The Impact of Security Companies’ Response on Security Service Delivery in Nakuru Central Business District, Nakuru City, Kenya

Samwel K. Nganga, Kibet Ngetich, and Hadija Murenga

ABSTRACT

Insecurity in Nakuru City has increased over the past years, thus demanding urgent attention and mechanisms to control the number of crimes and improve security in the city. The National government, through the National Police Service (NPS), was not able to meet the high demand for security in Nakuru town, thus the rise in the numbers of private security companies as a complement. Therefore, there was a need to investigate the impact which was brought about by the Private security companies responding in order to deliver security services. The study aimed to find out the response strategies that the private security companies used in their service delivery and the impact that was brought about by the response. The study was guided by routine activity theory and deterrence theory. The study area was Nakuru town; the study used a descriptive survey design, and probability and non-probability sampling techniques were used. The sample size was 126 respondents drawn from 12 private security companies. Questionnaires and interviews were used to collect data, and the collected data was analyzed using descriptive statistics. The results of the study showed that there was a positive impact that was brought about by security companies responding to incidences. The responsive strategy that the private security companies had was well organized; the companies were able to respond in time and attend to the clients’ grievances, and this showed a high level of coordination. The findings of the study have informed the National government of the need for private security companies to have workable response plans and strategies for effective response. The findings have also created awareness to the private security companies on the need to have an active response strategy when they are attending to consumers’ issues.

Keywords: Crime, private security companies, responsiveness strategy, security.

I. INTRODUCTION

Security threats have been affecting the societies all over the world. There is no country, state, or community that can claim that it has successfully fought and eradicated all crimes within the society (Maggio, 2011). This conquers the state of security in Nakuru town as noted by the Kenya Police Records (Government of Kenya, 2019), whereby security personnel were noted to face challenges in service delivery. Nakuru town was placed Fourth highest in terms of crime reported in the country. These crimes include but are not limited to assault, drug trafficking, burglary, car theft, pickpocketing, among others. Due to these kinds of crimes, an effective responsiveness strategy was core as far as enhancing security was concerned with the objective of tightening security within the town. Rega (2022) states that effective response reduces vulnerability, increases mitigation level, enables timely and effective response to a disaster event, and thereby shortens the recovery period from a disaster and increases community resilience. Moreover, this is what was needed by the service consumers of the private security services in that the response period should have been shorter, and their requests for security should have been addressed timely.

In their argument, Githimi et al. (2017) contend that a number of private security vehicles were highly visible around his area of research and were strategically positioned at a center point around his study area, ready to respond to calls from clients of the private security services. This clearly showed that responding to clients’ requests and demands in the private security sector was paramount, and a core responsibility of the private security company was to attend to and address the client’s demands. Githimi et al., (2017) added that a number of people and business owners had purposively turned to private security companies for protection, probably because prompt police response to emergency calls from citizens had proven to be
difficult. Every citizen needs to feel secure, and if the security agencies are not in a position to meet the thirst for security, then the life of an ordinary citizen may be exposed to a security threat and, more so, increase fear of an attack or victimized and due to these, they end up seeking private security services. In addition, Githimi et al., (2017) stated that the desire of every citizen was to have a quick response from the relevant authority in case of an emergency or a perceived crime.

The reluctance of the national police to respond and attend to the client’s demands in time was one of the driving forces that motivated the private security companies to take that role with the aim of making a profit from their services. However, the responsiveness strategy that these private security companies had was an area to be investigated.

Regoli and Hewitt (1996) described a ‘response time’ as the specific number of hours or minutes it took for police to respond to an emergency call or calls with the aim of offering security assistance. However, the longer time that either the private security personnel or the police took before attending to an emergency highly depended on individuals’ perceptions. This was because different individuals interpreted the rate of response differently depending on how they perceived that response speed. Nonetheless, it was clear that response was an important objective that both the private security companies and the police ought to have had for adequate preparedness and to enhance security in society. In addition, Regoli and Hewitt (1996) noted that a sequence of steps must be seriously taken or performed well for the responsive exercise to succeed. Nonetheless, the private security companies clearly posed an outlined responsive strategy that was workable. However, it needed to be reviewed after a given time to determine its effectiveness and success.

