

**DRIVERS OF QUALITY SERVICE PROVISION BY PRIVATE
SECURITY FIRMS IN MITIGATING CRIME
IN NAIROBI COUNTY, KENYA.**

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**A Thesis Submitted to the School of Business Management & Economics in
Partial Fulfillment of the Degree of Master of Science in Security
Management of Dedan Kimathi University of Technology.**

JANUARY, 2019

DECLARATION

This is my original work and to my knowledge has not been submitted for award of any degree in any other University.

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DEDICATION

To my dear family and all those who supported me in the drafting of this Thesis. Thank you and God bless you abundantly.

ACKNOWLEDGEMENT

My first debt of gratitude goes to my family members for their unending support throughout my studies. May God bless you? The next large debt is owed to my study colleagues who have been there for me throughout the study duration and selflessly accorded me their support when I needed it, may God bless all. My appreciation as well goes to my First Supervisor Prof. Matthew M. Theuri and my Second Supervisor Dr. Lillian Mwenda for their continued support and mentorship through the course of this thesis. I owe you this gratitude for your guidance in the course work. Thank you for your support, your patience with me throughout and your understanding is greatly appreciated.

To all I say, may God bless you in a mighty way.

ABSTRACT

The study aimed at investigating the service provision by Private Security Firms in crime mitigation in Nairobi County. The specific objectives of the study were to explore the effect agents on mitigating crime by private security firms in Nairobi County Kenya. It was further guided by the Industrial Organization Theory and SERVQUAL theory in explaining the relationship that exists among the variables in the study. Additionally, the study adopted a descriptive research design which enabled the researcher describe the relationship that exist among the study variables. The study population was 55 security firms which are members of Kenya Security Industry Association within Nairobi County. All the 55 security firms were visited and the top manager were interviewed hence this study was a census. Primary data was collected using semi-structural questionnaire for analysis. A pilot test was conducted to test validity and reliability of the research instruments. The data was analyzed using SPSS version 20 to achieve the study results. Descriptive statistics was presented using; Pie charts, frequency table, and graphs, inferential statistics will be presented using regression models and correlation coefficients. The study finally drew its conclusion and recommendations regarding the effects of drivers of quality service provision on mitigating crime from the research findings.

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ABBREVIATIONS AND ACRONYMS

| | |
|-----------|-------------------------------------|
| GOK | Government of Kenya |
| KSIA..... | Kenya Security Industry Association |
| PSC..... | Private Security Companies |
| PSFs..... | Private security Firms |
| UK..... | United Kingdom |
| USA..... | United States of America |

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Security has been of vital importance to humanity since the ancient times and its importance cannot be over emphasized. Social, economic and political structures in every society are dependent on security systems they society adopts. Dempsey (2008) notes that, people have had the right to protect themselves against any threat since time immemorial. According to Fischer & Green (2010), governments have limited resources and thus cannot provide one hundred percent security for its people hence a dire need for the Private Security Firms (PSF) to complement efforts of governments in crime mitigation. This argument is further supported by Ekhomu, (2010) who, further notes that there is no single government that has the capacity to provide one hundred percent security to its people. Additionally, Mayah (2011) argues that the need for private security firms may be as a result of citizen's fear of crime, and awareness that the public police cannot effectively control crime by themselves. Therefore, this mandates greater cooperation with the private sector and its resources to jointly forge a partnership for crime prevention and reduction.

The size and the role of the private security industry in crime mitigation have developed drastically all over the globe as of late. Expanded weight upon the law implementation officers have brought about numerous nations around the globe in the privatization of some police capacities, with the private security industry filling the crevices left by the overstretched police. Isenberg (2009) asserts 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 with the creation of private and community based agencies to prevent crime, deter criminality, catch law breakers, investigate offences and stop conflict. According to Ruteere & Pommerolle (2011), however, the concept of private security and community policing, largely popularized in the United States and in the United Kingdom from the 1980s onwards, was 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. The success of security firms in the western world in crime mitigation has been attributed to the high level of quality service provision coupled with sophisticated technology. In these democracies, there are clearly laid

down policies legislated structures that take into account aspects of individuals and organizations involved in the sector. Since the 1980s the British government has actively promoted the role of the private security industry within the criminal justice system. Peterson (2007) further notes that pluralisation of security provision has been given official recognition in England and Wales with the passing of the Private Security Act, 2001 which acknowledged the enhanced presence of commercial organizations in the provision of security and the Police Reform.

The Private Security Act, 2002, advocated a mixed economy of policing provision. Peterson further argues that, the support of governments through legislation in England and Wales have significantly contributed to quality service provision by private security firms in these two countries. Kisiangani (2007) notes that the private security industry, which is broadly divided into private security companies (PSCs) and private military companies (PMCs), operates in both stable and unstable environments in Africa. On one hand, PSCs have the potential of improving the security situation for people where the state fails to do so provided that such a service is delivered in a professional and accountable manner. He further highlights that in the African context a high percentage of the local private security firms lacks professional standards in their activities of security provision hence they may aggravate an existing security scenarios or simply leave the underlying causes of insecurity untouched.

Gumedze, (2008), notes that in sub-Saharan Africa, South Africa presents the most advanced experience in the implementation of private security to date. Private security in this country 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. Omotoso & Aderinto (2016) notes that in Nigeria, like other parts of the world where private security firms have taken root, on the corporate industry and developed out of the population expansion have occurred without the capacity of the state actors to manage it hence questionable quality standards. These authors further note that in Nigeria most private security firms are faced with challenges such as little job satisfaction and few job commitments among the staffs alongside other operations challenges. Badong (2008) notes that in Ghana increased sense of insecurity, coupled with the availability of various actors to fill this security gap, has led to an increase in the number of people seeking security solutions from the private security

companies, however such security firms rarely provide satisfactory services. Although the importance of Private Security Firms is increasingly receiving recognition as playing an important role in fostering conditions conducive to development, investment and growth globally and particularly here in Kenya, the sector confronts a number of difficult challenges in the operation of Private Security Firms. It has been noted that private security firms have contributed greatly to the country's GDP in many ways for example. Mkutu & Sabala (2010) note that Kenya's private security industry is one of the fastest growing sectors of the economy and it is also a significant employer. In 2004, the industry was valued at \$43 million and provided employment to about 50,000 employees.

Consequently, in Kenya private security firms provide a varied of services from basic guarding to more sophisticated service of Very Important Person (VIP) protection and cash transit (Safer World, 2008). Wairagu (2014) further adds that private security firms offer a range of services including; classical physical protection of private and public properties, close protection of VIP's, cash-in-transit escort, safeguarding 'properties of strategic importance' and security for sports and music events. The private security sector therefore is a vibrant reality here in Kenya with presence of international private security firms such as G4S, Well Fargo among others. Wairagu additionally observes that, private security industry fill the gap that the Government of Kenya (GoK) may be unable to bridge using its conventional security architecture which typically includes policing, military, paramilitary, national youth service and intelligence services

The private security industry in Kenya is spread across the country, although it is much more visible in urban center's than it is in rural areas hence its impact on job creation is more felt in the urban areas particularly within Nairobi, Kisumu, Mombasa, Eldoret, Nakuru and in many other growing town centers. It is estimated that over 2.4 million Kenyan are employed in the private security sector. The Kenya Vision 2030 and the Medium-Term Plan (2008-2012) recognizes security as the foundation of good governance, societal welfare and economic development. Mkutu & Sabala (2010) further note that the government has made a substantive push towards strengthening the security sector to assist in security service provision due to heightened security concerns in the aftermath of recent terror attacks.

Private security companies have increasingly cut a niche in providing a wide range of security services to property owners, banks, embassies, businesses, neighborhood associations and individual households. Thus these companies considerably augment state functions in providing security; they fill the gaps that government may be unable to bridge using their security architecture. It should be noted that currently in Kenya there is no specific government oversight body to regulate the private security industry, consequently there are over 2,000 security Firms operating in in this country (Kenya Security Industry Association (KSIA) (2016). . Approximately only 30% of Private Security Firms are members of the Kenya Security Industry Association (KSIA) which is is a federation of private companies whose core business is the supply of security products and services. The Council has drawn on the Laws of Kenya, internationally accepted technical and systems specifications, and the professional experience of all member companies, to establish a set of benchmarks. These represent the minimum requirements that are necessary to ensure that each particular type of security service complies with the law. At least 125 of private security firms in Kenya are not regulated as sizeable numbers of locally owned private security firms operate without legal documents since they are not registered by the relevant government's agencies. This has been a major compromise for the service standards and which should be addressed.

The private security regulations act of 2016 is an Act of Parliament that provides regulations to private security industry and also provides a framework for cooperation with the national security organs for a connected purpose in areas of security management in Kenya. The Act is part of the policy that gives guideline on how private security firms should be established, composed and managed. Just like any other business, however, Private Security Firms are confronted by a number of difficult challenges in their day-to-day operations (Ngugi, 2011). The co-ordination and cooperation between PSC and the police is unstructured, often inefficient; and ineffective. The sector is at present largely unregulated, and standards of service and professionalism vary considerably. The wake of continuous growth of crime in Kenya has brought with it unprecedented challenges in the recent past. In as much as resolving the underlying causes of crime is not in the domain of private security firms their existence in security provision industry will require them to deter crime to their clients.

1.2 Problem Statement

Despite Kenya adopting the Private Security Regulatory Act of 2016, many small security companies continue to operate unregulated hence offering poor quality services. Many of these companies pay little attention to service standards and mostly the small privately-owned security firms which are not registered with Kenya Security Industrial Association and continue to operate illegally. To bridge the gap, Kenya Security Industrial Association was formed by companies in need to comply with the set standards which are drawn from the Laws of Kenya and internationally accepted technical and systems specifications. To establish a set of benchmarks however only less than 30% of the private security firms have registered with Kenya Security Industrial Association.

The past decade has seen new crime and violence trends in Kenya; terrorist, militia and gang activities which include mugging, raping and killing of innocent citizens, and the apparent failure of state security agents including private security firms, against criminals is a sign of poor strategic management of crime and violence. The causes of crime are often linked to institutional weaknesses of society. The wake of continuous growth of crime in Nairobi County has brought with it unprecedented challenges for PSFs in the recent past. In as much as resolving the underlying causes of crime not being a domain of private security companies their existence is in security provision for the contracting clients Private Security Firms plays a pivotal role in crime mitigation. To achieve the goal of adequate and reliable security provision PSFs need to improve on the quality of service they provide to their client.

