

**THE EFFECTS OF WORKING CONDITIONS OF PRIVATE SECURITY GUARDS
ON SERVICE DELIVERY: CASE OF SECURE FORCE SECURITY COMPANY -
NAIROBI COUNTY**

BY

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DECLARATION

The work reported in this thesis is my original work and has not been submitted to any other university for the award of a degree. All sources of information have been acknowledged by way of references.

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DEDICATION

This thesis is dedicated to my spouse, Rose, my children Brian, Brigid, Bramwel and Brandon, my parents, and my brothers and sisters for their inspiration; support and encouragement that always made me to keep hope alive.

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DEFINITION OF TERMS

The following terms will be operationalized to guide the study:

Service Delivery: Service delivery is getting services as effectively and quickly as possible to the intended recipient.

Wage: In this research it refers to what a guard earns in a calendar month. It is further defined as remuneration or earnings, however designated or calculated, capable of being expressed in terms of money and fixed by mutual agreement or by national laws or regulations, which are payable in virtue of a written or unwritten contract of employment by an employer to an employed person for work done or to be done or for services rendered or to be rendered (International Labour Organisation – ILO).

Working hours: This will refer the time during which the guards employed are at the disposal of the employer; it does not include rest periods during which the guards employed are not at the disposal of the employer.

Working conditions of guards: This refers to general administration of the guard to include training, supervision, and pay, working hours, overtime and general workplace environment

Management style: This will refer to leadership and management of the PSC

LIST OF ABBREVIATIONS AND ACRONYMS

AP	Administration Police
CIT	Cash in Transit
COTU	Central Organisation of Trade Union
GoK	Government of Kenya
ICIPE	International Centre of Insect Physiology and Ecology
ICRAF	International Centre for Research in Agroforestry
ILRI	International Livestock Research Institute
ILO	International Labour Organisation
KDF	Kenya Defence Forces
KGAWU	Kenya Guards and Allied Workers Union
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KSIA	Kenya Security Industry Association
KNPSWU	Kenya National Private Security Workers' Union
SRIC	Security Research Information Centre
PSIA	Private Security Industry Association
PSC	Private Security Company
SAPs	Structural Adjustment Programs
SPSS	Statistical Package for Social Sciences
WTO	World Trade Organisation

ABSTRACT

The provision of security remains a fundamental challenge to many states owing to emerging threats that range from terrorism, organized and urban crime and Kenya has not been spared from these. The demand for security has gone up beyond what the state can provide; particularly after the August 1998 Nairobi and Dar es Salaam twin terrorist bombings aimed at the United States of America (USA) embassies in Kenya and Tanzania. Pluralisation of policing has seen Private Security Companies (PSCs) emerge as an alternative and complimentary actor to the state security. The key actor in all these companies is the guard. Guards are involved in various duties: guarding, supervision, surveillance, patrols and responding to emergency situations. While guarding, they spent much of their working day patrolling their workplace, allowing and or denying access to and monitoring around their premises. Majority of guards with Kenya's private security firms work for long hours a day, are demotivated due to low pay and delays in payment and have no adequate time to take leave. Such conditions may not be conducive for effective service delivery. As such this study focused on the effect of working conditions of the guard on the effectiveness of service delivery in Kenya's PSCs. It sought to determine how many working hours guards are engaged in a week and establish the monthly wages paid to them. The study was guided by the Two-Factor Theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) and a descriptive case study design employing qualitative procedures adopted. The researcher used Purposive Sampling Method to arrive at three clusters of guards, clients and guards' management. Representative samples were arrived through random sampling and questionnaires administered to key informants. Data was analysed using descriptive statistics with the aid of the Statistical Package for Social Sciences (SPSS). The study results showed that 98% of the respondents worked for more than 52 hours a week hence are overworked as the maximum number of working hours to ensure optimal productivity of labourer is 52 hours per week. Long working hours was a predominant factor cited as a reason leading to some guards leaving the guarding industry as well as one that will make the current crop of guards look for other forms of employment. Further, the study results have shown that whereas majority of clients pay an average of Kshs 20,001.00 – 30, 000.00 per guard per month, most of the respondents receive monthly salaries ranging between Kshs. 10,000.00 and Kshs. 15,000.00. It was found that any additional allowances received by the guards are hardly enough to meet the daily household demands due to the rising costs of living hence impacting negatively on the respondent's service delivery at work. Respondents cited low pay as a reason that made some of their former colleagues leave guarding. This was also cited by clients as a major area that needed urgent attention to improve the quality of guarding. Other than long hours, it was found that most of the private security guards opt to leave their employment due low salaries, lack of career prospects and lack of job satisfaction; generally poor working conditions. This calls for urgent formulation of policies that will improve the working conditions of PSC guards as well as sustaining security in the whole country. This policy framework will not only regulate the working hours and wages earned by guards but also to reign in rogue players to boost the welfare of guards as well as boost national security. This study is useful to policy makers, staff in private security firms, their clients and all working in the security industry.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

The phenomenon of working conditions is of interest to organizations and theorists because it is significant. In Kenya, and according to the Kenya Institute for Public Policy Research and Analysis (KIPPRA), the working conditions for most private security personnel are not favourable, KIPPRA (2004:110). They are overworked by being allocated various duties, do not have adequate time to take leave, work for long hours and often suffer from hunger while on duty as they are not given food. The purpose of this study is to examine the impact of working conditions of the Kenyan private security guard to service delivery. This chapter deals with the background of the study and the statement of the problem. It further highlights the purpose of the study, its objectives, research questions and the significance and justification of the study. Finally the chapter gives the limitations of the study, assumptions made and both the theoretical and conceptual frameworks.

1.1 Background to the study

The term “*private security companies*” is a contested one whose definition overlaps with the more mercenary connotations of private military companies (Holmqvist 2005:5–6). For this reason, the collective term – private military and security companies – is also often in use, referring to a general industry that is not state-run, trading in professional state-like military and security services. This definition includes equipment, training, logistics, intelligence work, risk analysis and know-how (Small 2006; Avante 2004; Whyte 2003). The Private Security Companies (PSCs) as the words suggest, are for-profit enterprises or corporations which provide

armed and unarmed security services to private and public clients. They are companies mainly engaged in guarding and patrol services, primarily described as protection of personnel and/or assets. Bayley and Shearing (1996) assert that modern democratic countries like the United States, Britain and Canada reached a watershed in the evolution of their crime control and law enforcement in the 1960s. This is when the states' monopoly on policing was broken by the creation of private and community based agencies to prevent crime, deter criminality, catch law breakers, investigate offences and stop conflict. However, according to Ruteere and Pommerolle (2003), the concept of private security and community policing, largely popularized in the United States and in the United Kingdom from the 1980s onwards, is based on the principle of co-ordination and consultation between the police and the policed. It is also based on the definition of security needs and on the implementation of ways of preventing and curbing crimes and of enhancing safety. In these democracies, there are clearly laid down and legislated structures that take into account aspects of individuals and organizations involved in the sector. Guarding in these democracies is a profession given a status in the society while individual guards' rights to stipulated working conditions are protected and guaranteed by various legislations. Their pay structures, working hours, overtime and compensation and general treatment at the workplace are clearly defined. All these impact very well on their living conditions and their salaries are commensurate to their work and have a bearing to their living standards. Guards in these democracies have recourse in the event of all the above working conditions are trampled upon by their employers.

In sub-Saharan Africa, South Africa presents the most advanced experience in the implementation of private security to date, (Gumedze, 2008). Private security in South Africa follows from a long experience in the townships of fear and hatred of the police during apartheid, together with a dependence on private security initiatives. In the aftermath of apartheid, South Africa embraced the ‘democratic’ aspect of private security and community policing, including its principles in the 1992 interim constitution. With the 1994 democratic transition, a broad legal framework, including articles of the Constitution, the Police Act, the South African Police Service’s Strategic Plan, and several projects were put in place as a way of transforming the former authoritarian apartheid police into a democratic force, Sharf (2000). According to Kirunda (1995), the term ‘private security’ refers to security services provided to clients by non-state agencies. *“It is a new concept in Africa. Its growth has been facilitated by the desire to reduce the burden on state agencies of protecting their citizens”* argues Kirunda. Inadequate resources to equip state organs for their principal role of protecting the security of their citizens have been a major decision driver in the growth of the sector in Africa and particularly in South Africa and lately in Uganda. Another reason has been the increase in numbers of the propertied class that needs a secure environment in order to continue investing. But the privatization of security has brought challenges to states, providers and recipients, key of which are the working conditions of the security guards. Ritchie et al (2007), in a study of working conditions of guards in Southern African countries of South Africa, Mozambique and Malawi had shocking findings: low pay took its toll on guards’ families; guards had compulsory overtime but very little to show for it and there was never-ending work for guards. Further, their report indicated that guards were treated harshly by their employer while, in South Africa, racism remained alive and well

that at one time in 2005, “*whites only*” toilets were the order of the day. This resulted in black Secure Force Security guards being frustrated with the company’s response to managers preventing them from using the same toilets as whites.

Fifty years into her independence, pluralization of the security industry in Kenya is not yet advanced, having started just before 1998, (SRIC, 2012). The provision of security has remained a fundamental challenge owing to emerging threats that range from terrorism, organized and urban crime. In the aftermath of the twin Nairobi and Dar es Salaam US Embassy bombings in Kenya and Tanzania in August 1998, demand for services by PSCs, went up as businesses grappled with the increased instances of insecurity in major urban centres in the country.

The Kenya Security Industry Association (KSIA), a body that brings together all the mainstream PSCs in the country, records indicate a total of twenty-seven (27) registered members. This is in addition to over 50 smaller security companies that operate in the country under the auspices of amorphous umbrella groups according to Security Research and Information Centre (SRIC) (2011). Many of these smaller players are registered with the Protective Security Industry Association (PSIA). While only a few of these PSCs follow professional security ethics, majority are commercially oriented with little regard to professionalism, (Gumedze, 2007:73). There are no clear guidelines on enlistment, training, career progression and remuneration and guard’s welfare as expected in the industry. Additionally, there is no legislation in Kenya that controls terms of employment and promotes the protection of private security officers in the private security industry. Neither is there one that promotes the enforcement of their rights. All these

conditions have a direct correlation to service delivery by a worker since a demotivated worker will not only fail to concentrate at work, but is also likely to be tempted to fill up for the shortfall, (Herzberg, 1968). A security guard is no exception to this. The industry in Kenya has experienced a rise in rogue elements that are profit minded at the expense of the worker, the key of who is the guard (SRIC, 2011). All the above have had a direct negative impact on the working conditions of the guard, who is at the core of the industry.