Hyderkhan (2020) observed that an action plan must be present for the process of responsiveness to be successful. However, the work plan was only to be successful if it was accurately followed, and failure to follow it resulted in a misleading direction. In agreement with Hyderkhan (2020), the private security companies needed to be sensitized to have a workable strategy that was to make sure that response was done on time and that responding to clients’ demands was achieved successfully. Hyderkhan (2020) focused on the issue of having an action plan without looking at those individuals who were responsible for its implementation. Further, he did not look at who should use the action plan and how it should be done for the process of response to be successful. In addition, he did not pinpoint the skills that were essential for one to successfully follow the action plan. All these issues were addressed by this study, which found that the private security companies had an action plan that was used by managers to address the issues on the ground.

II. METHODOLOGY

A. Research Design

The study adopted a descriptive survey design. Creswell (2003) states that a descriptive survey method of research is used to gather information about the present existing condition. Consequently, this study aimed to gather information about the existing conditions of private security companies to obtain information on the responsive strategies that the security companies had. The design was appropriate because it was quick and effective; also, it was suitable for the study because it allowed a one-time interaction with the population under study.

B. Study Area

This study was conducted in Nakuru Central Business District, Nakuru City, which is within Nakuru County. The choice of Nakuru Central Business District was based on the high number of crimes that had been reported to the police. According to the Kenya Police Service Annual Report 2019, Nakuru County was placed as the Fourth highest in terms of crimes recorded in the country with 4730, Nairobi was the first with 8246, followed by Kiambu with 6597, then Meru with 4730. Kenya Police Service Annual Report (Government of Kenya, 2020) placed Nakuru fourth with 3492 cases, after Nairobi with 5844, Kiambu with 4353, and Meru with 4163.

C. Sampling Procedures and Sample Size

The population of the study was 500 private security personnel drawn from the 38 private security companies in Nakuru town that had been registered with KSIA, from which a sample of 12 (30%) private security companies were drawn from the 38 companies. This agreed with Kerlinger (2003), who noted that a sample size of between 10% and 30% was a good representation of the entire population. The 12 security companies selected had a total of 160 personnel who worked around the Nakuru CBD.

The study used probability and non-probability sampling. Non-probability sampling involved the purposive selection of the study site, which is Nakuru City, because of the high number of crimes that had been reported within the CBD, according to Kenya Police Records (Government of Kenya, 2019).

The probability sampling method involved the use of simple random sampling to select 30% of the private security companies. 12 key informants who were the service consumers of the private security
services were purposively selected and interviewed to give information on behalf of the consumers. The probability sampling technique involved stratified random sampling; first, the 12 companies formed strata. Population per stratum was then indicated, and proportional allocation was used to determine sample size per stratum. In determining the optimum sample size, Yamane’s formula (1967) was used with an acceptable sampling error of 0.05.

D. Data Collection and Analysis

The data was collected using a questionnaire, a task that was shared with one research assistant who delivered the questionnaires to the respondents and agreed on how to get the filled-up questionnaires. The instrument comprised both open-ended, close-ended questions closed-ended items were designed to get exact information from the respondent out of the given pool of choices. The respondents were allowed to participate in the study freely and independently. The use of a questionnaire was effective because it was restricted to finding answers to the already structured questions. The researcher also scheduled interviews with the security service consumers and the security managers. The data collected from the field was checked for completeness, consistency, and clarity to ensure that the quality of the data was achieved. SPSS computer software was used to analyze data by generating frequency distributions, percentages, and pie charts, which were presented, discussed, and interpreted in line with the objective. Further explanations of the quantitative were discussed.

E. Ethical Considerations

All the participants were informed about the research procedure and were requested to give out their consent to participate during data collection. The study purely employed the principle of voluntary participation, and as a result, no respondent was coerced to give information or to actively participate in the process. The private companies’ values and policies were also respected and upheld by the researcher. All interviewees were assured of confidentiality.