This study evaluated the drivers of quality service provision particularly those touching on standards and may include and not limited to policy, employee capacity, technology adoption and partnership of state agencies among private security firms in the aim of mitigating crime. The study therefore brought out the key drivers that Private Security Firms can adopt in improving their service delivery hence quality service provision in their endeavor to mitigate crime.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the driver of quality service provision in crime mitigation among private security firms in Kenya. It further explored the effects of service provision in crime mitigation by private security firms in Nairobi County, Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives

- i. To explore the effect of policy on mitigating crime by private security firms in Nairobi county Kenya.
- ii. To assess the effect of employee capacity on mitigating crime by private security firms in Nairobi County Kenya.
- iii. To evaluate the effect of technology adoption on mitigating crime by private security firms in Nairobi County Kenya.
- iv. To analyze the effect of partnership of state agencies on mitigating crime by private security firms in Nairobi County Kenya.

1.4 Research Question

To achieve its objective this study was guided by the following research questions

- i. What is the effect of policy on mitigating crime by private security firms in Nairobi County Kenya?
- ii. What is the effect of employee capacity on mitigating crime by private security firms in Nairobi County Kenya?
- iii. What is the effect of technology adoption on mitigating crime by private security firms in Nairobi County Kenya?
- iv. What is the effect of partnership of state agencies on mitigating crime by private security firms in Nairobi County Kenya?

1.5 Scope of the Study

This study involved private security firms based in Nairobi county, Nairobi county is the capital city of Kenya with an estimated population of over two million citizen, Kenya Bureau of Statistics (2010). Nairobi takes a lead in crime levels with over 50,000 crime prone areas. KSIA (2016) notes that as a result of this high population and ever increasing

rural-urban migration in search of jobs, the crime rate in Nairobi is increasing day by day hence creating high demand for private security services. KSIA also notes that there is high concentration of private security firms in Nairobi compared with other counties. This study was therefore limited to Nairobi County due to the fact that the biggest percentage of private security firms is located in the county. The study also laid its emphasis to the drivers of service quality provision among the private security firms due to the fact that the researchers unit of study was only limited to the private security firms. KSIA the umbrella organization for all the private security firms constituted an important part of this study since it helped the researcher come up with the sampling frame for this study.

1.6 Limitations and Delimitations

Though security firms are widely spread in Kenya and across the country, the study covered Nairobi County since it is within the proximity of the researcher. Further the study covered given drivers (policy, employee capacity, technology adoption and partnership with state agencies) and their impact on service quality provision by private security firms. However, other drivers of quality service provision among private security firms are not taken to account in this researcher.

1.7 Significance.

The results of this research were significant in many organizations that have been looking for solutions in crime mitigation. While past studies have not investigated drivers of service quality in mitigating crime this research was done in the backdrop of a phenomenal escalation of crime.

It is a reality that public and private agent involved in security management do not have clearly defined avenues to counter the growing menace, this research attempted to increase awareness on how to improve operational efficiency of existing private security management with the sole aim of fighting crime menace in Nairobi County. Based on findings of this research as background, it was possible to conduct in depth studies to point out the needed changes in the strategy to counter crime growth. Every government has an obligation to provide security to its people. This study was geared toward looking at what can enhance the quality of security services provided. From the finding of this study security firms was able to conduct in depth studies to point needed changes in strategy to counter crime growth, hence this complemented the government effort in fight against crime. Attainment Kenya

vision 2030 requires partnership and collaboration with an effective and efficient private sector team. Provision of quality services among private security firms is a greater pillar towards attainment of this vision. This study therefore was significant to both economic and social pillar of the Kenya vision 2030.

In terms of managerial practice in the sector, this study hoped to bring to light how quality service provision and helped in addressing growing crime. This knowledge was useful to the industry associations in the creation of frameworks to guide member security firms. The finding of the research was also add a significant body of knowledge to the public on what to evaluate when sourcing for private security firms to provide security service for their lives and property. The findings also added significant body of knowledge to the scholarly world of security management.

1.8 Operational Terms

The following terms was used specifically for the study.

Crime- An action or omission that constitutes an offense that may be prosecuted by the state and is punishable by law.

Employee Capacity- Ability of an entity an employee to give quantity and desired level of quality on his /her duty over an extended period

Mitigation of Crime –Act of lessening or easing the act of crime

Private Security Firm - is any business corporation, which provides armed and unarmed Security services and expertise to private and public clients

Partnership with state Agencies-Association with other security actors

Policy- a course or principle of action adopted or proposed by a government, party, business, or individual.

Quality Service - An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

State security Agency - Is the department of the government with overall responsibility for civilian security.

Technology Adoption - Is a sociological model that describes the acceptance of a new product or innovation, according to the demographic and psychological characteristics of defined adopter group.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction.

This chapter highlighted the reviewed literature in relation to drivers of service quality provision among private security firms and crime mitigation. The chapter looked at the various theoretical foundations, Empirical literature and the conceptual framework that guided this study and finally brought out a research gap that exists.

2.1 Crime Mitigation by Private Security Firm from a global to local context

Abrahamsen & Williams (2005) notes that criminality is a style of strategic behavior characterized by self-centeredness, indifference to the suffering and needs of others, and low self-control. Govender (2015) notes private security involvement in crime prevention has a larger history than the official public police service. During feudal times, there was no public police service that could be contacted when people needed assistance. It was only in the last 300 years that enforcement agencies charged with protecting property and safety of citizens in a country have become a norm globally. Govender (2015) further notes that countries, such as the United Kingdom of Great Britain and Northern Ireland, the United States of America and Israel, the budgets of private security companies and the number of personnel they employ exceeds those of the public police.

In India, the ratio of private security to police is estimated to be 4.98 to 1, with the number of private security personnel estimated at over seven million. Abrahamsen and Williams (2005), further argues that Civilian private security activities can be considered as a form of situational crime prevention, in that they often target places and specific types of potential victims (for example warehouses, manufacturing sites, housing estates, office complexes, critical infrastructure) and seek to prevent crime by increasing the risk of detection of illicit events and identification and apprehension of offenders.

The reviewed literature concurs on the importance of quality service provision by private security firms in crime mitigation. The literature also concentrates much on the gap that private security firms fill in the void left by the government security agencies, However much of this literature fails to capture the contribution of the various drivers of quality service provision by private security firms in crime mitigation, hence a gap exists that this research attempted to fill.

2.2 Theoretical Literature.

Theoretical review refers to the theories applied in relation to the research topic and how various authors attempted to explain phenomena of a particular literature.

2.2.1 Industrial Organization Theory.

Industrial organization builds on the theory of the firm, a set of economic theories that describe, explain and attempt to predict the nature of a firm in terms of its existence, behavior, structure and its relationship to the market. It is about organizational designs and organizational structures, relationship of organizations with their external environment, and the behavior of managers and technocrats within organizations.

Industrial organization views the organization's external market positioning as the critical factor for attaining competitive advantage, which means the traditional Industrial Organization perspective offers strategic management a systematic model for assessing external competition within an industry. The structure of a market, how a market is functioning, is the concept behind the industrial organization theory (Tirole, 1988), rather than the conversion process, products and costs of an individual organization. Bain (1959) provided the Structure Conduct and Performance Paradigm which is used as an analytical framework, to make relations amongst market structure, market conduct and market performance. The market structure will determine its conduct and thereby its performance.

The Industrial Organization theory puts a focus on the market a company operates in, rather than the company itself. It is reflected in the structure conduct performance model, which claims that there is a "causal link between the structure of a market in which a company operates, the organization's conduct and in turn the organization's performance in terms of profitability" (Ramsey, 2001). Thus, the industrial organization theory focuses on the whole industry and market conditions of a company and the central analytical aspect can be used to identify strategic choices, which firms have in their respective industry (Porter, 2008). Private security firms can be viewed as industrial organization since by the end of the day they are in business. The private security firms therefore need to ensure that their systematic management models are geared toward their external market with an aim of winning a competitive advantage. Adoption of quality oriented strategies can therefore be a key to the competitive advantage of private security firms.

2.2.2 SERVQUAL Theory.

Looy et al. (2003) asserted that quality holds the key to competing in today's global market by assisting in clear development of marketing strategies by building strong brand names. Despite the fact that quality management practices are primarily embraced in the manufacturing sector, quality management in the service industries has been gaining momentum over the past decade through Total Quality Management (TQM). The main theoretical framework by Zeithaml et al. (1988) is a SERVQUAL theory (Figure 1). It is relevant to this research study as private security service requires high consumer involvement in the consumption process; hence, the attainment of quality service relies significantly on the co-contribution of the employees to the service delivery process.