Over the past five years, several breaches of security have and continue to be reported on daily basis in the country. On 30th April 2013, three people were shot dead after a Kshs 40m robbery involving Secure Force Security and Administration Police (AP) guarding Cash in Transit (CIT), (Kenya Police records, 2013). Public debate focusing on the real cause of such incidents has often ensued but most follow-up investigations have concluded that respective custodians, read guarding teams, have been privy to such felonies. Many guards, including accompanying police officers, have found themselves being charged in courts of law for either failure to prevent a felony by virtue of being employed to watch over or directly involved in the heist themselves (Kenya Police records, 2013). Gumedze (2007) argues that the Kenyan guard is one of the least paid workers in the country hence high temptations to stage-managed robberies and other types of crime. Kimosop (2009) on the other hand, observed that *“low payment was cited by most respondents as a major factor that contributed to increased labour turnover in the industry. The fact that most firms pay employees below the minimum wage, as per the government requirements is a fact known by most employees and therefore they work with the knowledge that they are underpaid hence are demotivated”*. A guard working in an environment with high

labour turnover is bound to be unsettled at workplace and shall be engaged in thoughts of why such scenarios, and shall hence not concentrate on the tasks at hand. Kimosop further observed that poor working conditions and the state of health and safety of the employees had not been looked into, further demotivating the security guards. While studies into the working conditions of guards have been undertaken, very little on how these conditions affect service delivery has been done. As in the South African study above, low pay has taken its toll on the Kenyan guard's family; there is still compulsory overtime yet very little to show and there is harsh treatment of the guard both by employer and client. The guards live in deplorable conditions and they are unable to send their children to good schools and give them quality healthcare. Further, supervision of the guards at workplace is still wanting and sadly, it is against this backdrop that they are expected to optimally perform in their working places. These are some of the manifestations of poor working conditions that the Kenyan guard experiences on a daily basis. With adequate working conditions in place high quality of service can be expected from guards. However from the above scenarios and when poor conditions abound, poor quality service is anticipated. Not much scholarly study into the impact of working conditions to the effectiveness of service delivery has been done. It is against this backdrop that this study seeks to establish the working conditions and its impact on guarding services.

1.2 Statement of the problem

A number of studies have been conducted on working conditions of guards especially in the western countries such as the United Kingdom. For example, Viscussi and Khan (1979) argue that there is a significant inverse relationship between wages and turnover in the security

industry workplace. On the African continent, Ritchie et al (2007) offer an insight into the poor working conditions of guards in the Southern African region. In Kenya, there have been several complaints raised by employees related to poor working conditions like low salary and wages, and harassment at workplace. On several occasions the Kenya Guards and Allied Workers Union (KGAWU) and the Kenya National Private Security Workers Union (KNPSWU), unions representing security guards, have often called for nationwide strikes in the wake of poor working conditions Wairagu, Kamenju and Singo (2004). In-depth studies of the lives of guards in Kenya are few, hence the need to have a scholarly attention to the working conditions of this group of professionals vis-a-vis service delivery.

According to the KNPSWU, most security firms offer little, if any professional training to the guards which not only expose their clients to serious security risks, but to them as well. The union that has a membership of over 40,000 guards blames guards' poor welfare on exploitative employers. *"It's a pity that with the high inflation rate, some guards have had to go without food while doing critical work while many others walk for more than an hour to and from work"* (KNPSWU 2013). Further, KNPSWU reports that most guard's employers have ignored a provision in the country's labour laws that they provide insurance cover for their employees. It is a sorry state of affairs that guards work under poor conditions, for longer hours and earn low wages many years after independence. It is also noted that many guards live in informal settlements that are unsafe and lack basic infrastructure and are treated harshly at their work places. The increasing number of stage-managed robberies, thefts and other related organized

crime in Kenya linked to private security guards is a major source of insecurity in the country. On another sour note, the increasing number of guards reported found dead in line of duty continues to worry an already insecure population in the country. It is against this dilemma of the working conditions of guards that this study is justifiably being conducted and at the right time. The focus of this study, therefore, is to investigate the working conditions of private security guards and its impact on service delivery in Nairobi County of Kenya.

Secure Force Security is an international private security provider with a global presence in over 100 countries, with 20 countries in Africa and presence in all the East African countries. The firm has a countrywide network in Kenya with more than 10,000 employees and has been operating in the country for more than 45 years. It is the largest private security provider in the region and a founder member of KSIA. Among the security service solutions offered by Secure Force Security include manned security services (guarding), cash management, alarm response, fleet control and fire protection and safety services.

Nairobi City, the capital and commercial city of Kenya, is the metropolitan hub of the East African region and is home to many international organization's headquarters. These include the United Nations Environmental Programme (UNEP), UN Habitat and the International Centre for Research in Agroforestry (ICRAF). All these three organizations have diplomatic status in the country. Many multinational businesses also operate from Nairobi as well as many other diplomatic missions. All these institutions employ many expatriate and national staff, most of who are based and reside in the larger Muthaiga and greater Muthaiga North and adjoining areas of the Nairobi County. The greater Muthaiga area comprises of suburbs like Muthaiga itself,

Gigiri, Runda, areas adjacent to the Peponi and Lower Kabete Roads like Loresho. Historically this region has enjoyed the upper social stratification in terms of social amenities characterized by large residential compounds, quiet access roads and accessible to rich echelons in the Kenyan society. Rich Kenyans of both colonial and post-independence eras reside here. It is the preferred residential choice for many expatriate staff and hence its choice as a study area. Many of these residents employ private security guards at their residences and Secure Force Security is one of the major providers.

1.3 Purpose of the Study

The purpose of the study was to examine the effect of working conditions of the Kenyan private security guard in relation to service delivery with the aim of improving guarding hence security. The study will offer insights of the working conditions of a PSC guard.

1.4 Objectives of the study

The specific objectives of the study were:

- i. To examine how working conditions of PSC guards affect service delivery
- ii. To establish the number of working hours of PSCs guards in a week
- iii. To establish the average monthly wages PSCs guards earn

1.5 Research Questions

The study was guided by the following questions:

- i. How do working conditions of PSC guards affect service delivery?
- ii. What is the number of working hours in a week for PSCs guard?

- iii. What is the average monthly wage of a PSCs guard?

1.6 Assumptions of the study

- i. Working conditions of PSC guards affect service delivery
- ii. PSCs guards work for long hours in a week
- iii. PSC guards earn low monthly wages

1.7 Significance and Justification of the Study

The study will be of great significance to the guards and Secure Force Security Company in their effort to improve the working conditions of PSC s guards. It is also hoped that the findings of this study will provide an important information database and provoke more research in the area. The study is also expected to stimulate the Government of Kenya significantly towards formulating policies that will improve the working conditions of PSC guards as well as sustaining security in Nairobi County and the whole country.

Justification of the study is drawn from the emerging and current security events visited on the country that includes the state of rising preventable crimes across the country. Further, the rising numbers of guards injured and killed on duty has leveraged the state of insecurity in Kenya to another pedestal while lessons continue to be drawn from emerging high value attacks that include the August 1998 US Embassy bombings as well as the September 21, 2013 Westgate terror attacks in Nairobi. Security remains an important basic human need and often the welfare of security providers is not given prominence. This study is therefore an important

contribution in highlighting the link between welfare of security officers and their service delivery.

1.8. Scope and limitation of the study

The study was limited to Secure Force Security guards, its management and clients at Muthaiga and greater Muthaiga North and adjoining areas in Nairobi County. This was due to Nairobi having representation of most of the PSCs in Kenya. The content of the study was restricted to working conditions which influence guarding service delivery, working hours and average monthly wages. The biggest limitation was that most of the respondents were not willing to volunteer information for fear of being victimized at their workplace. Another issue that slowed down the study is the sensitivity of information gathered as well as language being a barrier. The above limitations were, however, overcome by the researcher assuring the respondents that all information volunteered would be treated in confidence and that the research was aimed at recommending optimum working conditions for them. Further, the researcher administered simple questionnaires to the respondents and shared the results with them. Data collected was only confined to Nairobi County, but is used to reflect the situation in other parts of the country.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of literature related to impact of a private security guard's working conditions to service delivery. The review is in accordance with international, regional, national, and local objectives of the research. The research gaps have been identified and discussed.

2.1 The guard's working conditions

Globally, the private security and community policing approach was expected to transform the experience of law and order by cultivating trust between the police and the people. According to Ritchie et al (2007), the private security industry in Africa has grown tremendously in recent years. Its growth is both a product of privatization and response to its consequences. Public budgets in some African nations were slashed as a requirement for loans from international donors in the so-called Structural Adjustment Programmes (SAPs) of the 1990's. All sorts of public services, including police, declined. The resulting unemployment and increased economic insecurity fueled an increase in crime. Private companies stepped into the void and created thousands of security jobs. Unfortunately, these jobs were characterized by poor working conditions, low wages and rampant casualization. These jobs are important to workers who value them as a crucial source of income. However the ready pool of unemployed labour coupled with industry competition for contracts which are largely based on costs make some companies take the view that their workers can be hired and fired at will, Ritchie et al (2007).

In South Africa, working conditions within the industry are a matter that the government takes with serious concern according to Visser and Ronan (1996). The South African Security Officers' Board has played a significant role in addressing the issue by fining companies that do not adhere to working condition standards. The Board however, only has the power to fine offending companies and cannot seek restitution for affected employees.

