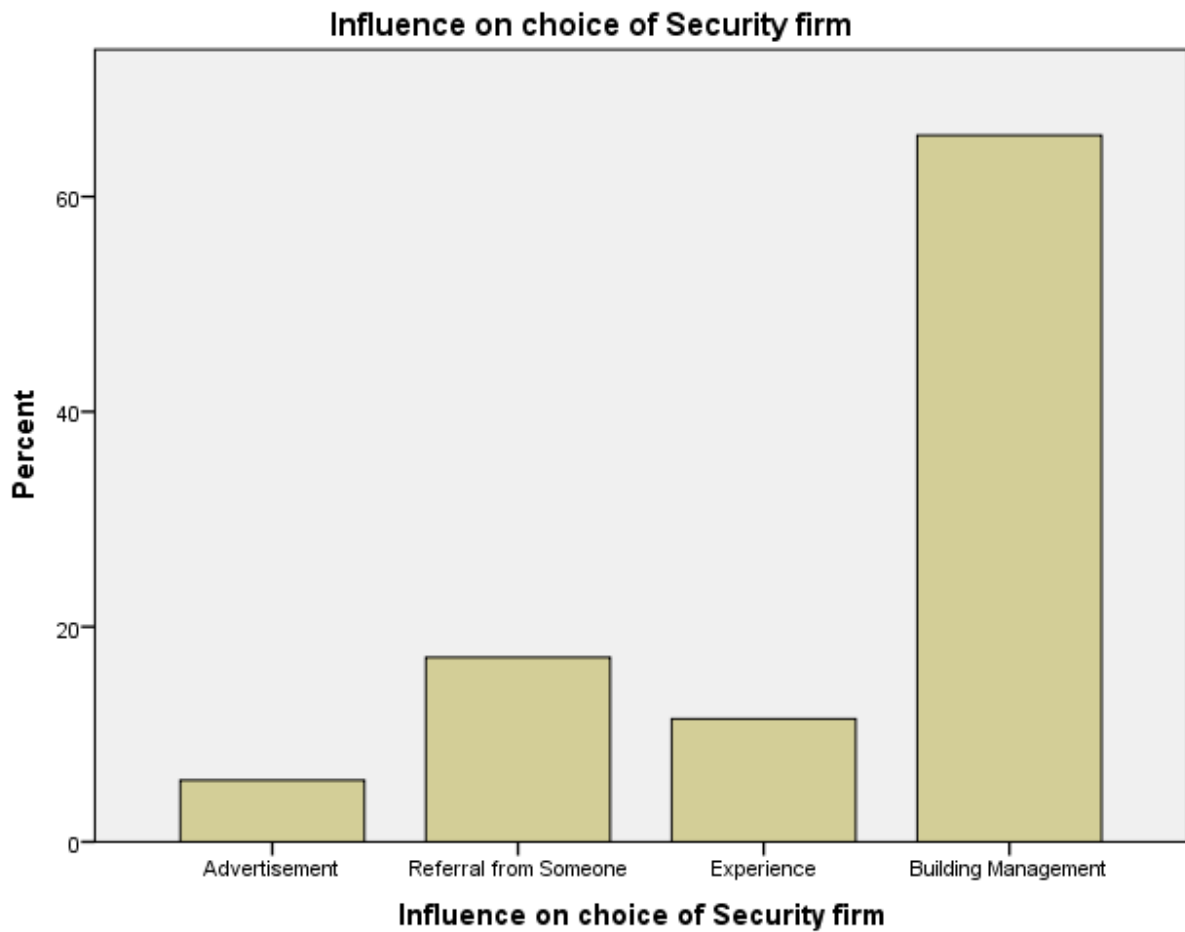


Figure 4.3: Graphic Presentation of Influence on Choice of Security Firm
 Source (Survey Data 2020)

It was also established that 60.5% of those that sought the services of PSCs indicated that their choice of the PSC that they engaged was determined by the management of the building that they operated in. This can be attributed to the fact that most business premises in Eastleigh are located in Malls that have central management which handles security as an administrative function. Therefore a number of business premises could fall under similar security firms. These respondents were coded as Building Management being their influence of choice of the PSC. A greater percentage of the remaining respondents indicated that they had been referred by someone. This shows that security is a sensitive function hence

referrals by friends or others who are well versed with a particular PSC are preferred when one is searching for a PSC to engage.