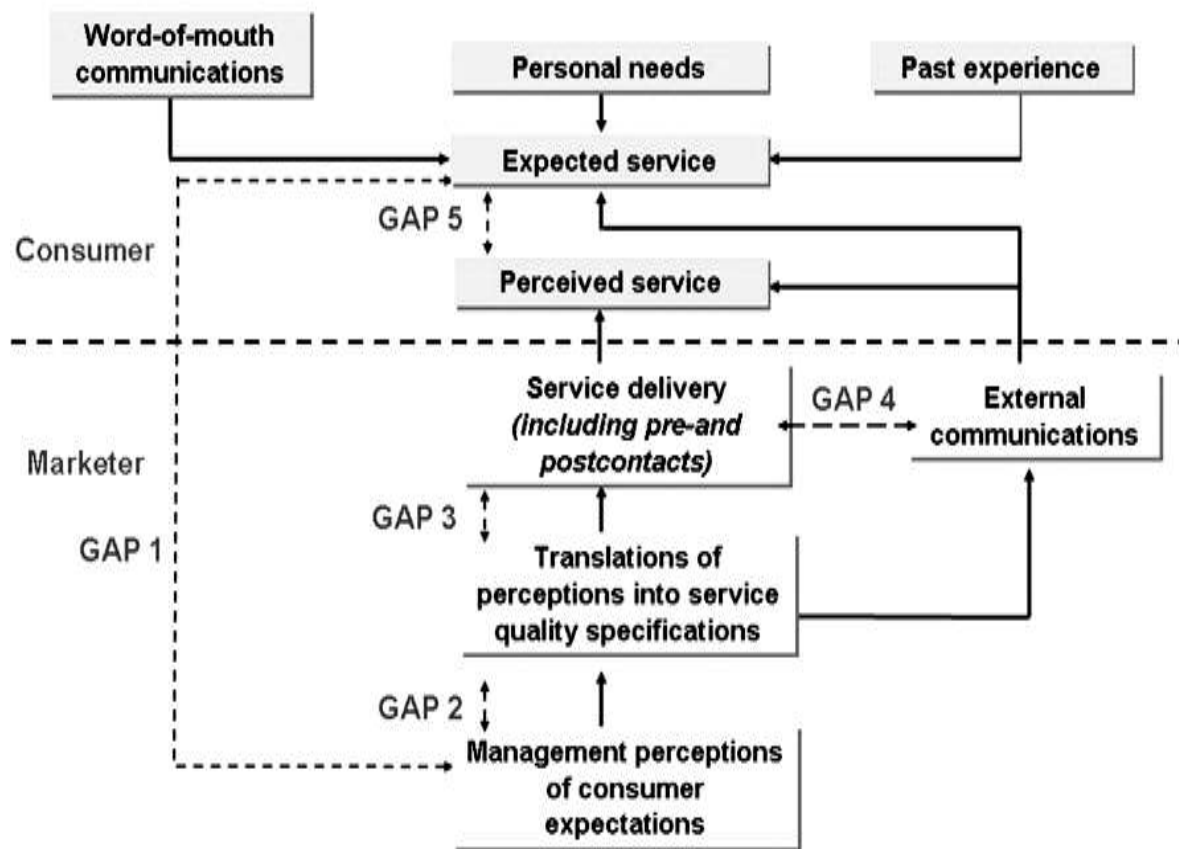


Figure 1. Extended service model by Zeithaml et al. (1988) employee capacity.

The various drivers of service quality enable service organization address the various service gaps that might exist. Zeithmal, (1988), highlights that service quality is achieved when, all the service quality gaps are addresses as detailed by the model illustrated in Figure 1 above. This model therefore forms a fundamental foundation of this study by affirming the fact that

PSFs like other service organizations need to close any gap that impacts negatively on quality of the service they provide to their clients.

2.3 Empirical Literature

2.3.1 Policy and Crime Mitigation

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) 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. 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”. According to Button & George (2010), governments should develop a national policy on the regulation of the private security sector as well as its rapport with the state security providers. The policy should be designed to ensure the highest possible standards in both spheres and be supplemented with appropriate primary legislation and regulations. Locally operating Firms and those operating beyond the country should be regulated by national legislation however there exists a significant overlap between the state and the non-state security providers Holmqvist, (2008). Apart from the often-poor distinction between the responsibilities of each sector, there are a number of Private Security Firms that employ off duty policemen, and even have police and government officials on their Boards which in turn impact on the performance of the Private Security Firms.

Russell (2010) further notes that every private security firm needs effective crime prevention policy which will remain relevant as new crime emerges. According to Russell working with the police agencies and other key partners in the security sector are some of the policies that should be enhanced by private security firms. The arguments posed by the various scholars in relation to policies in the realm of private security firms and crime mitigation has been appreciated. Authors have a general consensus that good policies are key to quality service provision. However, the Russell (2010) has not clearly demonstrated the impact of policies in quality service provision; this research therefore seeks to fill this gap.

2.3.2 Employee Capacity and Crime Mitigation

Tornow &Wiley (2010) found a positive correlation between the capacity of employees and service quality. They also found that customer satisfaction is directly related to the attitude and perceptions of employees which relates to the organization and its management practices. To improve effectiveness in service quality, organizations must build the capacity to retain, attract and employ an adequate number of high-quality employees' in order to adapt to circumstances that are constantly changing.

Private Security Companies are flourishing since 1990s. It is currently one of the most important aspect of international relations. They provide necessary training to future security officers, assistance in installation of security gadgets, secured logistical support for business operations and threat compromising conditions etc. through education to combat. Their clients include governments, international organizations, corporations, humanitarian organizations, nonprofit organizations and private individuals. The contributions of the national and international experts analyze different types of private military and Security Company, its services and the circumstances that have promoted their boom. They discuss the advantages as well as disadvantages of their use and describe tools that could regulate the activities of these companies and strengthen controls. (Thomas Jager, 2007)

Incidents of verbal abuse and physical violence are being experienced by the staff employed to handle accidents and emergency events. To determine the frequency of verbal abuse and physical violence in accident and emergency departments and to discover the extent of provision of security measures and instructions for staff on how to deal with these problems.

Staff within accident and emergency departments is regularly abused, both verbally and physically. Inner city departments appear to be most affected. Documentation is poor. Perpetrators are seldom convicted. There do appear to be actions which hospitals could undertake that might help to ameliorate these problems. (M G Jenkins, 1988)

According to a study by Schneider; Russell Beauty & Baird (2011), to provide high quality service, employees need to get enough training in the necessary technical skills and knowledge, and interactive skills. Interactive skills help employees to provide courteous, caring, responsive and empathetic service. Successful Firms invest heavily in training and make sure that the training fits their business goals and strategies. Many security guards are required to go through additional training mandated by the state for the carrying of weapons such as batons, firearms, and pepper spray. Some guards are required to complete police certification for special duties. For security and police, training standards are identical with regards to firearms but do not place any formal requirements for other items carried, however training be provided should be documented. A number of security companies have become certified in giving training for use of Surveillance Radars and training their officers to use them on protected properties in conjunction with lights/sirens, permitting them to legally implement traffic laws on private assets. Enhanced employee capacity has been cited as key toward quality service provision, however there lacks a consensus among the cited security scholars on the extent that employee capacity contributes to crime mitigation. This research therefore wished to establish the contribution of employee capacity to crime mitigation.

2.3.3 Technology Adoption and Crime Mitigation

Information technologies have recently been utilized extensively in-law enforcement agencies around the world both for the processes of general administration work (Personnel, Payroll etc.), as well as for core policing work, such as preventing crimes. Law enforcement agencies are now using variety of newly developed technologies to fight against those criminals who are employing the advantages of these technologies for negative purposes. However, law enforcement agencies may need to seek out more highly developed software and technologies to overcome these application of technology by criminals which may be very sophisticated (Addarly & Musgrove 2001). Organizations also need to begin to adapt their daily routines and procedures to the available computer technology in order to remain competitive in their various environments. However, organizations can face difficulties in

taking advantage of new technologies to boost an organizations' performance due to the lack of effective technology utilization and the resistance of organization managers and professionals to apply these technologies in the workplace (Fred, Bagozzi, & Warshaw, 1989).

Crimes can occur at any time and can take place anywhere and in varied forms. Police forces categorize crimes according to crime type and whether the crime is major or not and whether it is a volume crime or not. While murder, armed robbery and rape are evaluated as major crimes, crimes such burglary and shoplifting are categorized as volume crimes. These crimes can be committed individually or in serial fashion. If the crime is committed in serial fashion finding the offender is easier than the individual case alone due to the possible availability of having a common description of an offender who has committed different crimes in different places. Law enforcement agencies often employ crime analysts who are experts on information technologies and different types of discipline. They assist the police force by showing them the links among crimes, detecting the crime information technologies have recently been utilized extensively in-law enforcement agencies around the world both for the processes of general administration work (Personnel, Payroll etc.), as well as for core policing work, such as preventing crimes. Law enforcement agencies are now using variety of newly developed technologies to fight against those criminals who are employing the advantages of these technologies for negative purposes.

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McQuade, S., (2011) notes that crime as social technology will almost and always involve use of physical technologies, for example tools, although rape, assault, and murder committed without the use of weapons or other instruments such as those used to penetrate body cavities are notable exceptions. Akers, R. L. (2012) further notes that Technologies are combinations of tools and techniques ranging from simple-to-complex in their design, materials, construction and manufacturing processes, adoption, social implementation, technical systems integration and applications. Criminals, police and security professionals employ a full range of technologies that are available to them for similar and countervailing purposes.

Abrahamsen, R & M. Williams, (2005) note improved security networks among private security firms contributes to coordination hence quality service in crime mitigation. The cited authors have highlighted the importance of technology adoption; however, they have not clearly demonstrated the extent to which technology adoption among private security firms have contributed toward crime mitigation. This study therefore intended to fill this gap by clearly demonstrating the contribution of technology adoption among private security firms to crime mitigation.

2.3.4 Partnership of State Agencies and Crime Mitigation

In a recent survey of 127 police officers and 109 security professionals in a Midwestern state in the USA, revealed interesting findings on the working relationship between public law enforcement and private security agencies. Overall, security professionals' perceptions of their relationship with police departments were positive. However, most intriguingly, security professionals felt that police officers do not view working with private security positively, even though police officers indicate the contrary. Written comments from both sides provide

insights on the issues that hamper an effective working relationship between them. Also, the findings reveal that both police officers and security professionals believe that they could probably do more to encourage a positive working relationship, thus leading us to conclude that mistaken perceptions and a lack of communication are hindrances as well. (Nalla & Hummer, 1999)

Community policing is based on the notion that citizens should be empowered to prevent crime or the problems that lead to crime (Stevens: 2001). Establishing and maintaining mutual trust is therefore the central goal of community policing, as it allows wide law enforcement access to valuable community information leading potentially to the prevention and resolution of crimes. The partnerships formed in support of community crime prevention efforts can also provide a framework for engaging citizens to help police identify possible terrorist threats and infrastructure vulnerabilities. Effective community policing involves not only developing partnerships between law enforcement and citizens, however, but also intergovernmental and interagency collaborations with state and federal agencies. These partnerships are essential for the collection and exchange of intelligence, the identification of threats and vulnerabilities, and the sharing of resources in the event of an attack (Docobo: 2005).