III. RESULTS AND DISCUSSION

A. Results

1) Response Rate

12 private security companies with a total number of 114 respondents were selected. An additional 12 security service consumers were included; they were key informants. A total of 126 respondents were selected in relation to the impact of security companies’ response in service delivery. All the respondents responded positively, and they all participated in the study. Mugenda and Mugenda (2012) argue that a 50% rate is adequate, 60% is good, and above 70% is rated to be very good. This implies that the response rate of 100% was, therefore, good for analysis, conclusions, and recommendations. Among the facilitators to the 100% response rate was the use of the drop and pick method, personal follow-up, and face-to-face interviews. Explaining the purpose of the study to the respondents is what made the 100% response rate achievable.

2) Gender of the Respondents

The subject of gender was fundamental in security services, for it helped the study get a balanced view of the prevalent gender in the private security sector. The analysis of the gender distribution of the respondents showed that the number of male respondents was 80, which formed 78.4%, whilst that of female respondents was 22, which formed 21.6% of the total number of respondents. It was therefore argued that there was a high male response rate in the study compared to female counterparts. The results are as shown below:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>80</td>
<td>78.4</td>
</tr>
<tr>
<td>Female</td>
<td>22</td>
<td>21.6</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table I above, gender distribution was important because it showed the diverse efforts that different genders were willing to exert in the provision of private security services in Kenya.

3) Education Level of Respondents

In the context of the education distribution, the respondents who had tertiary level certificates were 18.6%, while those who had secondary level education were 81.4%. It was therefore inferred that the private security companies had employed most people (81.4%) who had a secondary level of education. The results
further showed that all respondents were literate, hence able to give their own views logically and independently. The information is shown in Table II.

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tertiary</td>
<td>19</td>
<td>18.6</td>
</tr>
<tr>
<td>Secondary</td>
<td>83</td>
<td>81.4</td>
</tr>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table II above shows that having the right people who could read and comprehend was paramount, mostly in the security sector. The private security sectors had people who understood their tasks and people who were knowledgeable of their roles and duties, thus improving their response to security services.

4) Time Taken to Attend to an Incoming Call

The respondents were asked to indicate their level of agreement with the time that was taken before a call from the client was answered by the security company. All the respondents agreed that calls from the security consumers were answered within less than five minutes. Fig. 1 below shows that 82% strongly agreed, whilst 18% agreed that, indeed, it took less than five minutes before calls from clients were answered.

From Fig. 1 above, this study concluded that the security companies were well organized in receiving calls from the consumers. Addressing the consumer’s call improved the trust that the consumer had in the private security. Communication is paramount in any given business. The private security as a business that was providing security services; communicating to the consumers was core. The study showed how serious the private security companies were when it came to answering calls from clients.

Most of the managers stated that it took them less than 30 seconds to receive the calls from the clients. The majority (83.3%) of the managers stated that because they were in competition with other security providers, they had to provide the best to their clients. One male manager said:

“Most of the time you may find that our line is engaged, or we are dealing with other clients on the line, it’s not right to hang up one client and serve another. However, a call from the client cannot take more than two minutes before being addressed. What we have done is to make sure our clients have personal numbers for the supervisors, so when there is an issue, the supervisors can address it faster than calling here. So, unless the supervisor is nowhere to be found, that’s when they get back to us. We serve a large area, and you may find the calls are many, but we are doing well, and the clients are happy” (KISM001, Male).

Addressing the call-in time prepared the security companies to respond to the issues from the client’s side in good time. Addressing the client’s call was just one way of indicating how the private security companies were ready to respond to issues that were affecting the service consumers.

During the interview, the majority (75.0%) of the service consumers indicated that the companies that were providing them with the services took less than one minute to answer the call, while others (25.0%) stated that it took more than one minute to answer the call. One service consumer said:
“Whenever I have an issue, I usually call them, and they are very effective; they are able to answer my call in less than one minute. You know they are in business, and if they fail to offer good services, I may end up looking for another security company. Therefore, I find them more effective when it comes to matter of picking up my calls” (KISC003, Female).

A second service consumer stated that:

“A number of times I had called the security service, but they usually pick up the call after one minute, this is because the company can be assisting another client, thus the delay. Nonetheless, I have been given a personal number of supervisors so that in case the control room is busy, I can contact the supervisors directly for effective services” (KISC006, Male).