Most guards spend considerable time standing or patrolling their assigned areas as well as front office work that involves answering telephone calls. Other duties include driving and guarding armoured vehicles and delivering cash and valuables to banks, automated teller machines and retail establishments. In a report containing findings of a fact-finding team convened by UNI Property Services to investigate labour practices at Secure Force Security in Malawi, Mozambique, and South Africa in April 2007, Ritchie et al (2007:4-5) found serious and ongoing violations of labour laws. Many of these concerned overtime and time-off as well as behaviour that have consigned workers to a hand-to-mouth existence. The team concluded that Secure Force Security should ensure its operations across the globe abide by local laws, provide workers with living wages and family sustaining benefits, and allow workers who want to organise unions to do so. Further, it concluded that the best way for Secure Force Security to demonstrate it is worthy of trust is to sign a global agreement with UNI Global Union in which it commits to pay a living wage – adequate to sustain his/her family. It was also to provide social protections, and recognize workers' freedom to form unions. Based on their findings, the research team urged organisers of the 2012 London Olympics and the 2010 South Africa World Cup to withhold any favourable consideration of the company as a contractor until it commits to change its practices and improve its global track record.

Mkutu and Sabala (2008) note that the security vacuum created by the inability of the Kenyan state to provide adequate security to its people has led to the proliferation of PSCs in the last two decades. The Kenyan US Embassy bombing of 1998 in Nairobi was a wakeup call to the relevant authorities of the urgent requirement to beef up security at all levels. While the United Nation's police ratio of 1: 450 is the optimal requirement, Kenya currently operates at 1:850 (Kenya Police Records, 2012) underpinning the necessity to beef up policing. The recent 21st September 2013 terror attack on the Westgate Shopping Mall in the upmarket Westlands suburb only served as a reminder to the already under policed country. With over 67 fatalities, over 175 injured and more than 40 officially confirmed missing, the need for PSCs to augment government policing cannot be underestimated. These two tragic occasions have equally exposed the underbelly of the private guarding industry; that guards work under difficult conditions. The first casualties in any of such have always been the guards and other security agents as exposed by the Westgate incident. Records from the Kenya Police as well as from both KSIA and KNPSWU show an increasing number of death of guards in line of duty as they are the on the frontline of safeguarding property against heavily armed gangsters. The poorly armed guards have borne the brunt of all brutality visited on them by these gangsters.

While the demand for these services continues going up, these PSCs however remain unregulated in their operations from recruitment of staff, majority of who are not adequately vetted, to training and deployment and finally to supervision. Further, they remain unregulated in terms of ensuring that guards work under humane conditions like in other professions. In the aftermath of Westgate Mall incident, the KNPSWU wants the Kenyan government to fast track

the Private Security Regulation Bill that has been on the cards since 2010 (KNPSWU, 2013). After the Westgate attacks, spotlight instantly turned on the ability of guards to prevent attacks of such magnitude when they are ill-trained, equipped and poorly paid. Guards are also reported to have no insurance cover at all despite the risks they are exposed to. As noted in Chapter 1, KNPSWU confirmed that most security firms offer little, if any professional training to the guards which not only expose their clients to serious security risks, but to them as well. According to the union *“most guards are clueless about their work as they just undergo casual training that primarily involves marching around for one or two weeks, without detailed training whatsoever about protecting life and property as well as public relations”*.

Further, the overall working environment and conditions that include tools of work and insurance cover for the guards have also been questioned. The KNPSWU gives examples of the police who escort Cash in Transit (CIT) and are always armed and with bullet proof vests, while accompanying guards only have a baton to repulse would-be attackers. Also, private mobile response teams have no weapons while dealing with armed thugs. All these guards are dangerously exposed in case of a shootout. The union has asked the Kenyan government to provide specific private security guards with guns and bullet proof vests while on duty with priority going to guards in critical facilities such as airports, seaports, embassies, law courts, banks and major supermarkets. Those with guns are further recommended to be undercover and in plainclothes providing cover for their colleagues. In Uganda, Schedule III of the country’s regulations allows PSCs to use authorized firearms mainly automatic and single shot guns (Kirunda, 1995).

KNPSWU has further proposed a Private Security Regulatory Authority to regulate the activities of firms that provide consultancy, private investigation, surveillance, guard dog services and training. It further calls for working conditions of these guards continuously regulated to avoid overworking. In its Code of Conduct towards delivering service, KSIA only pledges/mentions “*to exercise all reasonable diligence in the selection and assignment of personnel (KSIA)*”. KSIA further aims in “*setting standards to include personnel and equipment in guarding services, electronic alarm services and Cash-In-Transit (CIT)*”. Nowhere on the KSIA manifesto is there any clause touching on the working conditions of the guards. The Kenyan guard therefore continues to work and live in squalid conditions, sometimes walking many kilometers to and from their work station, SRIC (2012).

2.2 The average working hours

In Kenya, security guards often work at least for twelve (12) hours per day, with no lunch breaks hence eating while on duty (Mkutu and Sabala2008). As required by Employment law Cap 226 of the Laws of Kenya, guards are required to work for a total of fifty two (52) hours per week and any additional hours to be treated as overtime. This is rarely the case for the majority of the security guards, as most of them have remained casual guards irrespective of the duration of their service to the company (KIPPRA, 2004). Cap 226 requires that, after working for three months continuously, an employee should be confirmed as a permanent employee of the company. This requirement has not been met by most of the security companies. As mentioned before, most guards spend considerable time standing or patrolling their assigned areas and this is an energy sapping exercise as it leads to fatigue. 12 hours of such reduces not only concentration of this

guard, but impacts negatively on service delivery. According to KIPPRA (2004; 110), the working conditions for most private security personnel are not favourable. They are overworked by being allocated various duties; they have no adequate time to take leave, work for long hours and suffer from hunger while on duty. “Majority (86.1%) of respondents perceive their workload as very high or high”. Kimosop (2007) in her study on “Labour Turnover in Private Security Firms in Kenya”, notes that long working hours contributed to the high turnover. It is worth noting that despite much literature as observed above, none reports positively on how these long working hours have a bearing on service delivery, hence the need for this study.

2.3 The average monthly wage

Guards working in the private security industry have historically been badly paid and often work long hours. The British government regulatory body, the Security Industry Authority (SIA), identifies the issue as follows: ‘*There is a vicious circle of low profitability leading to low spending on staff training and low pay, leading to high staff turnover and high recruitment costs*’ (Security Industry Authority, 2003: 16). In Africa some private security companies secure contracts by undercutting competitors. Undercutting is usually achieved by reducing a company’s running costs. One of the main ways of cutting costs is by the underpayment of wages. In April 1996, new labour legislation in South Africa compelled employers to limit working hours and increase salaries, (Visser and Ronan, 1996). The problem was that unscrupulous companies found it cheaper to pay a fine, than to pay their employees the statutory minimum wage. Companies that are illegally cutting costs by underpaying their employees often also cut costs in other areas such as training. An underpaid guard is susceptible and vulnerable to

temptations, which may not be limited to abetting theft at workplace at extra small fees to sustain their families. This has a negative impact on service delivery.

In Kenya, the unregulated nature of the private security sector also allows for low wages for security guards. While there is a stipulated minimum wage for the private security sector, one of the country's two industry associations, the PSIA, is actively boycotting the regulation and continues to pay well below the minimum wage. Nevertheless, despite openly breaking the law, PSIA members continue to sign new contracts with government offices, (Abrahamsen and Williams, 2006). In a survey by KIPPRA (2004: 109), security personnel observed that majority of them are demotivated due to low pay and delays in payment. Tellingly, a recent survey guards listed insecurity as their second main concern, topped only by complaints over low wages (Wairagu et al, 2004). While salaries and wages of the security guards are on the whole guided by the protective security wages council guidelines, they are rarely met. These are the agreements entered into between the trade union and a majority of firms in the industry. According to Mkutu and Sabala, (2008), most security firms actually claim as much as Kshs 20,000.00 a month for security services, but pay the guards a meagre Kshs 4,000.00 (USD 57). While the Kenyan government gives minimum wage guidelines published annually, most security companies pay below the minimum requirement.

According to the KNPSWU, most leading firms pay an average monthly salary of between Kshs 5,000 and 18,000. The situation is despicable in many mushrooming security firms. Some, despite securing multi-million contracts with clients, pay below the governments' minimum wage. KNPSWU has documented reports of a number of night guards found basking daylong in

the sun or sleeping at the Nairobi's Uhuru Park, all in the vein of not being able to afford bus fare back to their residential quarters. They would rather while away the day in the park and report on duty at night as a cost cutting measure. None of the writers notes that guards are adequately remunerated for the services offered in line of their duties.

2.4 Theoretical framework

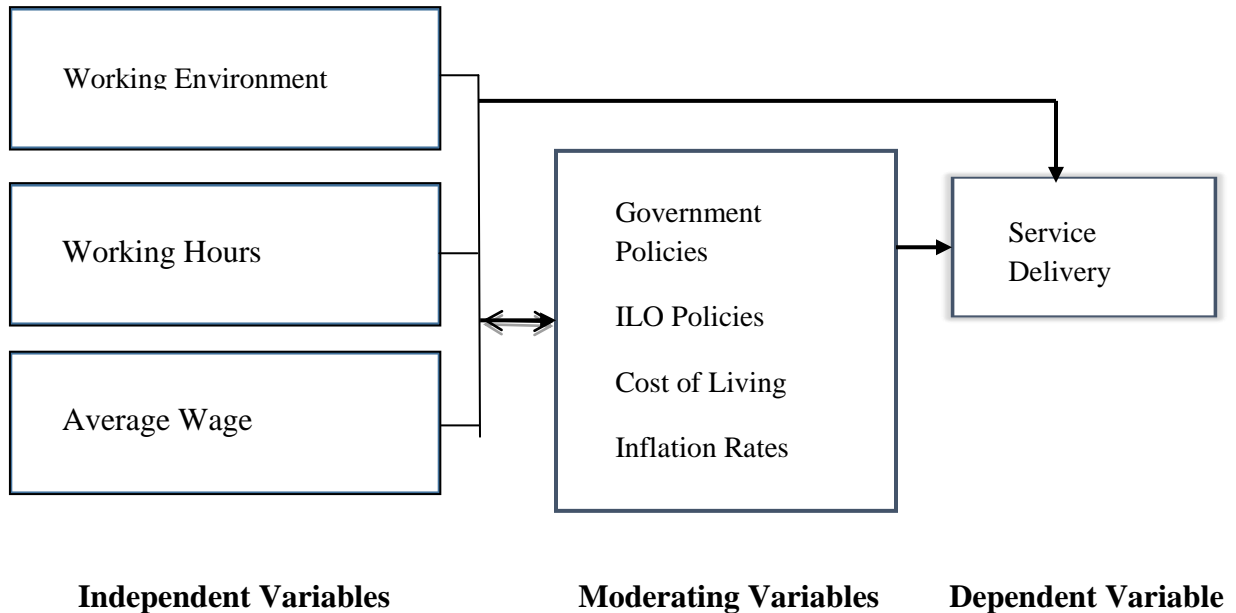
The study was guided by the Two-Factor Theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) which states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Herzberg (1959) theorized that job satisfaction and job dissatisfaction act independently of each other. According to Herzberg, apart from being concerned with minimum salary levels or safe and pleasant working conditions, individuals also look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory thus suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in unpleasurable dissatisfaction.