Time and time again African states have been found weak, non-functioning or even mere territorial frames for hosting its citizens. The formal institutions of African states have failed to gain, or even seek legitimacy and respect of its inhabitants and proven to be incapable of providing its citizens with basic security. As a result, mistrust in these formal institutions and authorities have made people turn to alternative solutions to cope with their everyday lives and safeguard their basic human security. Yet international donors and others, who aim to contribute to the strengthening of the security context in Africa states, have seldom managed to look beyond the official façade of the state and its formal security institutions in order to gain an indepth understanding of how informal networks operate. By not acknowledging the informal sphere, one undoubtedly fails to recognize the very actors and mechanisms that African citizens, more often than not, rely on for their basic security (Kantor & Persson: 2009).

There is need to embrace the concept of community policing and partnership policing as a strategy in the fight against crime. It is envisaged that partnership allows the community to work together with the police by informing them about criminal activities in the community (KIPPRA: 2004). The official website of Administration Police (<http://www.administrationpolice.go.ke/cbp>) too emphasizes the key role of creating partnerships and even specifies the “6 vital members of any community policing partnership”, being: the Kenyan Police; Local Government; community police forums; civil society; business; media; religious bodies; and drug enforcement agencies. Although the website does not state their role or the role of any of 25 these partners in such partnerships, it curiously states that what a “partnership MUST do” is to “share information about training content and delivery, and to co-ordinate its activities”.

The website of the Kenya Police (<http://www.kenyapolice.go.ke/community>) makes clear that community policing is an approach to policing that rests upon a partnership between the police and ‘the community’. It states that, among others, such partnerships should endeavour to: arrive at the role of both the police and that of the community regarding crime prevention; identify the safety needs of the community through consultation; share both the decision-making and the responsibility of securing the community; apply a problem-solving approach; and educate and build the capacity of both parties to enable a problem-solving approach. From this we deduce that for the Kenyan Police; community policing and problem solving policing are a means towards crime prevention.

It is evident there is a need to establish a formal Partnership of State Agencies as both have many common goals, and the private security industry provides a major protective role in Kenyan society. Thuranira N.N. & Munanye, F. L. (2013) note that police and private security in Kenya have been functioning in mutually exclusive manner in respect to the provision of security. Further Abrahamsen, R & M. Williams, (2005), note that although the function of the security provision has traditionally been assumed to be the preserve of the state, this assumption is increasingly considered to be untenable. Russel further notes that in many nations the importance of cooperation and partnerships between private security firms and other security agencies has led to much enhanced quality service provision and other incentives for both public and private security actors. Consensus exists among the scholars that partnership between private security and other state security agencies and actors

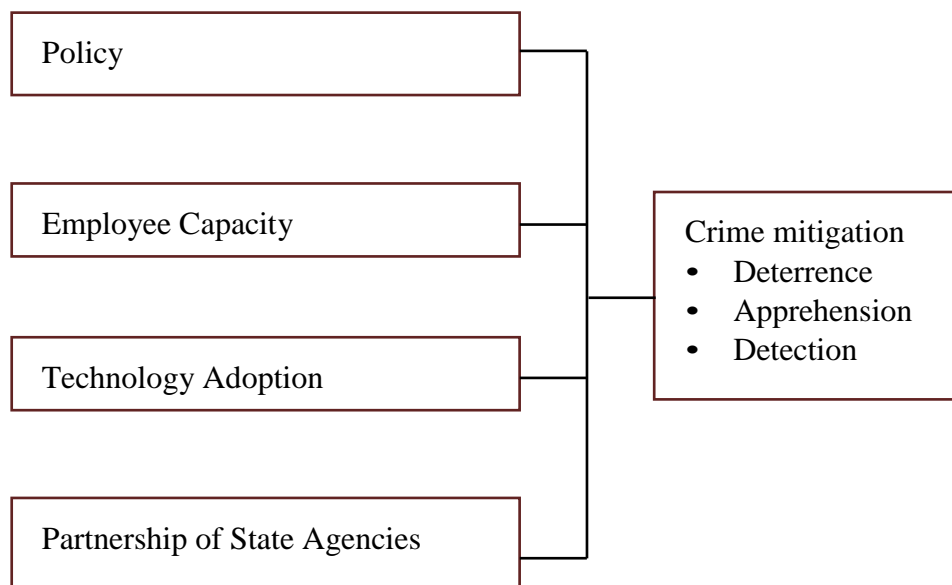
has helped a great deal in quality improvement, however the extent of the contribution has been lacking. This research therefore intended to fill this gap by establishing the extent to which partnership of security agencies contribute towards crime mitigation.

2.4 Conceptual Frame Work

The conceptual framework below highlights both the independent and the dependent variables. The frame work indicates how the researcher analyzed the relationship between the independent variable and the dependent variable (Policy, Employee Capacity, Technology Adoption, and partnership of other state agencies) affect crime mitigation (Dependent variable) among private security firms

Fig 2.1 – Conceptual Frame Work

Independent Variables

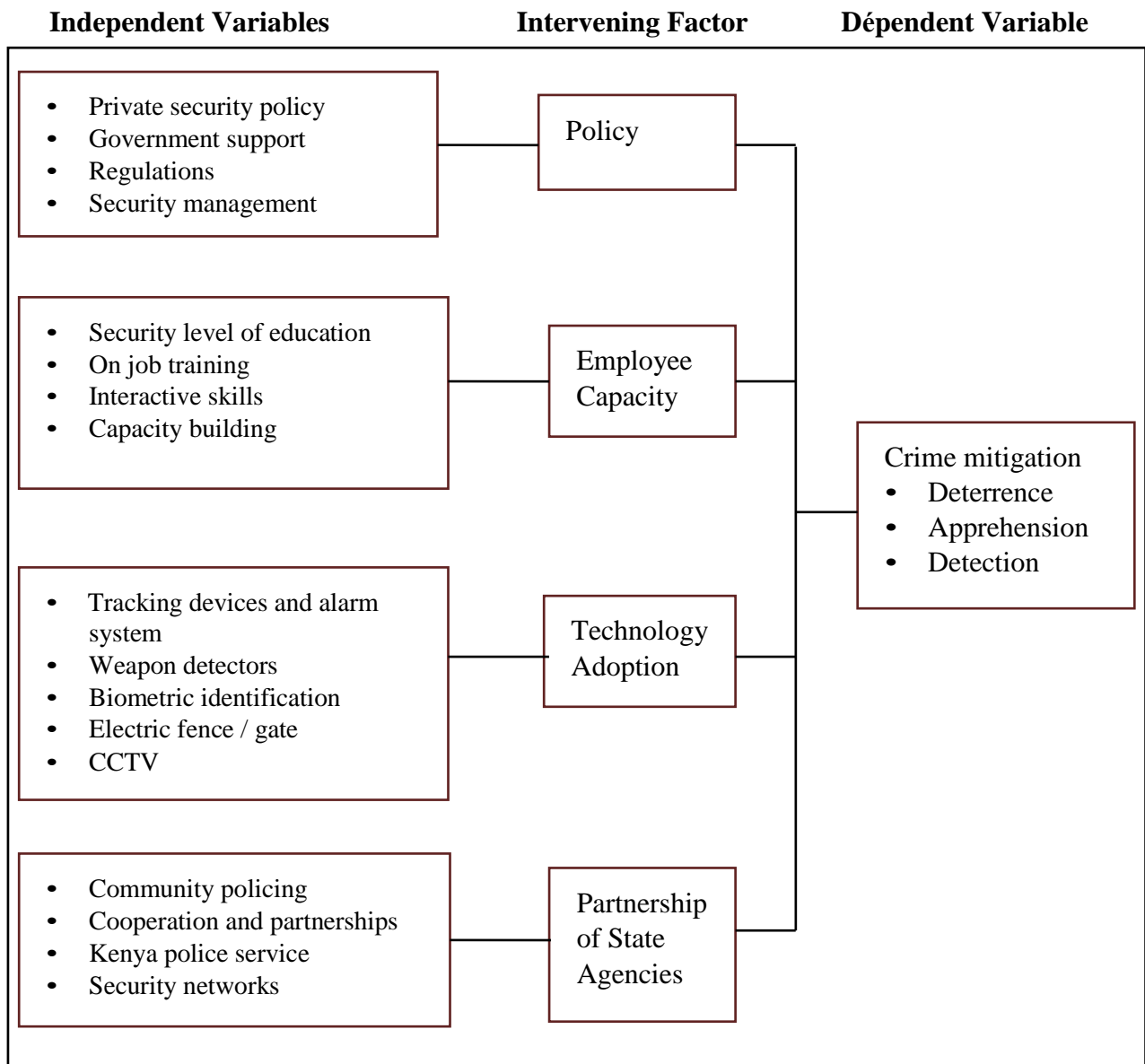


Source: Author 2018

2.5 Operational Frame Work.

The operational framework below highlights how both the independent and dependent variables was operationalised. The various parameters that were used to measure each and every variable have been presented in the operational framework below.

Fig 2.2 – Operational Frame Work



Source : Author 2018

Policy

Private security policy affects the manner at which crime mitigation is affected. When the policy is poor it means the result of crime mitigation will be low as well. In respect to the Government support, government input helps a lot in promoting and coordinating the entire operation of the organization to ensure service provision meets the threshold of crime mitigation. Again, Regulations either in terms of companies' act or industrial regulation procedure and code of conduct also show a greater impact to service provision by the private firms to ensuring crime mitigation this is coupled with the level of Security management the company has adopted and structured to ensure their security plans is inclined to achieving crime mitigation.

Employee capacity

Security level of education directly impacts the professionalism of security guards in their service delivery hence determining to whether they will be able to mitigate crime in line with the organization's objective. To achieve this, it means On job training and Interactive skills of security guards as a factor within the employee capacity need to be improved to enhance crime mitigation.

Technology adoption

Tracking devices and alarm system as a factor has been seen to contributing greatly to crime mitigation. A weapon detector has been sophisticate to provide quality service which helps in crime detection and control. As well Biometric identification which is another form of technology intended to prevent and deny intruders an access to unauthorized place helps in crime mitigation. Electric fence / gate and CCTV altogether deters intruders for access a place hence works as a factor of technology that help control and prevent crime.