4.3 Capacity of PSCs

The capacity of PSCs was one of the variables under study for this project. The study sought to assess how the capacity of PSCs affected security management in Nairobi City County. The capacity of PSCs can be determined using various parameters such as ability to conduct investigations, emergency response and innovation via ICT. The study utilized the questionnaire in a structured format that enquired from the respondents to what extent they either agreed or disagreed with a set of statements that reflected the parameters of assessing the capacity of PSCs and the response is as follows:

Table 4.2 Influence of capacity on security management

Ser No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No comment	Mean	StD Dvn
CAPACITY OF PSCs								
a.	PSCs have enough trained personnel to conduct security services	12	36	25	2	9	3.48	1.108
b.	PSCs have adequate security equipment for their tasks	7	37	30	6	4	3.43	0.907
c.	PSCs are well coordinated and respond promptly to emergency situations	10	43	22	4	5	3.60	0.971
d.	PSCs conduct thorough investigations that easily net culprits	5	36	29	6	8	3.31	0.983
e.	Insecurity incidences have remarkably gone down since PSCs came onto scene in the area	6	54	13	3	7	4.10	4.485
f.	PSCs are very innovative to challenge any insecurity	4	28	39	3	9	3.80	5.840

Source (Survey Data 2020)

From the table above, most respondents agreed that PSCs have enough trained personnel to offer security services as denoted by a mean of 3.48. Most respondents agreed that PSCs have adequate security equipment for their tasks and this denotes the embrace of technology by the PSCs in the area. The response of PSCs was deemed prompt and well-coordinated for response to emergencies as denoted by a mean of 3.60 recorded by respondents agreeing. Respondents disagreed that PSCs conduct thorough investigations and easily net culprits as and this can be attributed to the collaboration with the public agents who normally are charged with the responsibility of arresting and prosecuting.

Majority of the respondents agreed that incidences of insecurity had remarkably gone down since the PSCs came into operation in the study area denoted by a mean of 4.10. Lastly, majority of the respondents agreed that PSCs are very innovative in their approach to security by their capability of using ICT through surveillance equipment installation and communication devices that perhaps the police have been slow in uptake which was denoted by a mean of 3.80. According to Yamoah and Maiyo (2013), capacity building broadly improves the abilities of all employees and develops the desirable skills and attitudes, which enable employees to accomplish suitable tasks efficiently. This argument is in line with the positive findings in the study which include training and innovativeness, however, Yamoah and Maiyo failed to point out that for PSCs to have an upper hand, this should be in tandem with the advancing technology. The findings also corroborate with Ahmad, Farrukh, and Nazir (2015), argument that capacity building has a positive impact on the employees' performance along with external factors and in general improves effectiveness at the organizational level. Though Ahmad, Farrukh, and Nazir failed

to identify the external factors, it can be noted that as capacity building enhances performance, the other objectives of the study, vulnerability and organization structure fill the gap of other external factors that improve effectiveness.

4.4 Vulnerability of PSC Employees

Vulnerability of the operators in the PSCs was the second variable under study for this project. The study sought to assess the extent to which vulnerability of PSCs using the three different levels of their command and control structure that is the Strategic, Operational and Tactical level affects security management in Nairobi City County. The findings from the respondents were as follows:

Table 4.3: Influence of vulnerability on security management

Ser No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No comment	Mean	Std Dvn
VULNERABILITY OF PSCs								
a.	PSC job is a very risky career to the workers	21	35	20	3	5	3.83	1.010
b.	Top level management in PSCs is not exposed to imminent danger	10	39	23	4	8	3.52	1.050
c.	Coordination of PSC personnel is good	9	42	23	3	7	3.65	1.014
d.	Security guards are the most vulnerable members of PSCs	9	51	11	8	5	3.99	0.887
e.	PSCs work harmoniously with the police and military	5	22	35	7	15	3.10	1.221

Source (Survey Data 2020)