A third service consumer stated:

“After the security company receives my call, they are able to address it well, and my issues are addressed effectively. However, sometimes you may call them and find that they are engaged; what I do is just wait because they respond to my call immediately after they are through with the call. Am happy, they are doing great in the security services business” (KISC009, Male).

Addressing the consumer’s calls was very important, and this study found that the private security companies were doing great work in responding timely to the consumers’ calls, a move that had enhanced prompt response to service delivery.

5) Time Taken in Responding to an Emergency

Table III below shows the level of agreement by respondents that the companies took less than ten minutes before responding to an incident or emergency.

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>10</td>
<td>9.8</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>39.2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>52</td>
<td>51.0</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

When the respondents were asked about the time the private security company took to respond to an emergency, Table III indicates that 9.8% of the respondents disagreed, 39.2% of the respondents agreed, and 51.0% strongly agreed that the company took less than ten minutes to respond to an emergency. It was therefore deduced that the companies were always ready to respond to any emergency that may come their way. The majority of the respondents (90.2%) agreed that the companies took less than ten minutes to respond to customers’ grievances. The study, therefore, concluded that the companies were up to the task because they could respond in good time to their clients when the need arose.

The managers were asked to explain how they responded to emergencies and the time they took to respond to emergencies. The majority (75%) of the respondents stated that it took them less than ten minutes to respond to the said emergencies. One respondent said,

“Time taken to respond to emergencies or to respond to incidences differs depending on external circumstances. Sometimes you may want to attend an issue from the CBD (Central Business District), but because of traffic within the town, it makes it difficult for us to attend in good time” (KISM008, Male).

“It takes us less than five minutes because we have managed to put our response teams almost in all parts of the town. So, what we do is to call the nearest response team to address the issue, and this should not take more than one minute for them to respond to the issue at hand.” (KISM004, Female)

“We are on business, and we have to respond to the client’s call. Responding mostly is for those clients that have sought alarm services from us; this is because if it is for those services which include guarding the premises, our guards are always on the ground, and this means that before the client can raise an issue, the guards must be aware.” (KISM002, Male)

From the managers’ perspectives, it was clear that the security companies were taking less than five minutes to respond to emerging issues. Responding in good time was paramount, for it created an environment whereby the service consumers had trust from the service provider. As per this, it was clear that the private security companies were taking it seriously in addressing the issue that was affecting their
client. The timely response also meant that the private security companies were meeting the customers’ expectations, and this clearly indicated their preparedness to offer security services. The service consumers were asked to state whether the companies that provided them with the services were able to respond in time. One respondent said:

“The Company is responding in good time when I give them a call. However, sometimes they are faced with delay, especially when there is a traffic jam around the CBD. This is beyond their control, but I am contented that they are doing the best” (KISC007, Male).

The majority (83.3%) of the service consumers stated that the company responded in less than ten minutes. It was core for the security company to respond in time, and from the analysis, it was clear that the companies were able to respond in good time. A second respondent said:

“If this company delays responding in good time and am paying for the services. What will hinder me from looking for another company that will provide the same services? However, sometimes they delay, and we are able to understand them; they delay because of some factors that are beyond them, but you know, as a consumer, you will always raise an issue so that they do not take it to be normal.” (KISC008, Female).

6) Reliable Mode of Transport to Ferry Personnel to the Scene

The respondents were asked to indicate their level of agreement on the issue of transportation in the company. They were specifically asked to state the level of agreement on whether there was a reliable means of transport that was used in case there was an emergency or in case there was some issue that needed to be addressed. Table IV shows that 9.8% of the respondents disagreed, 2.0% strongly disagreed, 50.0% agreed, and 38.2% strongly agreed. From the findings, it was clear that most of the respondents (88.2%) agreed that there was an available means of transport that was to be used to ferry the guards in case an incident was reported. It was therefore eluded that the Private security companies had a reliable means of transport which they used to ferry their guards to the crime scene, and this had improved their service delivery.

<table>
<thead>
<tr>
<th>TABLE IV: LEVEL OF AGREEMENT ON RELIABLE TRANSPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of agreement</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Transportation was core for it created a room whereby the needed officers were taken to the reported incidence area in good time. Thus, they were able to respond in good time and bring the situation at hand to a manageable level.