Partnership of state agencies

Crime mitigation largely depends on interlinks among stakeholders like security companies, community and the enforcement agencies. Thus Community policing, Cooperation and partnerships, Kenya police service and Security networks serves partner to ensure that effective security plan is put in place to control crime

2.6 Research Gap.

Service quality issues in the private security industry, inside creating economies, have for quite some time been ignored when contrasted with look into accessible in created economies including in Europe and the USA. The writing obviously recommends leading examination on benefit quality in creating economies was reasonable since it recognized the regions of shortcoming regarding administration quality, and offer appropriate arrangements and particularly Kenya. The majority of the scholars view into that gap have been led on benefit quality issues which depended on customer point of view contrasted with benefit quality issues in view of administration viewpoint subsequently the investigation plans to reveal more insight into the issue.

2.7 Chapter Summary.

This chapter highlighted the various aspect of the literature review in relation to the drivers of the service quality in crime mitigation by private security firms. The chapter therefore brought out more insights in this subject topic that the researcher intends to undertake. The research gap is clearly brought out from the reviewed journal of other scholars.

CHAPTER THREE: RESEARCH METHODOLOGY.

3.0 Introduction.

A chronological outline of the methodology of this intended research is discussed below; The methodology highlights the research design that was adopted, target population, sampling technique, sample size, data collection method, test of reliability and validity, data analysis and finally ethical consideration while conducting this research.

3.1 Research Design.

This study employed a descriptive survey design with both quantitative and qualitative approaches. While qualitative method allowed researcher to describe in rich detail a phenomenon as it is situated and embedded in local contexts based on individual case information, quantitative approach provides precise, quantitative and numerical data that allows for generalizations to be made (Kothari 2010). This design was appropriate for the study given that the aim was to gather facts, knowledge, opinions and judgements from private security firms in Nairobi County.

3.2 Target population.

The population chosen for this study was all private security firms in Nairobi who are members of KSIA. Population sizes of 55 Private security firms both local and multinational were found to be registered with KSIA and have their presence in Nairobi KSIA (2017).

3.3 Sample Size

According to Leddy (1993), Census approach refers to the complete enumeration of a universe. A universe may be a place, a group of people or a specific locality through which we collect the data. The study adopted a census approach and all the 55 PSFs were visited. This approach was adopted because it provided the researcher with the right number of respondents since an up to date tally was essential to get appropriate answers to the questionnaire. The top managers were the target respondent, where the top manager was not the assistant manager or the next immediate supervisor was picked as the respondent.

3.4 Research Instruments.

To obtain the required data, the study employed both open and closed ended questions in the questionnaire. Copper and Schindler (2003), state that structured questions necessitate getting as much information as possible from the limited space on the form. The open-ended questions allowed in soliciting in-depth information on drivers of service quality among private security firms.

3.5 Data Collection

A self-administered questionnaire was issued for data collection in alter agreed date with respondents. The instruments were distributed through physically visiting the selected private security firms.

3.6 Data analysis and presentation

The data collected were analyzed using SPSS version 21 to generate frequency tables, percentages and graphs as descriptive statistics. Inferential statistics were computed using the multi-linear regression analysis to show the relationship between the drivers and market and sales operation. This shown variation in crime mitigation to unit change in each individual service quality driver.

For purpose of predicting the dependent variable (credit accessibility) from the independent variables(factors), a multiple regression was used. The multiple regression helped the researcher to descriptive, forecast (predict) and adjust new observation and processes. Thus a multiple regression was used for interpreting the results of the effect of independent variables on the dependent variables.

The research adopted the below model

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \epsilon$$

Where:

Y is the strategy implementation

β_0 Is the intercept or constant (predicted value for Y)

β_1 and **β_2** , are regression coefficients for variables x_1 and x_2 indicating how much we expect y to change as a result of change in one variable of x.

3.7 Reliability and Validity.

3.7.1 Reliability

A pilot study was conducted to provide an opportunity for pre-testing the questionnaires. The pre-testing enabled assessment of the instrument for validity and reliability. The reliability of the questionnaire was tested by computing Cronchba alpha. The level of reliability was considered adequate because the Cronchba alpha statistics falls above 0.7, which was considered ideal for social science studies.

3.7.2 Validity.

The validity was ascertained by checking the consistency of the questions and clearness of the intended inquiry; this was achieved through pilot study.

3.8 Pilot Study

Before the questionnaire was finally administered to the participants, a pilot study was carried out to ensure that the questions are relevant and clearly understandable. The pilot study aimed at determining the reliability of the questionnaire including the wording, structure, and sequence of questions (Ngechu, 2004). The pilot study involved 10 respondents in the target population. They were conveniently selected from the targeted security firms since statistical conditions are not necessary in the pilot study, (Cooper and Schindler, 2003). The purpose was to refine the questionnaire so that the respondents in the major study do not have problems answering questions.

3.9 Ethical Considerations.

Ethical considerations included observing confidentiality and informed consent by the participants by disclosing to the respondents all the possible consequences of participating in the study whether such consequences are positive or otherwise. All respondents who participated in this study were purely on voluntary basis. Only those employees and prisoners who gave consent after the nature of the study has been explained to them will participate. Those who did not give consent were not included in the study. No invasive procedure or physical examination was done. Confidentiality when dealing with respondents was strictly adhered to. All information provided by the respondents was treated with absolute confidentiality and was only used for the purposes of research

information. Employee names, title and position if any was not inserted in the questionnaire. This assurance was given to the respondents before their consent to participate in this study

3.10 Chapter Summary

Chapter enumerates the research methodology and design. It has given a detailed analysis is of the research design, population and sampling process that will be used in collecting the research data. Census sampling techniques will be used. This will be done to ensure the results are more representative and also give all segments a chance to participate in the study.

The next chapter focuses on data analysis and findings of research obtained from the collected data in the filled out questionnaires.

CHAPTER FOUR
RESEARCH FINDINGS, ANALYSIS, AND PRESENTATION

4.1 Introduction

This chapter presented results of the research findings and gives an analysis of the data collected from various respondents who filled the questionnaires that were distributed. Both qualitative and quantitative analysis was used. Several descriptive analyses were made to achieve the objective of the study which was to assess the driver of quality service provision in crime mitigation among private security firms in Kenya.

4.2 General information

Table 4.2.1 Position of the respondents in the firm in this firm

| Position | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Manager | 5 | 9 |
| Assistant Manager | 15 | 27 |
| Others | 35 | 64 |
| Total | 55 | 100% |

Source: Author 2018

The illustration above indicates that majority of the respondents at managerial level were 9% followed by assistant managers presented by 27% and respondents serving other positions presented by 64 %. What happened to 1?

Table 4.2.2 Duration in the work position

| Duration | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Below 1 years | 5 | 9 |
| 1-2 years | 25 | 46 |
| 3-4 years | 15 | 27 |
| 5-6 years | 10 | 18 |

| | | |
|---------------|-----------|-------------|
| Above 6 years | 0 | 0 |
| Total | 55 | 100% |

Source: Author 2018

The illustration above indicates that the duration in the work position were presented as 46% for those who have worked for 1-2 years, 27% for those who have been working for 3-4 years followed by 18% for those who have been working in the position for 5-6 years. 9% presented those who have been working for below 1 years with those who have been working in the same position recording for above 6 years recording null, 0%

Table 4.2.3 Duration of the firm existence

| Duration | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Below 3 years | 0 | 0 |
| 4-6 years | 10 | 18 |
| 7-9 years | 15 | 27 |
| 10-12 years | 25 | 46 |
| Above 12 years | 5 | 9 |
| Total | 55 | 100% |

Source: Author 2018

The illustration above indicates that the selected security firms have been in existence for 10-12 years presented by 46% followed by those which have been in existence 7-9 years presented by 27%. The remaining firm was recorded to have been in existence for 4-6 years presented by 18% with those Above 12 years recording 9%. Those which were existing below 3 years recorded a null figure 0%.

4.3 Results

4.3.1 Effect of policy on mitigating crime by private security firms in Nairobi County Kenya

Table 4.3.4 Extent to which policy issues contribute to the crime mitigation

| Extent | Frequency | Percentage |
|--------------|-----------|-------------|
| Very High | 35 | 64 |
| High | 3 | 5 |
| Moderate | 2 | 4 |
| Low | 15 | 27 |
| Very Low | 0 | 0 |
| Total | 55 | 100% |

Source: Author 2018

The illustration above shows the Extent to which policy issues contribute to the crime mitigation with 64% recording Very High followed by 27% recording Low and 5% recording High then with 4% presenting Moderate. Very Low recorded 0% suggestion by the respondents.

Table 4.3.5 The extent to which policy statements are effective

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly disagree | | TOTAL % age |
|--|----------------|----|-------|----|---------|---|----------|---|-------------------|----|-------------|
| | F | % | F | % | F | % | F | % | F | % | |
| Clearly laid down private security policy enhance crime mitigation | 35 | 63 | 15 | 27 | 0 | 0 | 2 | 3 | 3 | 5 | 100% |
| Government support have contributed to quality service provision by private security firms | 35 | 63 | 2 | 3 | 3 | 5 | 0 | 0 | 15 | 27 | 100% |
| Government oversight body to regulate the private security industry may come up with policy to enhance standards in the activities of security | 35 | 63 | 15 | 27 | 0 | 0 | 2 | 3 | 3 | 5 | 100% |

provision

Security management policy that involve public and private agents may lead to provision of quality security service 2 3 3 5 15 27 35 63 0 0 100%

Source: Author 2018

According to table, The extent to which policy statements are effective is Clearly laid down private security policy enhance crime mitigation presented by 63% where the respondents Strongly agreed followed by 27% who Agreed and 0% who were Neutral in giving their answers. 3% disagreed with the opinion with 5%strongly disagreeing.

In respect of the Government support have contributed to quality service provision by private security firms 63% strongly agreed followed by 3% who agreed and then 5% of the respondents who were Neutral in giving their response. 0% of the respondents Disagreed with the opinion followed by 27% who strongly disagreed.

Basing on the fact that Government oversight body to regulate the private security industry may come up with policy to enhance standards in the activities of security provision; the idea was supported by 63% of the respondents who Strongly agreed with 27% Agreeing and 0% having a Neutral answer. 3% Disagreed and 5%strongly disagreed.

On the other hand, Security management policy that involves public and private agents may lead to provision of quality security service by 3% of the respondents strongly agreeing and 5% agreeing. Then 27% of them were neutral on their answer followed by 63% who strongly disagreed. The remaining 0% disagreed with the idea.