The study inquired to what extent the respondents agreed with the above statements that relate to the vulnerability of PSCs at the different command levels. Majority of the respondents agreed that a career in the PSC is very risky as denoted by a mean of 3.83. The majority of the respondents also agreed that the top level management in PSCs are not exposed to imminent danger like the subordinates as indicated with a mean of 3.52. 63% also agreed that the coordination of PSCs was good denoted by a mean of 3.65. Further, 71.4% of the respondents agreed that the security guards were the most vulnerable members of the PSCs which was denoted by a mean of 3.99. This may be attributed to the fact that it is the subordinate members of PSCs who meet criminals and the life is always on line. Lastly, most respondents disagreed that PSCs work harmoniously with the police and military where only 42% of the respondents agreed. This could be an indicator of simmering tension between the PSCs and police or military who may be feel PSCs are just alarmists who wait others to act.

Marshall (1920), highlighted vulnerability as the dependence of workers on continuous employment, due to the perishable nature of their labour power and the typical absence of a source of alternative income. This explains why PSC employees will continue working in spite of the fact that a career in the PSC is very risky as per the findings above. However once alternative sources of employment are sought, the turnover of PSC employees is bound to increase. Martin (1992), notes that, in practice, the pattern of dependencies is variable, being influenced by product, labour market conditions and a range of other economic, political, social and cultural factors. Though vulnerability of PSC employees can be covered under labour market conditions, Martin failed to point which labour market conditions were a cause of vulnerability. This study underscores how kitting and capacity building of the PSC

employees enhances security management thus reducing vulnerability. While Marshal (1920) and Martin (1992), comprehensively discuss vulnerability from the employee security perspective, they fail to outline environmental vulnerability and the other economic, political, social and cultural factors as vulnerabilities. This study discusses both environmental vulnerability and other factors affecting performance of PSC like capacity and organization structure.

4.5 Organizational Structure of PSCs

This was the third variable that the study sought to assess, relationship of organizational structure of PSCs with security management in Nairobi City County. Three parameters were considered for gauging the organizational structure which are organization, resources and training. The findings from the respondents is as follows:

Table 4.4: Influence of organizational structure on security management

Ser No	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No comment	Mean	Std Dvn.
ORGANIZATION STRUCTURE OF PSCs								
a.	The PSCs are more closer to the public than public security	17	48	15	1	3	3.89	0.866
b.	The PSC is organized very well in security management in the area	8	53	19	1	3	3.73	0.791
c.	The PSC have adequate personnel manning the area	6	44	26	2	5	3.88	3.176
d.	The PSC have adequate equipment for security in the area	5	29	40	7	3	3.30	0.828
e.	PSCs are trained well to handle security issues	6	39	27	7	5	3.38	0.956
f.	PSCs have adequately sensitized the public on their activities	8	49	16	6	5	3.59	0.959

Source (Survey Data 2020)

58% of the respondents agreed that the PSCs were closer to the public than public security denoted by a mean of 3.89. This could be attributed to the fact that public security agents are always ruthless and their relationship with the public is poor. Most respondents agreed that the PSCs are well organized in security management in the area denoted by a mean of 3.73. Majority of the respondents also agreed that PSCs have adequate personnel manning the area denoted by a mean of 3.88. However, majority of respondents disagreed that the PSCs have adequate equipment for security in the area. This could be in relation to armed thugs who appear to be more equipped than the PSC employees. 46.9% of the respondents agreed that PSCs are well trained to handle security issues with a mean of 3.38 and lastly majority of the respondents agreed that PSCs have adequately sensitized the public on their activities represented by 60.5%.

The findings of the study corroborate with Kampini (2018), argument that organization structure has an impact on the employee performance; a poor organization structure means that there will be low productivity, less delegation of work, no incentives provided and centralized decisions thus affecting employee job satisfaction and hence performance. However, Tamika fails to discuss how proximity of the PSC to the public enhances the confidence of the public in PSCs. This study found that PSCs are closer to the public than public security hence gain upper hand intelligence that enhances security through early detection and response. The findings of the study also corroborate with McQuerrey (2011), who argues that introduction of incentives and clearly defined roles in institutions satisfy their employees which improves performance. However, McQuerrey (2011), only centres

her argument on incentives omitting other factors like equipment, training and organization structure itself. This study discusses equipment, training, organization structure, capacity and vulnerability of the employees as factors affecting performance.