It is envisaged that if management wishes to increase a guards' satisfaction on the job, it should be concerned with the nature of the work itself; the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management

wishes to reduce guarding dissatisfaction, then it must focus on the job environment (policies, procedures, supervision, and working conditions). On the other end and if the management is equally concerned with both, (as is usually the case), then managers must give attention to both sets of job factors to improve service delivery.

Hackman and Oldham (1976) summarize the Two-factor theory as distinguishing between motivators for example challenging work, recognition and responsibility that give positive satisfaction. These arise from intrinsic conditions of the job itself, such as recognition, achievement and personal growth. These motivators contrast with hygiene factors such as status, job security, salary, fringe benefits and work conditions that do not give positive satisfaction, though dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary according to Hackman and Oldham (1976) and Herzberg (1968). Essentially, hygiene factors are needed to ensure that a guard is not dissatisfied. Motivation factors are needed to motivate an employee to higher performance. In comparison to other motivational theories such as Maslow's Hierarchy of Needs, this theory is ideal for this study as the researcher delves into what causes both satisfaction and dissatisfaction among guards and how these two sets impact on the productivity at work place.

2.5 Conceptual Framework



Source: Researchers' Own

Fig. 2.1: Conceptual model for enhancing guarding service delivery based on selected predictors

In the above conceptual framework, each of the three independent variables and which are the objectives of the study, either independently or collectively have an impact on the guarding service delivery. The moderating or intervening variables, for example government policies, also dictate the independent variables and have a bearing on the quality of guarding services.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter sets out the study area, research methodology that was used to meet the objectives of the study and highlights the research design adopted. It further highlights sampling techniques used, target population of the study, sample size selected and materials used for data collection. Finally the chapter discusses the various tools that were used to analyse the collected data.

3.1 Study area

The study was limited to Secure Force Security guards within Muthaiga and greater Muthaiga North and adjoining areas in Nairobi County. Further to what has been discussed in the background section in Chapter One, Nairobi County was chosen as it has more than 27 of the mainstream PSCs in the country who are members of KSIA and due to its uniqueness which mirrors other growing towns. A similar study has not been carried out in the area, hence a research gap. Further, the County being Kenya's capital city and cosmopolitan in nature has its own unique security challenges manifested in the void or gap left by mainstream government security agents. Figure 3.1, overleaf, is an extract of the study area.

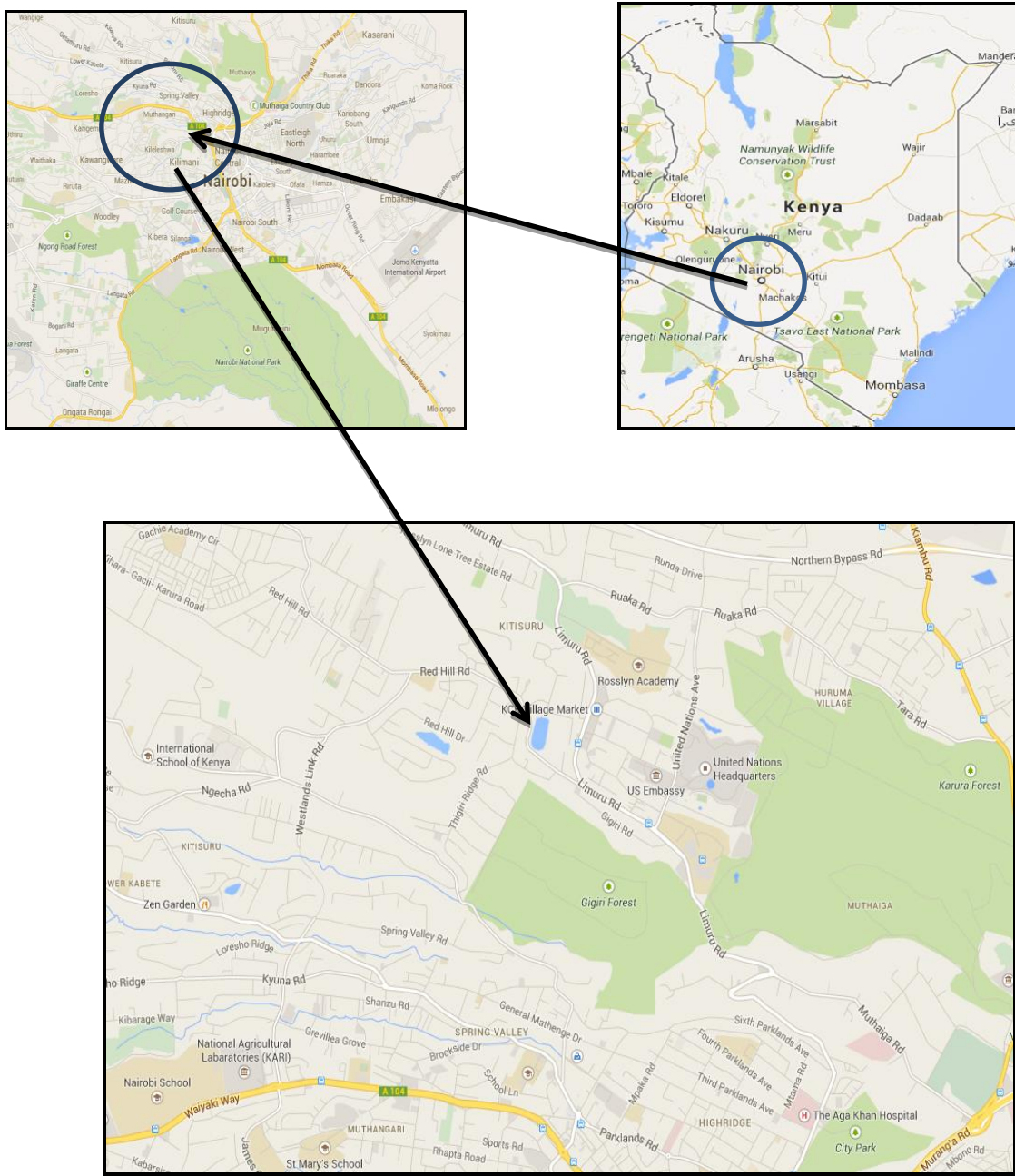


Figure 3.1: Map of the greater Muthaiga and adjoining areas (Study area)

3.2 Research Design

This study was a case study descriptive design based on both qualitative and quantitative procedures. The case study design was chosen as the researcher collected data from members of a population in order to determine the status of that population with respect to one or more variables (Mugenda & Mugenda, 2003). In the study, the researcher collected data from Secure Force Security in and around the greater Muthaiga suburb, Nairobi County to ascertain the impact of working conditions to service delivery.

3.3 Target Population

The study target population of the study comprised of 3,000 Secure Force Security guards, 200 management staff and over 400 clients all based in Nairobi County. Secure Force Security was selected due to its being one of the largest PSCs with a guarding force of over 10,000 spread across the country and Nairobi represents the fastest growing demand.

3.4 Sampling techniques and sample size

Being a case study, cluster sampling was adopted where three clusters of guards, PSC Management and Clients were selected. Cluster sampling was selected as the population was divided into units or groups, which were as representative as possible for the population under study. While the scientific threshold of 10% is advocated and due to time constraint, from each of the clusters, the following sample populations were chosen respectively by simple random sampling: 150 guards, 20 management staff and 25 clients.

3.5 Data Collection Methods

Primary data were collected using researcher-administered questionnaires, a task that was shared with two trained research assistants. The respondents were briefed on the purpose of the study as well as the voluntary nature of the research together with the procedures to be used to protect confidentiality. The researcher with the help of PSC supervisors administered to the guards/management/clients questionnaires within their work places. Due to their education levels, the questions were to be answered systematically and individually through the help of the researchers' assistants and PSC supervisor where applicable. It is to be noted that the respondents were, however, allowed time to independently and freely participate in the study.

The questionnaires had both closed-ended and open-ended questions and were used to collect data from each respondent in the respective cluster. In closed-ended questions, definite responses were expected, while in open ended questions the respondent were given a chance to give their own views on the issues regarding working conditions of guards. Research questions guided the construction of the questionnaire items so that all areas were addressed. This was to ensure that all areas of the study were covered. The use of questionnaires was selected because of the time limit of the study since it takes less time to administer as opposed to other methods such as interviews.

3.6 Data Management and Analysis

Both primary and secondary sources were used to generate quantitative and qualitative data. Quantitative data was analysed using descriptive statistics such as frequency distribution tables, frequency polygons, pie charts and measures of central tendency such as percentages and mode.

These were used to make conclusions on age, gender, education level, the wages earned and working hours of respondents. All qualitative data collected was analysed and discussed under themes consistent with the objectives of the study. Content analysis and in-depth probing was also used to make sense of the qualitative data. Appropriate spreadsheets were employed and imported to Statistical Package for Social Sciences (SPSS version 11.5) for analyses. Open-ended questions were analysed using content analysis so as to establish the fundamental commonalities among a set of observed variables (Kothari, 2004).