The managers were asked to explain the mode of transport which they were using to ferry the personnel to the scene. All the respondents (100%) stated that they had vehicles and motorbikes which they used in the line of service. One male respondent said:

“You know you have to be serious when you are providing security services. How do you respond if you don’t have the means to go to the crime scene? We have reliable means, which are vehicles and motorcycles. But motorbikes are majorly used by the supervisors while they are doing patrols to make sure that the guards have reported to their working station” (KISM010, Male).

Another male manager said:

“We cannot trust the public means in doing our business; thus, we have our own vehicles, which we use to respond to issues on the ground. However, sometimes we are caught up by jam along the way, but we have managed” (KISM012, Male).

From the analysis, it was clear that the PSC was ready to respond because they had a reliable means of transport. Having reliable means of transport reduced the time taken to respond to emergencies. Security vehicles were ready to ferry the security personnel to the scene when needed. This improved their service delivery because the personnel arrived in good time.
7) Impact of Security Companies Response on Service Delivery

The respondents were asked to indicate whether there was an impact that was brought about by their response to reported incidences. Table V shows that 98.0% of the respondents stated that there was an impact that was brought about by their responses to incidents, while 2.0% stated that there was no impact that was brought about by their responses. From Table V, it was evident that there was an impact that was brought about by the companies responding to emergencies. The study, therefore, concluded that the companies’ response brought an impact when they responded to reported incidents.

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, there is an impact</td>
<td>100</td>
<td>98.0</td>
</tr>
<tr>
<td>No impact</td>
<td>2</td>
<td>2.0</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The managers were asked whether there was any impact which was brought about by their responses to incidents. The respondents stated that there was a positive impact. One male respondent stated:

“Every time we respond to an incident, we are able to manage the situation; if it was something that is demanding us to call the police, we usually do that, and our clients are happy.” (KISM011, Male)

A Female respondent said:

“Definitely there is an impact when we respond to an incident, in case it is someone who wanted to intrude in someone’s property when we respond we are able to manage the situation” (KISM004, Female).

Another male respondent said:

“There is always an impact which our response causes. For example, there is no thief who wants to be seen while he is stealing. So, in case someone was on a mission to steal, when he saw our guards, they definitely walked away or shunned their evil motive. In our case, there is much impact which is brought by us responding to any incident” (KISM008, Male).

The analysis clearly indicated that there was a positive impact that was brought about by PSC responding to the situations on the ground. Moreover, the managers argued that there was no need for the guards or the security company to respond to the reported incidents if their presence was not felt. This showed that the private security companies were doing a good job of responding to the reported incidents. Moreover, it brought a positive impact, for they were able to either deter or reduce the chances of crime taking place.

The security consumers were asked to indicate whether there was any impact that was brought about by the response from security companies. The majority (83.3%) of the respondents stated that there was a lot of impact when the service producer responded whenever they were given a call. One respondent said:

“There was a time when thugs came to my house; when I pressed the alarm, it took the guards less than five minutes to arrive. Luckily, the thugs had not managed to enter my house, and they were arrested by the guards. This clearly shows that there is a lot of impact. Imagine if I did not have the alarm; what could have happened this day?” (KISC001, Male).

It was evident that most of the respondents experienced the impact of the response of security companies. The study, therefore, deduced that the companies were responding in a timely and they were meeting the consumers’ expectations. When the service consumers were contented that the security companies were doing a good job, there was no doubt that their response was bringing impact after they had responded.

IV. DISCUSSION

The study found that the private security companies were well organized to respond to any incident that might have happened to the community. The private security companies were able to do this by having a unit (control room) that was responsible for addressing the consumers’ calls; also, it had a communication channel where the consumers communicated in good time, enabling the service provider to act timely. The study found that it took less than five minutes before clients’ grievances were addressed via the phone. It was clear that the security companies were organized to tackle the insecurity issues within Nakuru. In addition, this study found that the presence of a control room made it possible for both the guards and the
service consumers to communicate well. This was evident because all the private security firms were found to have a control room, which was paramount to them. Responding in good time increased trust from the service consumers, for they were assured that their grievances were addressed at the right time. This study found out that the firms were responding in good time, and they were doing well in reducing crimes.