4.6 General Questions

The final section of the questionnaire asked the respondents whether they agreed to some statements that addressed the general role of PSCs in their area. 56.8% of the respondents affirmed that since they started using PSCs their business premises have never experienced any break-ins. The findings corroborate with Hutler (2016), argument that physical security by guards is a significant part of an intrusion detection system especially when they patrol their assigned locations. However, Hutler fails to point out that other factors like security equipment and personnel capacity could enhance security management. This study discusses how other factors like capacity building of personnel, equipment and organization structure enhance security management. 67.9% of the respondents affirmed that the security guards they used were respectful and had integrity, however, they were not empowered well enough to handle security in the area. Majority of them indicated that there was need to have further training of the security guards and improvement of their remuneration and welfare in their respective work stations.

4.7 Regression Analysis

Regression analysis model is a statistical process for estimating the relationship between a dependent variable and one or more independent variables. This model can be used to assess the strength of the relationship between variables and for predicting the future relationship between them. The study sought to know the

relationship between security management in Nairobi City County to capacity of PSCs, vulnerabilities of PSCs and organization structure of the PSCs. The findings from the respondents is as follows:

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.729 ^a	0.532	0.374	0.689

Source (Survey Data 2020)

From the table above, the adjusted R squared is a coefficient of determination that indicates the variation in the dependent variable as an effect of changes in the independent variables which in this case are capacity, vulnerabilities and organization structure. From the findings in the above table the value of the adjusted R squared was 0.374, an indication that there was variation of 37.4% on Security Management in Nairobi City County that can be attributed to the influence of Capacity of PSCs, addressing Vulnerability of PSCs and finally the Organization Structure of PSCs at a 95% confidence interval. This indicates that the 37.4% change in the Security Management of Nairobi City County could be attributed to the capacity of PSCs, addressing the vulnerability of PSCs and the organization structure of PSCs. R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above, it is notable that there exists a strong positive relationship between the variables of the study as shown by 0.729 coefficient of determination.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of this study and it first presents the summary of the key findings from the data collected during the research exercise, secondly, the conclusions drawn from the findings highlighted and finally the recommendations proposed. The summary of the key findings are presented in accordance with the three variables that the study was focussed on. The conclusions and recommendations drawn were focussed on addressing the objectives of the study. These objectives were presented as the determination of how the capacity, vulnerability and organizational structure of PSCs affect Security Management in Nairobi City County. The conclusions of the study were then generalized from the entire document.

5.2 Summary

The capacity of PSCs for the purpose of this study was gauged using the parameters of training, equipment, coordination capability, investigative capability, impact and innovation. The study found that 50% of the citizens agreed that the capacity of the PSCs has partially been improved because PSCs were more innovative. They have embraced ICT in surveillance and communication for effective coordination. However, majority felt that in terms of training, the PSCs still needed to do a lot more for their personnel since they lacked the requisite aptitude, agility and endurance.

The vulnerability of the PSCs was gauged by the study using three main parameters; Risk exposure, coordination and cooperation with public security agencies. The findings were that a majority of the citizens strongly agreed that the most vulnerable personnel of PSCs were the bottom level operators commonly known as “sojas” as opposed to the top level management of the PSCs. They also agreed that the coordination of PSCs was good in their areas of operation. However, majority disagreed with the statement that there existed a harmonious working relationship between the PSCs, the police and the military in the quest for Security management. This is a factor that is bound to have some serious ramifications to security management in general due to lack of unity of purpose in the security agents.

The organizational structure of PSCs in this study was gauged using the parameters of public relations roles, effectiveness in area covered, the adequate personnel and their equipment. A majority of the citizens strongly agreed with the statements that the PSCs had adequately sensitized the public on their activities and were therefore closer to the public than public security agencies. They also agreed that as pertains security, the PSCs are effective at their level of operation that is closer to the citizens. The citizens however disagreed with the statements relating to adequate personnel and equipment of the PSCs in handling security issues. Lastly, the majority of the citizens felt that the PSC personnel were well organized in security management in the area hence their public engagement was good.