3.7 Logistical and Ethical Considerations

Clearance to carry out the study with Secure Force Security was sought from the Ministry of Education where a Research Authorization Permit was obtained. The researcher also sought permission from the Secure Force Security management for use of their employees, clients and data in the study. All selected participants were contacted through a covering letter requesting them for their voluntary participation in the study (Appendix 1). Further, the respondents were assured of their identity anonymity and confidentiality of the information they provided.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This chapter deals with presentation, interpretation and discussion of findings of the study upon which conclusions were made. The findings were presented in form of frequency tables, graphs and pie charts. The findings were discussed with a view to generating logical conclusions in response to the stated study objectives in Chapter One as appropriate. Out of the one hundred and fifty questionnaires expected, all were received giving the response rate at 100%.

4.2. Demographic Profile of Respondents

The demographic profiles of the respondents included sex, age, and level of education, marital status, and duration at Secure Force Security. All these variables have a direct correlation to the study.

4.2.1 Sex of Respondents

Figure 4.1: Sex of Respondents

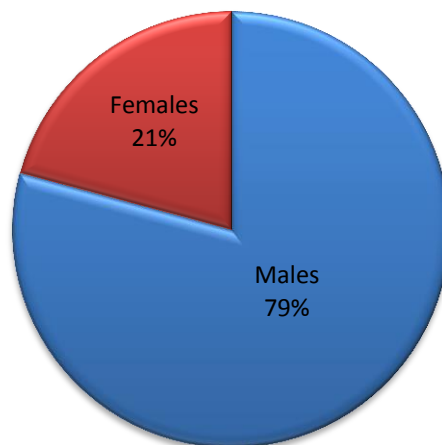


Figure 4.1 shows the proportion of respondents by gender with 79% of them being male and 21% female. These findings corroborate with the findings by Kimosop (2007) that 74% of those involved in guarding are male and that security firms mainly employ male guards due to the nature of duties involved.

4.2.2. Age of Respondents

Figure 4.2: Age of Respondents

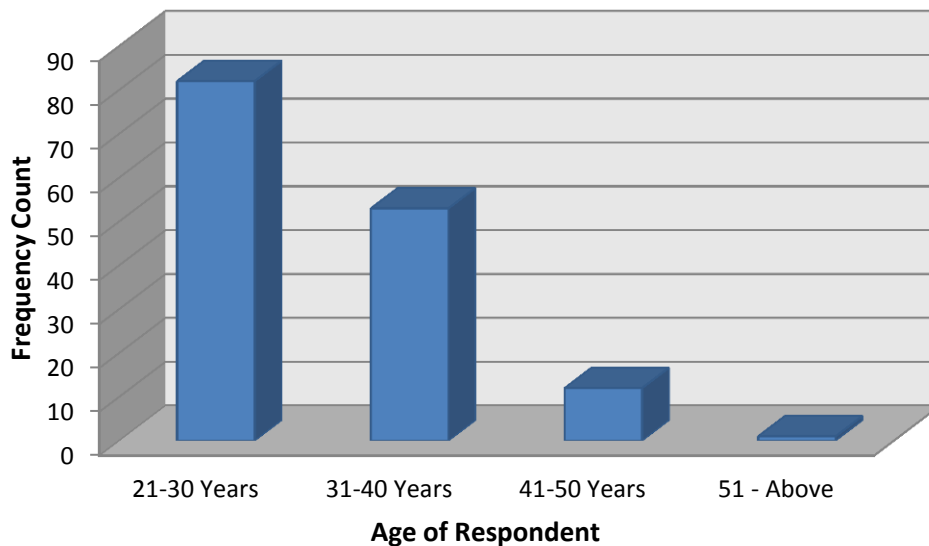


Figure 4.2 shows the age characteristics of respondents and indicates that majority of the guards (83 out of 150 respondents) fell within the age bracket of 21-30 years which accounted for 55.41% of the total respondents. This could imply that most of them joined the security firm when young and it may be their first job. The age bracket with the least respondents was 51 years and above with only one (1%) guard followed by the bracket 41-50 years with only 12 (12%) guards. Kimosop (2007) observed that majority of the workers in the security industry are middle

aged ranging from 21-40 years. The dominant age group for guarding in the security industry is 21-30 years. This may be an indicator that as the guards' age, they opt for other jobs or early retirement as this is a job that needs young energetic people or employers may also prefer the younger guards. The results also indicate that all respondents were adults and therefore qualified to participate in the study.

4.2.3 Educational level

Figure 4.3 Education Levels of Respondents

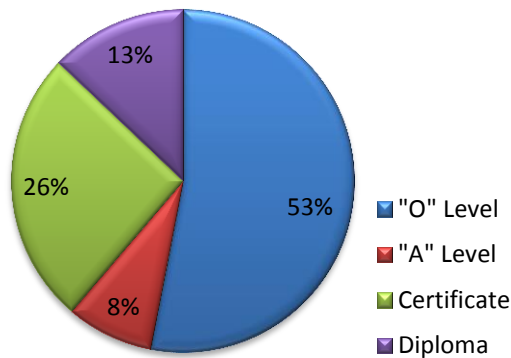


Figure 4.3 illustrates that respondents with "O" Levels education formed the largest proportion (53%) followed by certificate holders (26%), a few diploma holders (13%) while only 8% of the total respondents had attained "A" Level. It can be concluded from the findings that a majority of the guards were employed after completing form four. This may be due to the urge to make a living and this was the only job available to them. It can also be concluded that the low percentage of "A" level representation is due to the fact the national examination at this grade

was replaced many years ago and that its graduates are too old and unfit for the job. The results further show that all respondents were literate hence able to give their own views logically.

4.2.4 Age and Marital status

Table 4.1 Age of Respondent Vs Marital Status of Respondent Cross tabulation

Age of Respondent	Marital Status of Respondent		Total
	Married	Single	
21-30 years	58	22	80
31-40 years	48	3	51
41-50 years	10	1	11
51-Above years	1	0	1
Total	117	26	143

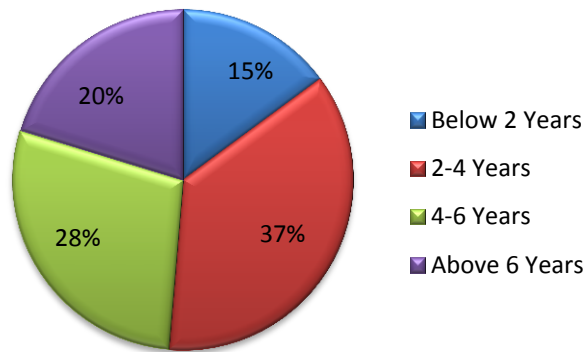
Table 4.1 shows a cross tabulation of the relationship between respondents who are married or not and their respective age brackets. 117 out of 143 respondents were married accounting for 82% of the total respondents. From the results, we can conclude that a majority of the employed respondents (work force) are married and inherent in marriage is the potential for children and hence the need for a steady income to meet household needs. These needs, if not met adequately, have a direct negative impact on delivery of guarding services.

4.2.5 Duration Worked for Secure Force Security

It can be stated that from the findings in Figure 4.4, majority of the guards have worked for Secure Force Security for either 6 years or less. This accounts for 80% with only 20% having

worked for more than 6 years. This may be attributed to Secure Force Security being their first employer after school or there may be a high turnover rate in the firm. Kimosop (2007) also conjectured a similar relationship.

Figure 4.4: Duration Worked for Secure Force (in years)

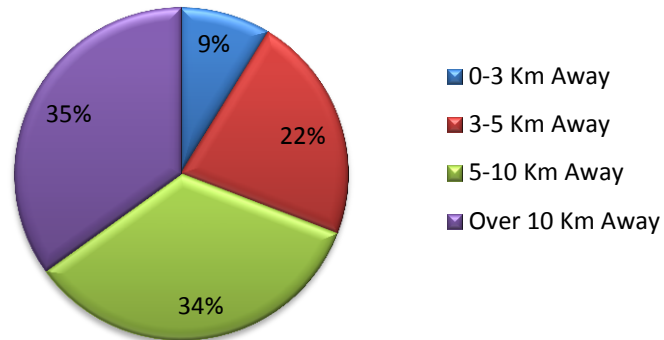


4.3 Working Conditions of Private security guards

The first objective of this study was to examine how working conditions of PSC guards impact on service delivery. Respondents were asked to give information about distances to their areas of residence from work and their work reporting times. These two variables were included to ascertain if they have a direct impact on their service delivery. They were also asked if they had ever worked with other security firms before Secure Force Security, their reasons of leaving and if they knew of any colleagues who had left their employer in the past 2 years. Further, respondents cited various reasons why their colleagues had left and what would prompt them to leave Secure Force Security. The aim of this was to ascertain the prevalent working conditions that had negative impact on guarding.

4.3.1 Respondents' Residence-Workplace Distance

Figure 4.5: Respondents' Residence Distance to Work place

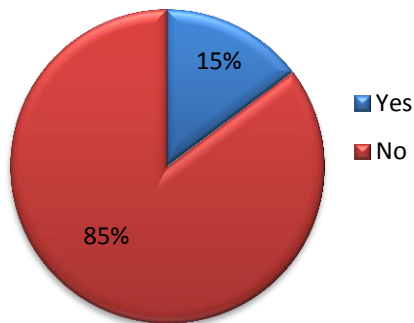


A significantly high proportion of respondents (69%) were observed to reside more than 5 km away from their work place as shown in Figure 4.5. Majority (72.7%) of the clients sampled confirmed that guards do report for duty at 0600 hours and 1800 hours for day and night shifts respectively as indicated in Table 4.2. These two findings may be explained by the fact that majority of clients do not have domestic quarters for staff like guards. Further, if clients do have these quarters, they may not be willing to have their families share the same compounds with guards for privacy, among other reasons. Guards are therefore forced to seek cheap housing far away from workplace to cut on costs and save the income for other basic necessities. The above distance and work reporting times, particularly in the morning have a direct negative impact on guarding delivery. Wairagu, Kamenju and Singo (2004) and SRIC (2012) conjectured a negative relationship between distance to workplace, reporting times and the quality of guarding services offered.

Table 4.2: Reporting times

Reporting Time	% Respondent
0600 hours	73%
0700 hours	0
1800 hours	18.8%

4.3.2 Respondents Having Worked in Other Security Firms

Figure 4.6: Respondents Worked in Other Company

Majority (85%) of the respondents have only worked with Secure Force Security Company as shown in Figure 4.6 and this could be linked to the 21 – 30 and 31 – 40 age groups discussed in 4.2.2 above. 15% of the respondents had worked in other security companies before and had left for varied reasons as illustrated in Table 4.3 and discussed in 4.3.3.