4.3.2 Effect of employee capacity on mitigating crime by private security firms in Nairobi County Kenya

Table 4.3.6 Rating the number of security personnel in a firm relations to the number of engagements

| Rating | Frequency | Percentage |
|--------|-----------|------------|
|--------|-----------|------------|

| | | |
|------------------|-----------|-------------|
| More than enough | 40 | 73 |
| Enough | 10 | 18 |
| Not enough | 3 | 5 |
| Very inadequate | 2 | 4 |
| Total | 55 | 100% |

Source: Author 2018

As illustrated above On the Effect of employee capacity on mitigating crime by private security firms in Nairobi County Kenya. Rating the number of security personnel in a firm relations to the number of engagements was recorded to be More than enough presented by 73% followed by those who said is Enough recording 18%. Those who said it is not enough recorded 5% while those with the idea of being Very inadequate recorded 4%.

Table 4.3.7 Adequacy of the training offered to the officers after recruitment

| Adequacy | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Very adequate | 10 | 18 |
| Adequate | 40 | 73 |
| Fair | 3 | 5 |
| Inadequate | 1 | 2 |
| Poor | 1 | 2 |
| Total | 55 | 100% |

Source: Author 2018

The illustration above indicates that Adequacy of the training offered to the officers after recruitment was Adequate presented by 73% followed by Very adequate which recorded 18%. Then Fair was presented by 5% with both Inadequate and Poor recording 2% respectively.

Table 4.3.8 The extent of employee capacity statements

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly disagree | | TOTAL % age |
|--|--|----|-------|----|---------|----|----------|----|-------------------|---|----------------|
| | F | % | F | % | F | % | F | % | F | % | |
| | Security level of education leads to effectiveness in security service quality | 40 | 73 | 1 | 2 | 3 | 5 | 10 | 18 | 1 | |
| On job training to effectiveness in security service quality | 10 | 18 | 1 | 2 | 40 | 73 | 1 | 2 | 3 | 5 | 100% |
| Interactive skills enable security to provide high quality service | 40 | 73 | 10 | 18 | 1 | 2 | 1 | 2 | 3 | 5 | 100% |
| Capacity building leads to quality security service provision | 40 | 73 | 10 | 18 | 1 | 2 | 1 | 2 | 3 | 5 | 100% |

Source: Author 2018

According to the illustration above in table 4.8, The extent to which the employee capacity statements, Security level of education leads to effectiveness in security service quality was strongly supported by 73% strongly agreeing then 2% agreeing followed by 5% of the respondents who were neutral on the answers. 18% of the respondents strongly disagreed with finally 2% disagreeing with the statement.

On the other hand, on job training to effectiveness in security service quality,18% strongly agreed followed by 2% who agreed with 73% being neutral. Others disagreed strongly as presented by 2% with those disagreeing recording 5%.

In the view of Interactive skills enable security to provide high quality service and Capacity building leads to quality security service provision both shared a common view of respondents with those who strongly agreed presenting 73% followed by 18% who agreed and then 2% remaining neutral. As well, those who strongly disagreed with the ideas recorded 2% with those disagreeing recording 5%.

4.3.3 Effect of technology adoption on mitigating crime by private security firms in Nairobi County Kenya

Table 4.3.9 Rating the adoption of technology in curbing crime in Nairobi County

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| Very High | 50 | 90 |
| High | 2 | 4 |
| Moderate | 1 | 2 |
| Low | 1 | 2 |
| Very Low | 1 | 2 |
| Total | 55 | 100 |

Source: Author 2018

According the table above Effect of technology adoption on mitigating crime by private security firms in Nairobi County Kenya Rated the adoption of technology in curbing crime in Nairobi County as Very High with 90%, followed by High which recorded 4% then Moderate , Low and Very Low presented 2% each respectively.

Table 4.3.10 Adequacy of security personnel equipped with relevant technology

| Adequacy | Frequency | Percentage |
|---------------|-----------|------------|
| Very adequate | 40 | 73 |
| Adequate | 10 | 18 |
| Fair | 3 | 5 |

| | | |
|--------------|-----------|-------------|
| Inadequate | 1 | 2 |
| Poor | 1 | 2 |
| Total | 55 | 100% |

Source: Author 2018

According to the table above, Adequacy of security personnel equipped with relevant technology was recorded to be Very adequate with 73% followed by Adequate which recorded 18% then Fair which recorded 5%. On the other hand both Inadequate and Poor was a statement by respondents which presented 2% respectively.

Table 4.3.11 the extent to which technology adoption

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly disagree | | TOTAL % age |
|--|----------------|----|-------|----|---------|---|----------|----|-------------------|---|-------------|
| | F | % | F | % | F | % | F | % | F | % | |
| Tracking devices and alarm system leads to crime mitigation | 40 | 73 | 1 | 2 | 1 | 2 | 10 | 18 | 3 | 5 | 100% |
| Weapon detectors enhance crime detection | 10 | 18 | 40 | 73 | 1 | 2 | 1 | 2 | 3 | 5 | 100% |
| Biometric identification hinders access to restricted areas hence mitigate crime | 40 | 73 | 1 | 2 | 1 | 2 | 10 | 18 | 3 | 5 | 100% |
| Electric fence / gate has mitigated crime rate | 40 | 73 | 10 | 18 | 3 | 5 | 1 | 2 | 1 | 2 | 100% |
| Use of CCTV has reduced the level of crime | 40 | 73 | 1 | 2 | 1 | 2 | 10 | 18 | 3 | 5 | 100% |

Source: Author 2018

According to table above, the extent to technology adoption indicated that Tracking devices and alarm system leads to crime mitigation by recording 73% who strongly agreed followed 2% who both agreed and were neutral respectively. 18% disagreed strongly with 5% disagreeing with the idea.

On the other hand, Weapon detectors enhance crime detection with 18% agreeing strong followed by 73% who agreed and then remaining neutral 2%. 2% of the respondents strongly disagreed with the statement with 5% just disagreeing.

Again Biometric identification hinders access to restricted areas hence mitigate crime was an idea which was strongly agreed by 73% then those who agreed recorded 2% with 2% of the respondents remaining neutral. 18% strongly disagreed with 5% agreeing with the statement.

As well, on the view of Electric fence / gate to mitigate crime rate 73% of the respondents strongly agreed with 18% agreeing with the statement. 5% remained neutral with both strongly disagreeing and agreeing recording 2% respectively.

Finally, the Use of CCTV has reduced the level of crime as recorded by 73% strongly agreeing with the fact, and 2% agreeing. 2% remained neutral while 18% strongly disagreed with 5% agreeing with the idea.

4.3.4 Effect of partnership of state agencies on mitigating crime by private security firms in Nairobi County Kenya

Table 4.3.12 Frequency of holding meetings to discuss issues of insecurity with government agencies

| Frequency | Frequency | Percentage |
|--------------|-----------|-------------|
| Very often | 50 | 90 |
| Often | 2 | 4 |
| Sometimes | 1 | 2 |
| Rarely | 1 | 2 |
| Don't | 1 | 2 |
| Total | 55 | 100% |

Source: Author 2018

According to table, Effect of partnership of state agencies on mitigating crime by private security firms in Nairobi County Kenya indicated that Frequency of holding meetings to

discuss issues of insecurity with government agencies was a good idea as recorded by 90% saying Very often and others saying Often as recorded by 4%. Then others said Sometimes, Rarely and Don't presented by 2% each respectively.

Table 4.3.13 Rating the level of communication with other security agencies

| Rating | Frequency | Percentage |
|---------------|------------------|-------------------|
| Excellent | 35 | 64 |
| Good | 3 | 5 |
| Average | 2 | 4 |
| Poor | 15 | 27 |
| Very poor | 0 | 0 |
| Total | 55 | 100% |

Source: Author 2018

The above illustration indicates that rating the level of communication with other security agencies was Excellent as presented by 64% followed by Poor which recorded 27%. Then those supporting that it was good recorded 5% with others saying its Average as presented by 4%. Finally, those respondents who said it was Very poor recorded 0%

Table 4.3.14 The extent to which partnership is effective to mitigating crime

| | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly disagree | | TOTAL % age |
|--|----------------|----|-------|----|---------|----|----------|----|-------------------|---|----------------|
| | F | % | F | % | F | % | F | % | F | % | |
| community based agencies to prevent crime has lead to reduced crime rate | 35 | 63 | 15 | 27 | 0 | 0 | 2 | 3 | 3 | 5 | 100% |
| The co-ordination and consultation between the police and political leaders and administrators has mitigate crime | 35 | 63 | 15 | 27 | 0 | 0 | 2 | 3 | 3 | 5 | 100% |
| Working with the police agencies and other key partners in the security sector has assisted to curb crime | 2 | 3 | 3 | 5 | 15 | 27 | 35 | 63 | 0 | 0 | 100% |
| Improved security networks among private security firms contributes to coordination hence quality service in crime mitigation. | 15 | 27 | 35 | 63 | 0 | 0 | 2 | 3 | 3 | 5 | 100% |

Source: Author 2018

In the illustration above, The extent to which partnership is effective to mitigating crime community based agencies prevented crime and reduced crime rate as supported by 63% of the respondents strongly agreeing followed by 27% of the respondents agreeing and 0% of them being neutral. Others strongly disagreed as presented by 3% and 5% disagreeing.

On the other hand, the co-ordination and consultation between the police and political leaders and administrators has mitigated crime as supported by 63% of the respondents strongly agreeing followed by 27% of them agreeing. 0% of them were neutral as 3% of them strongly disagreed and 5% disagreeing.

Again, Working with the police agencies and other key partners in the security sector has assisted to curb crime as strongly agreed by 3% of the respondents. 5% of them agreed while

27% remained neutral. 63% of them strongly disagreed with the statement with 0% of them agreeing with the idea.