5.3 Conclusion

From the coefficient of determination of a linear regression model that is denoted by the formula:

$$r^2 = \frac{\sum(\hat{y}_i - \bar{y})^2}{\sum(y_i - \bar{y})^2}$$

Where r is the variance whose quotient is the coefficient of determination, y_i is the observed value of the dependent variable, \bar{y} as its mean, and \hat{y}_i is the fitted value of independent variable. R Squared = 0.729 as highlighted in the final section of Chapter 4 which establishes that there is a strong positive relationship between the independent variables of the study and the dependent variable. That is, the independent variables, Capacity, Vulnerability and the Organizational Structure of the PSCs have strong positive effect on security management, dependent variable. The study further established that there was a 37.4% change in security management that could be attributed to the capacity, vulnerability and organizational structure of PSCs. It is therefore right to conclude that a change in the parameters of either capacity, vulnerability or organizational structure will lead to a corresponding change of 37.4% in Security Management at any given time.

5.4 Recommendations

The capacity of PSCs is an actual determining factor in the success of PSCs offering security services. Effective security management is heavily dependent on the capacity of the enforcing agency or entity both public and private. When the capacity of PSCs in this case is good, security management in any area will be effective and vice versa. As such from the findings of this study it is evident that out of all the parameters used to gauge the capacity of the PSCs, training has been rated

the least. It is therefore recommended that one, the Private Security Regulator should set a datum for academic entry level for PSCs, set and enforce a standardized training curricula for all PSCs which is key to the aptitude of the employees. This is in line with Kehoe (1994), argument that a poorly trained workforce will eventually lead to poor performance and low customer satisfaction resulting in costly mistakes. Two, the regulator should identify the minimum equipment that is required for running a PSC and the required competency in handling the equipment. This will enhance adequate equipping of the PSCs to effectively and competently deal with the emerging threats in the contemporary world. Three, PSCs should embrace capacity building of their personnel in public relations in order to improve interaction skills with the society. The PSC personnel interact a lot with the public, even in the current fight against the COVID-19 pandemic they are among the first line operators hence need to learn how to relate well.

Provision of security services is a very risky venture especially in the wake of the contemporary threats. As such assessing the vulnerability of PSCs and their personnel is a salient factor that determines the success in security management. Out of all the parameters used to gauge the vulnerability of the PSCs including risk exposure, coordination and cooperation with public security agencies, cooperation with other public security agencies was rated least during the study. This could be attributed to their level of training, remuneration and the capacity to operate on their own where the other agencies feel they are only there as ‘alarm’ to always call for assistance. It is therefore recommended that, one, the PSCs should be properly equipped with the necessary equipment including communication, protective and surveillance equipment to enhance their capability to respond to crime. Two, The

PSC Regulator should standardize the remuneration packages for the PSC personnel to counter financial vulnerability that may entice them to compromise their duties.

Vineet Nayar (2010), in her book, *Employees first, customers second* shows how a company can focus on its value creators, the frontline employees, to achieve remarkable growth and profits. As Nayar (2010), argues it is paramount to get PSC employees well remunerated in order to enhance their effectiveness. A well remunerated employee is not likely to compromise thus enhancing effectiveness. Three, being the frontline security responders, PSC personnel should be trained on how to handle firearms. Training in handling fire arms will help them know how fire arms work so that once they are armed, they can effectively counter armed threats and support other public security agencies when need arises. It is argued by security analysts that if the PSCs manning the Dusit D2 hotel in Nairobi were armed, they would have minimized the effect of the terrorist attack in 2019. This is in line with the African Security Review (2004), which asserted that it's important for security officers to have bomb-threat training and emergency crisis training, especially for those located in soft target areas where the general public congregate.

Arming PSCs is also a deterrence in itself because it scares off would be criminals. This is in line with Abrahamsen and Williams (2005:7), views who states that the physical presence of security personnel particularly in combination with effective security procedures tends to reduce cases of theft, employee misconduct, safety rule violations, property damage or even sabotage. If physical presence alone can deter crime, arming the PSCs can reduce crime by a very large margin. However, strict

control of these arms needs to be put in place to curb any abuse by compromised PSC employees.