4.3.3 Reasons for leaving other company for Secure Force

Table 4.3: Reasons for Leaving Other Company for Secure Force

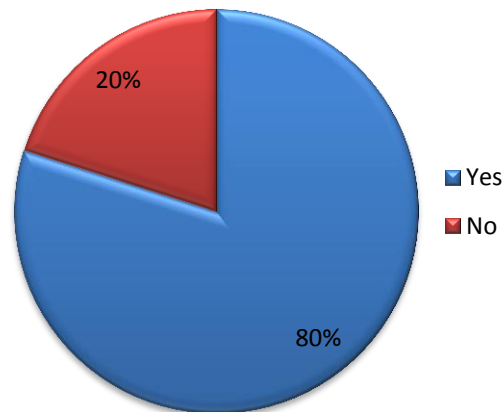
Reason	Frequency	Percentage
Poor and delayed salaries and allowances	13	34.21
Poor work environment and tools	8	21.13
Mistreatment by Supervisors	5	13.16
Company Absorbed/merged with other	3	7.9
Long distance to my residence	3	7.9
Further studies	2	5.3
No Promotion	1	2.6
No Insurance Cover	1	2.6
Family Problems	1	2.6
Post-Election Violence	1	2.6
Total	38	100

Of the 15% respondents who had worked on other security companies (Fig 4.6) 34.21% of respondents cited poor and delayed salaries and allowances as a reason for those who left Secure Force Security (Table 4.3). Poor work environment and tools as well as mistreatment by supervisors formed the top three reasons why these respondents left their former

employers. These findings validate the clamour for better working conditions by the KPNSWU that include bullet proof vests and arming of guards by Kirunda (1995).

4.3.4 Workmate left Secure Force in last 1 – 2 years

Figure 4.7: Work mate left employment 1 to 2 years ago



As illustrated in Figure 4.7, 80% of respondents confirmed that they knew of a colleague who had left Secure Force Security Company in the last 1 -2 years. Various reasons cited for this departure and are directly linked to those in Table 4.3 and the discussion thereafter.

4.3.5 Reasons to Leave Secure Force

Table 4.4: Reasons to Leave Secure Force

Reasons to Leave employment	Frequency	Percentage
Poor payments	37	18.5
To seek/Found a better job	37	18.5
Harassment by supervisor/client	35	17.5
Dismissed for misconduct e.g. theft	24	12
Poor working conditions e.g. Long working hours	22	11
Failure to confirm casuals/no Promotion	20	10
Poor management	6	3
To further studies	6	3
Long distance between work and home	5	2.5
Corruption and Tribalism	5	2.5
Retirement/sickness	3	1.5

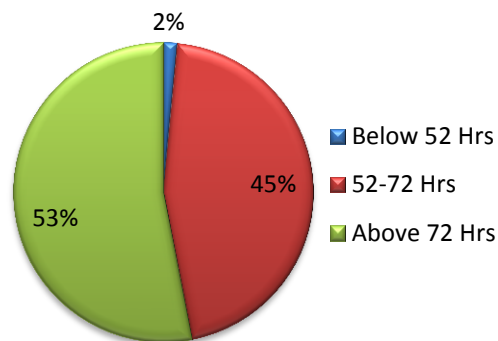
The study sought to establish reasons that would make respondents leave their employer. This variable was to ascertain pertinent factors that demotivate guards hence negatively impacting on their service delivery. As shown in Table 4.4, many guards would leave for the following various reasons that are closely linked to those discussed in 4.3.3. Low/poor salaries and wages

and harassment by both their supervisors and clients topped the list with over 54.5%. Others included long working hours, working for too long as casual guards with limited and no promotion and long distances to work place. All these have a direct negative impact on delivery of guarding services.

4.4 Number of Working Hours

4.4.1 Number of working hours in a week

Figure 4.8: Hours worked in a week



The second objective of this study was to establish the number hours PSC guards work in a week. Figure 4.8 illustrates that 53% of the respondents worked for more than 72 hours a week with an additional 45% working between 52-72 hours per week. These findings indicate that 98% of the respondents worked for more than 52 hours a week hence are overworked as the maximum number of working hours to ensure optimal productivity of labourer is 52 hours per week (Employment law Cap 226 of the Laws of Kenya). This Act stipulates that any additional hours to be treated as overtime. Further, these findings confirm that guards in Kenya work for

longer hours KIPPRA (2004, 110). The capacity to institutionalize these working hours as enshrined in the Employment Act is lacking hence overworking of guards by PSCs as discussed by Kimosop (2007).

4.4.2 Overtime and rest days

It is noted that while salaries and allowances shall be dealt with at paragraph 4.5, it was observed that while majority of the respondents reported to be working more than 52 hours a week, 90% of sampled clients confirmed that guards have one rest day per week. From Table 4.7 and Figure 4.9, it was observed that guards earn an average of 28.75 annual leave days while 98% of the respondents confirmed rest days in a week. The amounts paid for the overtime, an average of Kshs 72.327 per hour, aren't commensurate to the amount of work undertaken. These study findings validate Ritchie et al (2007:4-5) who found serious and ongoing violations of labour laws concerning overtime and time off as well as behaviour that have consigned workers to a hand-to-mouth existence. This has a direct negative impact on guarding service delivery.

4.5 Basic Salary and Allowances

The third objective of this study was to establish the average monthly wages PSCs guards earn. The aim was to establish whether these are within the minimum wages set by the Kenya Government and also find out if they are commensurate to the work done and are able to sustain the respondent in Nairobi.

4.5.1 Basic monthly salary

Table 4.5: Respondent's Basic Salary Range in Kshs

Basic Salary	Frequency	Valid Percent
Below 10,000	19	12.9
10,000 - 15,000	117	79.6
15,001 - 20,000	10	6.8
30,001 and above	1	7.0
Total	147	100.0

Table 4.5 illustrates that 79.6% of the respondents receive salaries between Kshs. 10,000.00 and Kshs. 15,000.00 with only 12.9% getting below Kshs 10,000 per month. It can be deduced that this 12.9 % are still casual or temporary guards while the 13.8% who earn above Kshs 15, 000.00 per month are either senior guards or guards on supervisory level. These statistics confirm KNPSWU's assertion that most leading firms pay an average monthly salary of between Kshs 5,000 and 18,000. The statistics further show that a majority of the guards are in the gap of the government set minimum wage of Kshs. 13,674 (Kenya Gazette Supplement No. 126 Dated 30th August, 2013). However these wages are hardly enough to enable guards to meet the daily

household demands due to the rising costs of living and they are expected to influence their lifestyle (KIPPRA (2004: 109). This may lead to demotivation by the guards in ways expressed by Wairagu et al, (2004).

4.5.2 Allowances Paid to Guards

Table 4.6: Allowances Received by Guards

Other Allowance & Amount		Frequency	Percentage
Soap Allowance	Kshs. 50	92	68.15
Leave Travel Allowance	Kshs. 1000	38	28.13
Transfer Allowance	Kshs. 1600	3	2.22
Responsibility Allowance	Kshs. 5100	2	1.5

Table 4.6 illustrates the various allowances paid to guards on monthly basis. This is with the exception Leave Travel allowance of Kshs 1,000.00 which is paid only to permanent guards who are proceeding for their 28 days leave as discussed above. This is hardly an amount able to enable a guard and his /her families meet all travel expenses when proceeding on leave. A transfer allowance of Kshs 1,600.00 is paid to guards who are being relocated from one

municipality to another while a responsibility allowance of Kshs 5,100.00 is only paid to small cadre of guards who are on supervisory scales.

4.5.3 Additional Allowances

Figure 4.9: Additional Allowances and Rest days

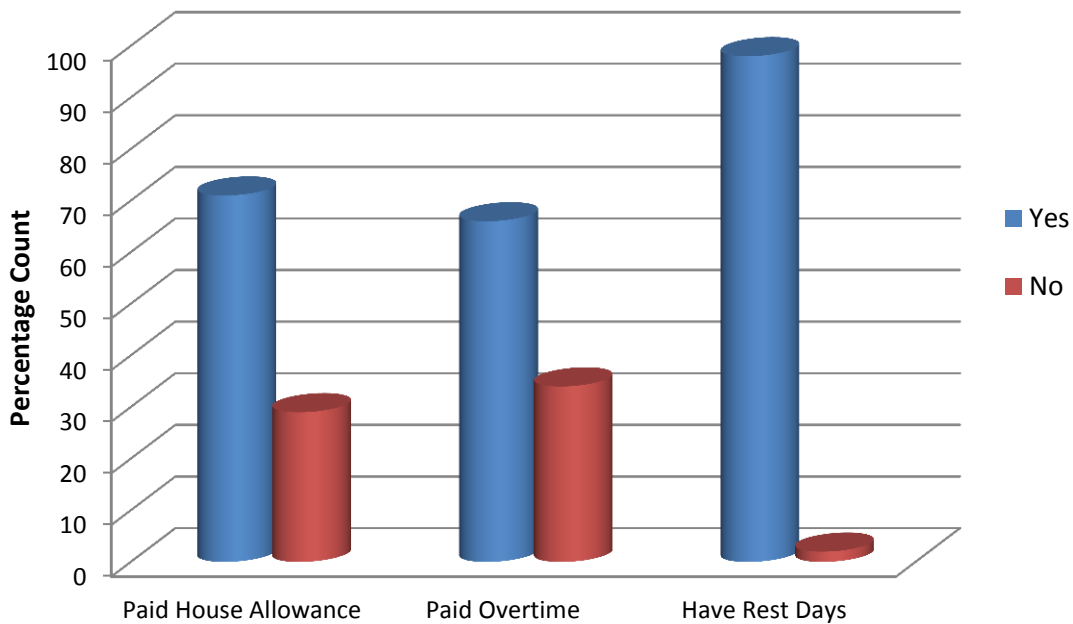
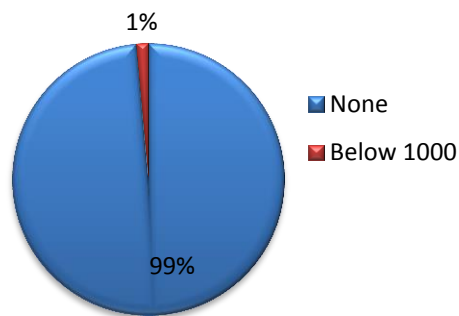


Figure 4.9 shows that 71%, 66% and 98% of the respondents are paid house and paid overtime allowances and have rest days respectively. Table 4.7 indicates that the respondents receive a mean house allowance of Kshs 1839.02 among other allowances that include soap, overtime, leave travel (once a year when one goes on leave), transfer allowance (transfer from municipality to another) and responsibility (Figure 4.6). Only 1% receive a commuter allowance which is, however, below Kshs 1,000(Figure 4.10). These amounts that are low when compared to the cost of living in Nairobi (KIPRA) and this may have a negative impact to delivery of their service.