Finally, Improved security networks among private security firms contributes to coordination hence quality service in crime mitigation as indicated by 27% of the respondents strongly agreeing and 63% of them agreeing. Others remain neutral by 0% as 3% recording strongly disagreeing and 5% disagreeing

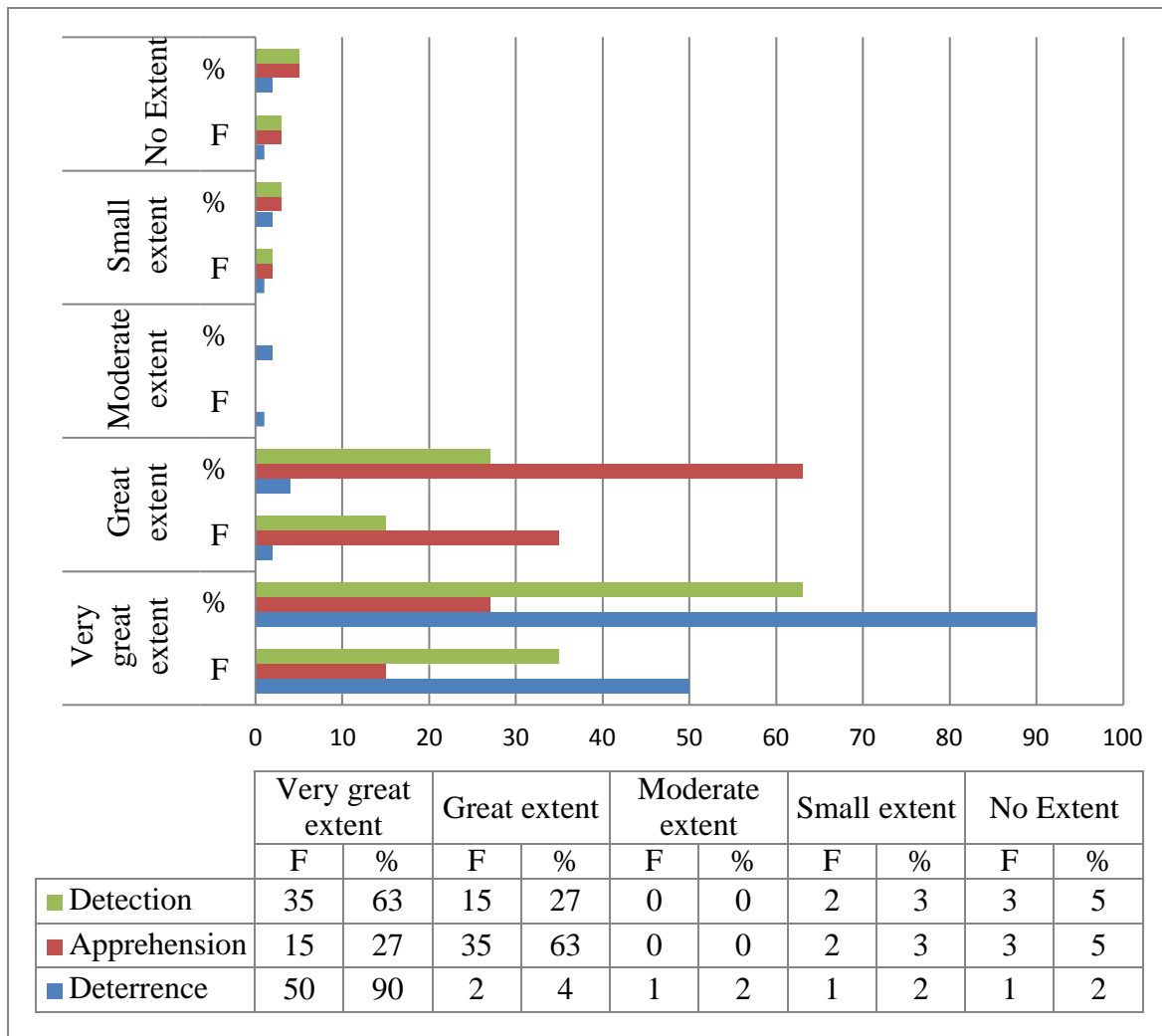
Table 4.3.15 Rate the level of crime in Nairobi County, Kenya

| Rating | Frequency | Percentage |
|---------------|------------------|-------------------|
| Very high | 50 | 90 |
| high | 2 | 4 |
| average | 1 | 2 |
| low | 1 | 2 |
| very low | 1 | 2 |
| Total | 55 | 100% |

Source: Author 2018

According to table 4.15, the Rating of the level of crime in Nairobi County, Kenya was recorded Very high as presented by 90% followed by 4% recording high. On the other hand, average, low and very low recorded 2% each respectively.

Table 4.3.16 Extent to which quality service provision by private security firms mitigates crime in Nairobi County, Kenya



Source: Author 2018

As indicated in the illustration above, the Extent to which quality service provision by private security firms mitigates crime in Nairobi County, Kenya has recorded a very great extent in Deterrence by very great extent which score 90% followed by detection by scoring 63% at a very great extent and lastly apprehension at a great extent presented by 63%.

4.4.1 Bivariate correlation between crime and strategies adopted

The main result of a correlation is called the correlation coefficient (or “r”). it ranges from 1.0 to +1.0/ the closer r is to +1 or -1, the more closely the two variables are related. If r is close to 0, it means there is no relationship between the variables. If r is positive, it means that as

one variable gets large the other gets; larger. If r is negative it means that as one gets larger the other gets smaller (often called “inverse” correlation.

The total number of respondents in this study as indicated by the N values was 55. The correlation was significant as it had a p value of less than 0.05. The correlation between the crime and strategies adopted by the firm is 0.0596 this indicates that the strategies adopted influence crime mitigation.

| Correlation (r) | N | Significance |
|------------------------|----------|---------------------|
| 0.596 | 55 | 0.002 |

Source: Author 2018

4.5 Multiple Regression Analysis

A regression was conducted to determine how policy, employee capacity, technology adoption helped in crime mitigation. The statistical package for social science (SPSS) was used to code, enter, and compute the measurements of the multiple regressions for the study.

Table 4.3.17 model Summary

| Model | R | R square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1 | 0.882 | 0.777 | 0.754 | 0.102 |

Source: Author 2018

The illustration above show a model summary of regression analysis between 4 independent variables: policy, employee capacity, technology and partnership with security agencies and dependent variable that is crime mitigation. The value of R was 0.882, the value of R square was 0.777 and the value of adjusted R square was 0.754. From the findings, 75.4% of changes in the strategy implementation were attributed to the three independent variables in the study. Positivity and significance of all values of R shows that model summary is significant and therefore gives a logical support to the study model.

Table 4.3.18 ANOVA

| Model | Sum of square | df | Mean Square | F | Sig. |
|--------------|---------------|-----------|--------------|-------|-------|
| Regression | 0.882 | 0.777 | 0.754 | 0.102 | 0.023 |
| Residual | 2.56 | 45 | 0.053 | | |
| Total | 3.194 | 48 | 0.264 | | |

Source: Author 2018

The probability value of 0.023 indicates that the regression relationship was highly significant in predicting how the four independent variables that are policy, employee capacity, technology adoption and partnership with the security agencies influence crime mitigation. The F critical at 5% level of significance was 1.96. Since F calculated 3.98 is greater than the F critical (value = 1.96) this shows that the overall model was significant.

Table 4.3.19 Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| (constant) | 2.342 | 0.233 | | 10.05 | 0.013 |
| Policy | 1.456 | 0.512 | 1.418 | 2.84 | 0.41 |
| Employee capacity | 1.563 | 0.614 | 2.177 | 2.545 | 0.00 |
| Technology adoption | 1.456 | 0.512 | 1.418 | 2.84 | 0.41 |
| Partnership with security agencies | 1.421 | 0.604 | 1.419 | 2.353 | 0.21 |

Source: Author 2018

From the table 4.14, the regression model can be written as:

$$Y=2.342 + 1.456X_1 + 1.563X_2 + 1.456X_3+1.421 X_4$$

The regression equation above has established that taking all factors into account constant at zero, the crime mitigation will have an autonomous value of 2.342. The findings presented

also show that taking all other independent variable at zero, a unit increase in policy would lead to a 1.456 increase in crime mitigation. A unit increase in employee capacity would lead to a 1.563 increase in crime mitigation. A unit increase in technology adoption would lead to a 1.456 increase in crime mitigation. A unit increase in partnership with security agencies would lead to a 1.421 increase in crime mitigation. All the variables were significant as the P-Values were less than 0.05.

4.5 Chapter Summary

This chapter presented data analysis, results and findings as collected from the field according to the four research questions of the study. The findings are arranged in thematic areas to enable adequate response to the objectives of the study. The area covered was general information, policy, employee capacity, technology adoption and partnership with security agencies in relation to crime mitigation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The research was to assess the driver of quality service provision in crime mitigation among private security firms in Kenya explore the effects of service provision in crime mitigation by private security firms in Nairobi County, Kenya. This chapter sums up the findings of each objective in summary form then conclusions drawn and recommendations to the research study listed.

5.1 Summary

According to the research findings, managerial level recorded a lower turn out by 9%. It was evidenced that duration in the work position were presented as 46% for those who have worked for 1-2 years in the firm which enabled the researcher to collect at least more accurate results. The selected security firms have been in existence for 10-12 years presented which had the most percentage of 45%.

5.1.1 Effect of policy on mitigation

When it comes to extent to which policy issues contribute to the crime mitigation with 63% recording Very High. It was indicated that The extent to which policy statements are effective is Clearly laid down in private security policy to enhance crime mitigation presented by 63% where the respondents Strongly agreed that the ideas was appropriate.

In respect of the Government support on how it has contributed to quality service provision by private security firms shown that 63% of the respondents strongly agreed. Basing on the fact that Government oversight body to regulate the private security industry may come up with policy to enhance standards in the activities of security provision; the idea was supported by 63% of the respondents who strongly agreed with the idea. On the other hand, Security management policy that involves public and private agents may lead to provision of quality security service by 63% who opposed and strongly disagreed on the strategy.

5.1.2 Effect of employee capacity on mitigation

On the Effect of employee capacity on mitigating crime by private security firms in Nairobi County Kenya. Rating the number of security personnel in firm relations to the number of engagements was recorded to be More than enough presented by 73%. It was shown that Adequacy of the training offered to the officers after recruitment was Adequate presented by 73% which was the highest response recorded. The extent to which the employee capacity statements, Security level of education leads to effectiveness in security service quality was strongly supported by 73% strongly agreeing. Though job training to effectiveness in security service quality shown that the respondents were not very sure of it effectiveness thus recording 73% being neutral.