The organizational structure of PSCs is what outlines the activities directed in order to achieve the goals and objectives. PSC structure is formulated in such a way that it is mostly intertwined within the environment in which PSCs personnel operate. This places PSCs in a unique position to gather human intelligence (HUMINT) that is very critical in the fight against crime especially in the contemporary era of terrorism. Out of the parameters used to gauge organizational structure including public relations roles, effectiveness in area covered, adequate personnel and their equipment, adequate personnel and equipment was rated least. As such, in order to harness the unique capability on HUMINT and to ensure adequate personnel and equipment, it is recommended that; one, the National Intelligence Services (NIS) cultivate a structured engagement of PSCs to positively vet them and train them on basic intelligence gathering and reporting to enhance counter terrorism strategies and sieve bad elements.

Two, embedding the PSCs in the ‘Nyumba Kumi’ initiative in order to assist the local administration in the fight against crime through monitoring and reporting suspicious cases will be very effective in the fight against crime. Three, enhance training and equip PSC personnel so that they do not become the weakest link in the fight against crime especially terrorism. Since most PSCs do not have an elaborate training curricula for their employees, the PSC Regulator should draft a policy on training of PSCs to be embraced by the PSCs before they are licensed to operate. This will build the capacity of PSCs and standardize the quality of PSC employees

in Kenya. This issue of employee training is supported by Mkutu (2007), who argues that training imparts appropriate knowledge and attitudes to individuals, which is paramount in the delivery of effective humane customer services leading to better work output and high levels of customer satisfaction.

Lastly, the PSC Regulator should draft a policy for all PSCs to come up with a clear strategy of addressing any complains for poor services. A complaint being an expression of dissatisfaction about the standard of service one receives can tell a company what is wrong with their process, product or personnel and how they are not living up to their customers' expectations (Ruyter & Rack 1993). According to Harkiranpal (2006), customer complaints help in the identification of services, processes and procedures that are not meeting the customer requirements and thus give the company an opportunity to make internal improvements so as to increase customer satisfaction. If this is put in place, it will assist the PSCs to improve their services hence satisfy their customers.

5.5 Areas for Further Research

The variables utilized for this study entailed capacity, vulnerability and organizational structure of PSCs. These variables accounted for 37.4% of the influence on Security Management in Nairobi City County. Since this was a representative sample, the same could apply to all other areas within the country. It is prudent to find out which factors form the remaining part of 62.6% to arrive at 100% security management. It is therefore recommended that the missing variables accounting for 62.6% of the security management be established and investigated through further studies in order to ensure maximum security management.

There is need for a study into the training and equipping of PSCs across the country with a view of having a centralized curriculum. This is critical because the training of PSCs needs to be monitored and standardized by the government. PSC training needs to be at par with the ever changing and dynamic security sector in the world in terms of technology and modern threats. PSCs are the first line of defence for any institution where they are employed hence they should be equipped commensurate to defend themselves and the institutions they take care of.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Tel: +2547222568476

Dear Respondent,

RE: REQUEST FOR QUESTIONNAIRE ADMINISTRATION

I am a final year Master of Science student in Security and Strategic Studies at Kenyatta University. As part of the requirements for the course, I am undertaking a study on: “The Effects of Private Security Companies (PSCs) on Security Management in Nairobi City County, Kenya”.

You have been nominated to participate in the ongoing research study. The interview will take less than ten (10) minutes and will be incorporated within your routine; your participation is purely voluntary. If you choose to participate, please give accurate and honest answers as much as possible. As a confidentiality measure, your name will not be required. As a sign that you are willing to take part in this study, however, you will sign or mark on the questionnaire before you are asked questions. A copy of this letter will be given to you to carry home.

Thanks in advance for your support towards this course.

Yours faithfully,

ZACHARIAH M BURUDI

Student Kenyatta University

APPENDIX II :AUTHORIZATION LETTER



KENYATTA UNIVERSITY GRADUATE SCHOOL

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P.O. Box 43844, 00100
NAIROBI, KENYA
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Our Ref: S204/OL/CTY/32268/2017

Date: 5th February, 2020

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

Dear Sir/Madam,

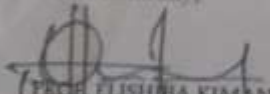
RE: RESEARCH AUTHORIZATION FOR ZACHARIAH M. BURUDI, REG. NO. S204/OL/CTY/32268/2017.