Table 4.7 Descriptive Statistics of House Allowance, Overtime Rates & Leave Days

	N	Minimum	Maximum	Mean
If Yes, How much House Allowance?	103	1200.00	10, 915.00	1839.0214
If Yes, What rate per hour is Respondent Paid for Overtime	43	33.29	94.00	72.3267
If Yes, How many Rest Days in a week?	132	1	4	1.05
If Yes, How many annual leave days?	104	24	30	28.75

Figure 4.10: Commuter Allowance

It is observed from the above figures and tables that while it is laudable to have these allowances, the amounts involved are minimal to have any positive impact on service delivery.

4.5.4 Amounts Paid by Clients

Table 4.8: Amount in Kshs Paid by Clients per guard

Amount (in Kshs) per guard per month	Client Response (%)
Below 10,000.00	10
10,001 – 15, 000.00	0
15,001 – 20, 000.00	10
20, 001 – 25, 000.00	10
25, 001 – 30, 000.00	60
Above 30, 000.00	10

It is illustrative from Table 4.8 that 60% of clients pay Secure Force Security an average of Kshs 20,001.00 – 30, 000.00 per guard per month. Secure Force Security guard and management respondents confirmed that the basic pay of a guard is within the Kshs 10,001.00 – 15,000.00 range. The above salaries and allowances compare negatively to how much clients pay to the guard’s employers. They further confirm that majority of private security firms are only commercially inclined without due regard to what the guard earns as discussed by Mkutu and Sabala (2008).

4.6 Access to medical cover

Table 4.9: Cross-tabulation of Company Medical Insurance Cover & Access by Family

Access To Medical cover		Does Respondent's family have access to this facility?		Total
		Yes	No	
Does Respondent have any Company Medical Insurance Cover?	Yes	22	56	78
	No	8	39	47
Total		30	95	125

Of the 125 respondents to the question on medical cover, 62.4% have access to company medical insurance cover but only 28.2% of these confirmed their family members having access to the same as illustrated by Table 4.9. The families of the remaining 71.8% do not have access to such a cover. These findings can be used to illustrate that the respondents and families who have access to such a cover are better off and their productivity is optimal since they do not incur additional costs when sick. However, the remaining 37.6% and their families that do not have the insurance cover may end up underperforming when ill since they either have to seek medical attention from public health facilities, dispensaries or even use over the counter prescriptions

which may not adequately cure them hence spending considerable time on unpaid sick leave. This greatly affects their performance in service delivery.

4.7 Incentives by clients to enhance service delivery

Table 4.10: Client incentives to guards

S/No	Incentive from client
1	Hot meals including tea
2	Monetary tokens of appreciation during festivities
3	Warm clothing for night guards
4	Constructed shelters for hot and rainy seasons
5	Ensuring that guards are permanently employed

Across the sampled clients, many confirmed providing hot meals, occasional warm clothing and extra bonus during festivities to the guards as incentives (Table 4.10). While this has a positive impact to the guards' service delivery, this is supposed to be employer-driven to have a greater impact.

4.8 Suggested priority areas by clients for improved service

Majority of the clients cited salary improvement, employing guards on permanent basis and reduction in working hours by introducing 3 eight hour working shifts as major priority areas for

guards' management to look into. Most clients felt the 12 hour working shifts are too long for effective guarding hence impacting negatively. Apart from improving the guards' medical insurance cover, a number of clients cited life insurance cover for the guards due to the risks they are exposed to. Other areas suggested for improvement included frequent site visits by guards' supervisors at work place, not only to enhance client-service provider relationship, but to monitor the guard's performance as well. Introduction of night allowances for night guards was also suggested in consideration of the tough work and risks experienced during the shift.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of the findings, conclusions in relation to the objectives of the study and the recommendations of this study as well as areas suggested for further research. The main objective of this study was to assess the impact of working conditions of private security guards on service delivery of Secure Force Security Company in Nairobi County. The summary of main findings, conclusions and recommendations outlined in this chapter were based on this objective.

5.2 Summary of findings

The aim of the first objective was to ascertain the prevalent working conditions that had negative impact on guarding. As reviewed in Chapter 2, Ritchie et al (2007:4-5) found serious and ongoing violations of labour laws concerning overtime and time-off as well as behaviour that have consigned workers to a hand-to-mouth existence. The study findings showed that most guards had left private security companies due to low wages and salaries, poor work environment and mistreatment by supervisors. These formed the top three reasons why these guards/respondents were demotivated and left their former employer or would leave their current employer. Other reasons included lack of and poor work tools, working for too long as casual guards with limited or no promotion and long distances to work place. The need for equipping guards with better tools is higher now than ever before in Kenya with the Westgate

terror attack incident on 21st September 2013 coming when this study was being conducted. The big question remains whether it is time to arm private security guards with better weapons and bullet proof vests other than the traditional baton (*rungu*).

The second objective of the study was to establish the number of working hours of PSCs guards in a week. The study results have shown that 53% of the respondents worked for more than 72 hours a week with an additional 45% working between 52-72 hours per week. These findings indicate that 98% of the respondents worked for more than 52 hours a week hence are overworked as the maximum number of working hours to ensure optimal productivity of labourer is 52 hours per week. Long working hours was a predominant factor cited as a reason leading to some guards leaving the private security industry as well as one that will make the current crop of guards look for other forms of employment.

The third objective of the study was to establish the average monthly wages PSCs guards earn. The study results have shown that 80% of the respondents receive monthly salaries ranging between Kshs. 10,000.00 and Kshs. 15,000.00. While guards were paid other additional allowances, the total amounts received are hardly enough to meet the daily household demands due to the rising costs of living hence impacting negatively on the respondent's service delivery at work. These amounts too, compare poorly with what 60% of sampled clients who pay between Kshs 20,000 – 30,000. Respondents cited low pay as a reason that made some of their former

colleagues leave guarding. This was also cited by clients as a major area that needed urgent attention to improve the quality of guarding.

5.3 Conclusions

There is a relationship between working conditions of private security guards to their service delivery to their clients. This study concludes that service delivery in the private security industry is influenced by the following factors; working for many years as casuals without confirmation to permanent, no promotion or career progression and harassment by both their superiors and clients. Poor or lack of proper working tools impact negatively to a guard's performance hence affecting his/her service delivery.

Long working 12 hour shifts with guards spending considerable time standing or patrolling their assigned areas, an energy sapping exercise as it leads to fatigue. 12 hours of such reduces not only concentration of this guard but impacts negatively to service delivery.

Low wages were cited by most respondents as a major factor that contributed to demotivation and hence increased labour turnover in the industry. While Secure Force Security pays employees within the minimum wage as per the government requirements, the amounts paid cannot sustain the guard in Nairobi (KIPPRA, 2004). This is a fact known by most guards and therefore they work with the knowledge that they are underpaid hence are demotivated which impacts negatively on their service delivery.

The above conclusions are in line with the Two-Factor Theory that guided the study. Most guards reported low wages and unpleasant working conditions including safer working conditions that, if adequately addressed, would lead to job satisfaction and hence productivity. In equal measure they also cited lack of recognition at workplace and career advancement as psychological needs that lead to job dissatisfaction hence poor service delivery. Both sets of workplace factors must be recognized and attended to by the guard's employers even though they act independently.

5.4 Recommendations

After the study of the findings, the following were recommended in the management of delivery of service in the security industry; the general working environment of guards to be improved and to conform to the labour regulations, a relook into the training, deployment and equipping of the guards is a necessary priority area. It is a high time that the Kenya government fast tracked the pending Private Security Industry Bill 2010 that has been on the cards for over two years and reigning in of rogue players in the industry brought to the fore and given the utmost urgency. It is further recommended that modalities of introducing life insurance cover for guards by their employers should be worked on.

Secondly, the long working hours of the private security guards need to be minimized. This can be done by borrowing from the Western democracies that have managed such, not only to

safeguard the guard, but to enhance national security. This is particularly so due to the nature of their job which requires maximum concentration at all times when on duty.

Thirdly, it is also recommended that private guards should be paid salaries which are within the minimum government requirement and in tandem with the country's current inflation rate. The government should put stringent measures in place to ensure that employers adhere to this requirement. On the other hand, the security guards should be sensitized on the government required minimum wage so as to complain to the relevant authorities whenever they are paid below the required amount. Even though compensation is not a reliable motivator, it acts as an indicator of the organization's appreciation and recognition of the employees' contribution and abilities and hence service delivery as envisaged in the Two-Factor Theory, Herzberg (1968).

5.5 Areas for further research

This study only targeted Secure Force Security guards. To provide a better understanding of the impact of working conditions to service delivery within the security industry, it is recommended that more research on all employers and employees in the private security sector, whether affiliated to KSIA, PSIA and other firms should be done.

Further, an in-depth study into how structured the guards' training and equipping is recommended. A review of the training curriculum with a view of having a centralized curriculum, for all providers under close scrutiny of the government is strongly recommended.

With the ever fluid and dynamic security situations unfolding the world over, guard training needs to follow suit to remain relevant. A guard is the first line of defence for any client whether corporate, institution or residence and as such should be equipped appropriately in order to first, defend him/herself and second , defend the client. This calls for a deeper relook into this aspect of guarding in the context of the ever changing security challenges globally and to which Kenya is not immune.