In the view of Interactive skills it enabled security firms to provide high quality service and Capacity building led to quality security service provision both showing a common view of respondents with those who strongly agreed presenting 73%.

5.1.3 Effect of technology adoption on mitigation

The effect of technology adoption on mitigating crime by private security firms in Nairobi County, rated the adoption of technology as Very High with 90%. Because adequacy of security personnel equipped with relevant technology recorded to be Very adequate with 73% this shown that the extent to technology adoption indicated that Tracking devices and alarm system leads to crime mitigation by recording 73% strongly agreed with the method. On the other hand, Weapon detectors enhance crime detection as agreed by 73%. Again Biometric identification hinders access to restricted areas hence mitigate crime was an idea which was strongly agreed by 73%. As well, on the view of Electric fence/ gate to mitigate crime rate 73% of the respondents strongly agreed. And finally, the Use of CCTV was supported by the respondents to have reduced the level of crime as recorded by 73% strongly agreeing.

Effect of partnership of state agencies on mitigating crime by private security firms in Nairobi County Kenya indicated that Frequency of holding meetings to discuss issues of insecurity with government agencies was a good idea as recorded by 90% saying Very often.

When rating the level of communication with other security agencies it was shown to be Excellent as presented by 63% of respondents supporting the idea.

5.1.4 The effect of partnership of state agencies

The extent to which partnership is effective to mitigating crime community based agencies prevented crime and reduced crime rate as supported by 63% of the respondents strongly agreeing. On the other hand, the co-ordination and consultation between the police and political leaders and administrators was also shown to have mitigated crime as supported by 63% of the respondents strongly agreeing. Again, Working with the police agencies and other key partners in the security sector has assisted to curb crime as supported by 63% of respondents strongly disagreeing with the statement Finally, Improved security networks among private security firms contributes to coordination hence quality service in crime mitigation as indicated by 63% of them agreeing. In addition, the Rating of the level of crime in Nairobi County, Kenya was recorded to be Very high as presented by 90% of respondents supporting the statement.

5.2 Conclusions

To summarize, new crime and violence trends in Kenya; terrorist, militia and gang activities, and the apparent failure of state security agents including private security firms, against criminals is a sign of poor strategic management of crime and violence. The causes of crime are often linked to institutional weaknesses of society. To achieve the goal of adequate and reliable security provision public security firms need to improve on the quality of service they provide to their client. As well Drivers of quality service provision particularly those touching on standards and may include and not limited to policy, employee capacity, technology adoption and partnership of state agencies among private security firms in the aim of mitigating crime. This study will therefore bring out the key drivers that public security firms can adopt in improving their service delivery hence quality service provision in their endeavor to mitigate crime.

5.3 Recommendations

The following recommendations were raised to enable private security firms achieve quality service provision in crime mitigation among private security firms in Kenya and mitigate crime in Nairobi County, Kenya.

- i. Governments should develop a national policy on the regulation of the private security sector as well as its rapport with the state security providers. The policy should be designed to ensure the highest possible standards in both spheres and be supplemented with appropriate primary legislation and regulations
- ii. Working with the police agencies and other key partners in the security sector are some of the policies that should be enhanced by private security firms in Kenya in order to broaden their service delivery in security sector.
- iii. To improve effectiveness in service quality, organizations must build the capacity to retain, attract and employ an adequate number of high-quality employees' in order to adapt to circumstances that are constantly changing
- iv. Employees need to get enough training in the necessary technical skills and knowledge, and interactive skills. Coupled with good communication skills, their service provision will be of great result.
- v. Interactive skills help employees to provide courteous, caring, responsive and empathetic service
- vi. Improved security networks among private security firms should be put in place because it will help to contribute on coordination hence quality service in crime mitigation. The importance of technology adoption clearly demonstrated the extent to which technology adoption among private security firms have contributed toward crime mitigation.
- vii. There is Need to establish a formal Partnership of State Agencies as both have many common goals, and the private security industry provides a major protective role in Kenyan society. Although the function of the security provision has traditionally been assumed to be the preserve of the state, this assumption is increasingly considered to be untenable.
- viii. The importance of cooperation and partnerships between private security firms and other security agencies should be promoted because it will lead to much enhanced quality service provision and other incentives for both public and private security actors.

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APPENDIX I; LIST OF TARGET POPULATION

1. Absolute Security
2. Access Systems
3. Affiliated Security Services
4. Alba Security Services
5. Allan Brown Security Services
6. Alpha Guards Services
7. Apache Guards
8. Atlas Security Services
9. Bobby Guards
10. First Force Security Services
11. Brinks Security Services
12. Charton Security Services
13. Phoenix Protection
14. Corner Stone Security Services
15. Delta Security Services
16. EARS Group
17. Eveready Security
18. Fimbo Security Services
19. Forbes Security Services
20. Forbes Security Services
21. Galana Security Guards
22. Gallant Security Services
23. Gyto Security Services
24. Inter Security Services
25. Kali Security Services
26. Kenya Shield Security
27. Milimani Security Guards
28. Panda Security And Alarms Services
29. PG Security
30. Perimeter Protection
31. PG Security
32. Rapid Security Services
33. Securex Agencies (K)
34. Securicor Security Services Kenya
35. Security Group Africa – Kenya (SGA)
36. Security Guards
37. Secutron (Kenya)
38. Senaca EA
39. Tandu Alarm Systems
40. Tango Security Guards & Private Investigators
41. Total Security Surveillance
42. Ultimate Security
43. Nine One One Group Security Services
44. Absolute Security
45. Factory Guards
46. Falcon Security
47. Gilly’s Security & Investigation Services
48. Hatari Security Guards
49. Bob Morgan – BM Security
50. Riley Wells Fargo
51. Well Fargo Security Services
52. G4S Security Services
53. Lavington Security
54. Radar Limited
55. KK Security

Source: Kenya Security Industry Association (2017)

APPENDIX II; QUESTIONNAIRE

This questionnaire has been prepared for the purpose of data collection in the partial fulfillment of the Masters degree at Dedan Kimathi University of Technology. It has three sections. Section A, B and C.

(Please put a tick (√) to indicate the response that is applicable to you where appropriate.)

SECTION A: GENERAL INFORMATION

1. What is your position in this firm?

Manager []

Assistant Manager []

Others (Specify) _____

2. How many years have you worked in that position?

Below 1 years []

1-2 years []

3-4 years []

5-6 years []

Above 6 years []

3. How long has this firm been in operation?

Below 3 years []

4-6 years []

7-9 years []

10-12 years []

Above 12 years []

SECTION B: RESEARCH QUESTIONS

POLICY AND CRIME MITIGATION

4. To what extent do policy issues contribute to the crime mitigation in Nairobi County.

Very High []

High []

Moderate []

Low []

Very Low []

5. Kindly indicate with (√) the extent to which you agree or disagree with the following policy statements below.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--|----------------|-------|---------|----------|-------------------|
| Clearly laid down private security policy enhance crime mitigation | | | | | |
| Government support have contributed to quality service provision by private security firms | | | | | |
| Government oversight body to regulate the private security industry may come up with policy to enhance standards in the activities of security provision | | | | | |
| Security management policy that involve public and private agents may lead to provision of quality security service | | | | | |

EMPLOYEE CAPACITY AND CRIME MITIGATION

6. How would you rate the number of security personnel in your firm relations to the number of engagements?

- More than enough []
- Enough []
- Not enough []
- Very inadequate []

7. In your view, how adequate is the training offered to the officers after recruitment?

- Very adequate []
- Adequate []
- Fair []
- Inadequate []
- Poor []

8. (a) Kindly indicate with (√) the extent to which you agree or disagree with the following employee capacity statements below.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--|----------------|-------|---------|----------|-------------------|
| Security level of education leads to effectiveness in security service quality | | | | | |
| On job training to effectiveness in security service quality | | | | | |
| Interactive skills enable security to provide high quality service | | | | | |
| Capacity building leads to quality security service provision | | | | | |

(b)What do you think should be done to improve employee capacity?

TECHNOLOGY ADOPTION AND CRIME MITIGATION

9. How would you rate the adoption of technology in curbing crime in Nairobi County ?

- Very High []
- High []
- Moderate []
- Low []
- Very Low []

10. In your view, how adequate are your security personnel equipped with relevant technology?

- Very adequate []

Adequate []

Fair []

Inadequate []

Poor []

11. Kindly indicate with (√) the extent to which you agree or disagree with the following technology adoption statements below.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--|----------------|-------|---------|----------|-------------------|
| Tracking devices and alarm system leads to crime mitigation | | | | | |
| Weapon detectors enhance crime detection | | | | | |
| Biometric identification hinders access to restricted areas hence mitigate crime | | | | | |
| Electric fence / gate has mitigated crime rate | | | | | |
| Use of CCTV has reduced the level of crime | | | | | |

PARTNERSHIP OF STATE AND CRIME MITIGATION

12. How often do you hold meetings to discuss issues of insecurity with government agencies?

Very often []

Often []

Sometimes []

Rarely []

Don't []

13. How would you rate the level of communication with other security agencies?

Excellent []

Good []

Average []

Poor []

Very poor []

14. Kindly indicate with (√) the extent to which you agree or disagree with the following partnership statements below.

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--|----------------|-------|---------|----------|-------------------|
| community based agencies to prevent crime has lead to reduced crime rate | | | | | |
| The co-ordination and consultation between the police and political leaders and administrators has mitigate crime | | | | | |
| Working with the police agencies and other key partners in the security sector has assisted to curb crime | | | | | |
| Improved security networks among private security firms contributes to coordination hence quality service in crime mitigation. | | | | | |

SECTION C

15. How would you rate the level of crime in Nairobi County, Kenya

Very high []

High []

Average []

Low []

Very low []

16. Indicate to what extent does the quality service provision by private security firms mitigates crime in Nairobi County, Kenya

| | Very great extent | Great extent | Moderate extent | Small extent | No Extent |
|--|-------------------|--------------|-----------------|--------------|-----------|
| | | | | | |

| | | | | | |
|--------------|--|--|--|--|--|
| Deterrence | | | | | |
| Apprehension | | | | | |
| Detection | | | | | |

Briefly state what you think should be done to mitigate crime rate in Nairobi