I write to introduce Zachariah M. Burudi who is a Postgraduate Student of this University. The student is registered for MA degree programme in the Department of International Relations, Conflict and Strategic Studies.

Zachariah intends to conduct research for a MA Project Proposal entitled, "Security Management and Private Security Companies in Kenya: A Case of Kamukunji in Nairobi City County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,


(FR) ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL

10/20

APPENDIX III: APPROVAL OF RESEARCH PROJECT



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 5th February, 2020

TO: Zachariah Burudi
C/o Inter. Rel. Conf. & Strg. Studies Dept

REF: S204/OL/CTY/32268/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 29th January, 2020 approved your Research Project Proposal for the M.A Degree Entitled, "Security Management and Private Security Companies in Kenya: A Case of Kamukunji in Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

HARRIET SABOKE
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Inter. Rel. Conf. & Strg. Studies Department

Supervisors:

1. Dr. Wilson Muna
Department of Int. Rel. Conf. & Strg. Studies
Kenyatta University

HL/ma

APPENDIX IV: QUESTIONNAIRE

Instructions

Kindly complete this questionnaire as honestly as possible by either ticking the appropriate box for closed ended questions or filling in the blank spaces for open ended questions. Do not write your name in the questionnaire.

SECTION A

GENERAL INFORMATION

1. Which age bracket do you belong to?

- 20-30yrs 31-40yrs 41-50yrs
 51-60yrs
 Above 60yrs

2. Sex orientation

- Male Female

3. What is your marital status?

- Single Married Separated
 Divorced
 Widowed

4. What is your highest academic qualification?

- Certificate Diploma Degree
 Masters
 Doctorate

5. Kindly indicate the number of years that you have been in business?

..... Yrs.

SECTION B

OPERATIONAL INFORMATION

6. Have you ever engaged any private security firm?

Yes No

7. If your answer to 6 above is Yes, which private security firm did you engage?

(Firm and location)

.....

8. What influenced you to engage the security firm?

Advertisement Referral from someone
 Experience

Any other reason (specify)

.....

9. Kindly indicate your level of agreement or disagreement with the following statements by ticking in the appropriate cells:

5 = Strongly Agree; 4= Agree; 3 = Disagree; 2 = Strongly Disagree; 1 = No comment

Ser No	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	No comment
CAPACITY OF PSCs						
a.	PSCs have enough trained personnel to conduct security services					
b.	PSCs have adequate security equipment for their tasks					
c.	PSCs are well coordinated and respond promptly to emergency situations					
d.	PSCs conduct thorough investigations that easily net culprits					

e.	Insecurity incidences have remarkably gone down since PSCs came onto scene in the area					
f.	PSCs are very innovative to challenge any insecurity					
VULNERABILITY OF PSCs						
g.	PSC job is a very risky career to the workers					
h.	Top level management in PSCs is not exposed to imminent danger					
i.	Coordination of PSC personnel is good					
j.	Security guards are the most vulnerable members of PSCs					
k.	PSCs work harmoniously with the police and military					
ORGANIZATION STRUCTURE OF PSCs						
l.	The PSCs are more closer to the public than public security					
m.	The PSC is organized very well in security management in the area					
n.	The PSC have adequate personnel manning the area					
o.	The PSC have adequate equipment for security in the area					
p.	PSCs are trained well to handle security issues					
q.	PSCs have adequately sensitized the public on their activities					
GENERAL						
r.	Availability of funds does not influence my decision of using PSCs					

s.	My business has never experienced any break in since I began using PSCs					
t.	PSCs are very smart, they pick out suspects even before they accomplish their intent					
u.	The PSC guards I use are respectful and have integrity					
v.	PSCs are empowered well enough to handle security in the area					

10. Do you have any other information that is relevant to this study which you wish to give?

.....

.....

Thank you for taking your time to participate in this survey