Lastly, it is recommended that a similar study be undertaken in all the other security agencies in the country as security is not limited to guarding industry alone. Working conditions prevail across the entire spectrum of guarding agencies hence this recommendation.

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APPENDIX I

LETTER REQUESTING PARTICIPATION OF RESPONDENTS

Kenyatta University,

P.O BOX 43844

Nairobi.

Dear Participant,

I am a student at the Kenyatta University pursuing a Masters of Arts in Security Management and Police Studies. The aim of this study is to carry out a research for a thesis paper as a requirement in partial fulfilment of the degree. Kindly spare some time to fill the attached questionnaire as accurately as possible.

Your responses will be treated strictly confidential and in no circumstance shall your name be mentioned in this report. In case of any inquiries please contact me through 0722825128.

Let me take this opportunity to thank you in advance for taking part in this study.

Yours sincerely,

.....

Peter Murunga
Student

.....

Dr. Casper Masiga
Supervisor

.....

Dr. Philip Buchere
Supervisor

APPENDIX II

QUESTIONNAIRE FOR GUARDS

This questionnaire is intended to gather information about the working conditions that affect your service delivery to your client. Kindly respond by ticking or filling in the appropriate responses to the questions. All the information you give in this questionnaire will be confidential and will be used by researcher for the purpose of this study only. For this reason, **DO NOT write your name or the name of your PSC anywhere in this questionnaire.**

SECTION A: (GENERAL INFORMATION)

Fill in the blanks provided by a means of a cross (X) by indicating your correct choice:

1. Sex M { } F { }

2. Age (Years)
 - a. 21–30
 - b. 31- 40
 - c. 41- 50
 - d. 51- Above

3. Please indicate your level of education
 - a. “O” Level { }
 - b. “A” Level { }
 - c. Certificate { }

- d. Diploma { }
- e. Degree { }
4. Marital Status M { } S { }
5. How far from your work place do you reside?
- a. 0 – 3 km away { }
- b. 3 – 5 km away { }
- c. 5 – 10 km away { }
- d. More than 10 kms away { }
6. Do you stay with your family? Yes { } No { }
7. How long have you worked Secure Force Security Company? (in years)
- a. Below 2 years { }
- b. 2 – 4 years { }
- c. 4 – 6 years { }
- d. Above 6 years { }
8. Have you worked with any other security company apart from Secure Force Security?
Yes { } No { }

- 9. If your answer to question 8 above is “Yes”,
 - a. Name the company
 - b. For how many years.....
 - c. State at least three reasons that made you leave the company.
 - (1).....
 - (2).....
 - (3).....
 - (4).....
 - (5).....

SECTION B: (WORKING CONDITIONS /WORK-RELATED FACTORS).

- 1. What is your basic salary range in Kshs?
 - a. Below 10,000 { }
 - b. 10,001- 15,000 { }
 - c. 15,0001- 20,000 { }
 - d. 20,001-25,000 { }
 - e. 25,001-30,000 { }
 - f. 30,001 and above { }
- 2. Are you paid any housing allowance? Yes { } No { }
- 3. If your answer to question 2 above is “Yes”, how much (Kshs)

4. How much commuter allowance are you paid? (in Kshs)

- a. None { }
- b. Below 1,000 { }
- c. 1,001 – 1,500 { }
- d. Above 1,500 { }

5 State other allowances and their amounts:

	<u>Allowance</u>	<u>Amount (Kshs)</u>
a.
b.
c.
d.
e.

6. Are the above allowances adequate for your needs? Yes { } No { }

7. How do the above allowances impact on your guarding?

8. How many hours do you work in a week?

- a. Below 52 { }
- b. 52 – 72 { }
- c. Above 72 { }

9. Are you paid for any overtime you work? Yes { } No { }

10. If your answer to question 9 above is “Yes”, at what rate in Kshs

11. Do you have any rest days? Yes { } No { }

12. If your answer to question 11 is “Yes”, how many in a week?

13. Leave

- a. Do you have annual leave? Yes { } No { }
- b. If yes, how many days
- c. When was your last leave?
- d. State any other types of leave that your employer grants you.
 - (1)
 - (2)
 - (3)
 - (4)

14. Medical

- a. Where do you seek medical attention when sick?.....
- b. Does your family have access to this or any other medical facility? Yes { } No { }
- c. If your answer to question (b) above is No, where?
.....
- d. Do you have any company medical insurance cover? Yes { } No { }
- e. If your answer to question (d) above is:
 - (1) Yes, which one?
 - (2) No, do you have your own? State the name.....

15. Did any of your workmates leave employment in the last 1 - 2 years?

YES { } NO { }

16. If the answer to 15, above, is YES state two reasons for leaving:

- a.

b.

17. State at least four factors that can make you quit your current job.

(a).....

(b).....

(c)

(d).....

18. State at least three reasons that can make you stay in this organization

a)

b)

c)

d)

e).....

19. For statement a- h, tick once in the box marked { } to indicate your level of agreement or disagreement with each statement.

5. Strongly disagree; 4. Disagree; 3. Neither agree nor disagree; 2. Agree

1. Strongly agree in the order (5 4 3 2 1)

(a) The work I do is satisfying

{ } { } { } { } { }

- (b) I am happy with the organizations working conditions. { } { } { } { } { }
- (c) Workers undergo training and retraining in the organization { } { } { } { } { }
- (d) The salary I get is commensurate with the work I do { } { } { } { } { }
- (e) There is good relationship between workers and management. { } { } { } { } { }
- (f) New employees are usually well received and orientated { } { } { } { } { }
- (g) I have career prospects in this organization { } { } { } { } { }
- (h) I am happy with the organization's policies { } { } { } { } { }

APPENDIX III: QUESTIONNAIRE FOR CLIENTS

1. How many guards do you have from Secure Force Security?

- a. 1 day { }
- b. 1 day; 1 night { }
- c. 1 day; 2 night { }
- d. 1 day; I dog and handler { }
- e. 1 night { }

2. For how long have you had Secure Force Security as a service provider?

- a. Below 1 year { }
- b. 2 – 4 years { }
- c. above 4 years { }

3. What times do your guards report for and leave duty?

- a. 0600 am { }
- b. 0700 am { }
- c. 6 pm { }
- d. 7 pm { }

4. Where do your guard(s) reside?

- a. 0 – 3 km away { }
- b. 3 – 5 km away { }
- c. 5 – 10 km away { }
- d. More than 10 kms away { }

5. How much (in Kshs) do you pay for an individual guard per month?

- a. Below 10,000 { }
- b. 10,001 – 15,000 { }
- c. 15,001 – 20,000 { }
- d. 20,001 – 25,000 { }
- e. 25,001 – 30,000 { }
- f. Above 30,001 { }

6. How much in Kshs do your guards earn per month?

- a. Below 10,000 { }
- b. 10,001 – 15,000 { }
- c. 15,001 – 20,000 { }
- d. 20,001 – 25,000 { }
- e. 25,001 – 30,000 { }
- f. I do not know { }

7. Do your guards have any rest days?

a. Yes { }

b. No { }

8. If yes to 6 (above) what is the frequency of the days?.....

9. Have you had any other service provider before Secure Force Security?

a. Yes { }

b. No { }

10 If yes in 9 above, what are the reasons that made you change?

a.

b.

c.

d.

11. How frequent are your guards changed/rotated?

a. Very frequent to my dislike { }

b. Frequent to my liking { }

c. Not at all { }

12. How frequent are your guards visited by their management?

a. Very frequent to my dislike { }

b. Frequent to my liking { }

c. Not at all { }

13. How often are you engaged by your guard's management over their welfare?

- a. Very often to my dislike { }
- b. Often to my liking { }
- c. Not at all { }

14. For statement a - h, tick once in the box marked { } to indicate your level of agreement or disagreement with each statement.

5. Strongly disagree; 4. Disagree; 3. Neither agree nor disagree; 2. Agree
1. Strongly agree (5 4 3 2 1)

- (h) The work the guards do is satisfying { } { } { } { } { }
- (i) I am happy with the guards' working conditions. { } { } { } { } { }
- (j) Guards undergo training and retraining in the organization { } { } { } { } { }
- (k) The salaries received are commensurate with the done by guards { } { } { } { } { }
- (l) There is good relationship between guards and management. { } { } { } { } { }
- (m) New guards are well inducted at my residence by their management { } { } { } { } { }
- (n) I am happy with the guard's organization's policies { } { } { } { } { }

15. In order of priority, what would you like done by the service provider to improve service delivery by your guards?

- a.
- b.
- c.
- d.

APENDIX IV: QUESTIONNAIRE FOR GUARDS MANAGEMENT

1. What is your department in the organisation? Please circle as appropriate
 - a. Operations
 - b. Human Resource
 - c. Finance
 - d. Other (please indicate).....

2. How long is the basic training of your guards on recruitment?
 - a. Not at all
 - b. 2 – 4 weeks
 - c. 4 – 6 weeks
 - d. Over 6 weeks
 - e. I do not know

3. How frequent do you conduct refresher training for the guards?
 - a. Every month
 - b. Every quarter
 - c. Every Half year
 - d. I do not know

4. What are the working hours for guards in the organisation?
 - a. Day
 - b. Night

5. What is the basic pay in Kshs for a guard on recruitment?

- a. Below 1000 { }
- b. 10,001- 15000 { }
- c. 15,0001- 20,000 { }
- d. 20,001- 25,000 { }
- e. 25,001- 30,000 { }
- f. 30,001 and above { }

6. Do guards have any allowances? Please list them down as below:

Allowance

- a.
- b.....
- c.....
- d.....
- e.....

7. How frequent do you/or your line managers interact with your guards on a face-to-face basis? (Tick more than one where applicable)

- a. Daily { }
- b. Weekly { }
- c. Monthly { }
- d. Quarterly { }
- e. Not at all { }
- f. I do not know { }

8. Have any of your guards left employment in the last two years? YES { } NO { }

9. If the answer to 8 (above) is yes, what are the main reasons cited for leaving your organisation?

a.

b.

c.

d.

THANK YOU FOR PARTICIPATING