Regoli and Hewitt (1996) described a ‘response time’ as the specific number of hours or minutes it takes for police to respond to an emergency call or calls with the aim of offering security assistance. In addition, Regoli and Hewitt (1996) stated that a response should take the least amount of time for it to be effective. This concurred with this study which found that private security companies took less than five minutes to attend to consumers’ calls, and most of the respondents (51.0%) stated that private security companies took less than ten minutes to respond to an incident. Taking a shorter time to respond to any given incident by the private security companies showed a high level of coordination. It stipulated how well they were ready to handle issues as they happened under their area of jurisdiction.

Responding to any given incident must be accompanied by positive results, which were to reduce the probability of the crime taking place. This current study found that after the security companies responded to the reported incidents, they were able to control the situation at hand. This agreed with Rega (2022), who stated that effective response reduced vulnerability, increased mitigation level, enabled timely and effective response to a disaster event, and thereby shortened the recovery period from a disaster and increased community resilience. This was only achieved if the company had the needed manpower for the job and the needed capacity to handle the issues.

This study found that the majority (91.2%) of the respondents agreed that there was enough manpower to attend to the issues on the ground. The presence of Manpower clearly showed the readiness of the private security companies to respond to emergencies. It was not possible for any given security or firm to offer the needed services without manpower, and thus, the security companies under study were found to have the needed manpower for the job. Thus, they were prepared to offer the needed security services.

This current study found that the private security companies were well organized, and there was a sequence of steps that were taking place at their offices, which included receiving calls from clients, making decisions to address the issues that were being reported, and sending the needed manpower, among others. This was in line with making sure that there was order in offering the needed security services. This agreed with Regoli and Hewitt (1996), who noted that a sequence of steps must be seriously taken or performed well for the responsive exercise to succeed. The steps were well taken care of, thus the success that the security companies had. The presence of standard policy and legal guidelines to the presence of an action plan, which showed how things were to be handled in the security companies, was a clear indication that the security companies were up to the task.

An action plan clearly showed how the sequences of events followed each other and the needed personnel who were responsible for handling certain issues, and this made sure that the company or organization moved in the right direction. Hyderkhan (2020) observed that an action plan must be present for the process of responsiveness to be successful. However, Hyderkhan (2020) noted that the work plan was only successful if it was accurately followed and failed which led to a misleading direction. This study showed that the private security companies were following the action plan that guided them in their line of work. In addition, the study found out that the managers were very strict when it came to following the action plan. They were able to make sure that there was proper implementation of the needed activities in the security sector.

The failure of the police to address the citizen’s call in a timely manner prompted the private security companies to provide the needed security service. The majority (82%) of the respondents stated that their call was addressed in less than five minutes by the private security companies, a move that made them feel more comfortable in seeking services from the private sector as compared to the police. This agreed with Githimi et al. (2017), who found that a number of people and business owners had purposely turned to private security companies for protection probably because prompt police response to emergency calls from citizens had proven to be difficult. Every citizen needed an assurance that every time he required service, he was in a better position to get the needed services and at the right time; responding to the clients in good time was a major factor that had propelled more and more people to seek services from the private sector.

V. CONCLUSION

The study examined the impact of security companies’ responses on service delivery. This current study found that when private security responded to any incidence, there was a positive impact that was brought to the ground because they were able to bring the situation on the ground to a manageable level. It was also noted that the security companies responded in time, and they met the clients’ expectations. This study concluded that the private security companies were well prepared to respond to reported incidents, and thus, they were prepared to offer the needed private security service. In addition, it was concluded that the
response was good, and the positive impact experienced meant that the companies were moving in the right direction.

VI. RECOMMENDATIONS

The current study sought to examine the impact of security companies’ responses on service delivery. It found that the security companies had a positive impact on service delivery. However, while the companies were responding to the said emergencies, they had to use a lot of resources to make sure that they achieved the clients’ expectations. Due to the unregulated security business, the private securities sometimes were struggling to meet the said objective. Therefore, the government should develop policy guidelines that stipulate the amount of money the service consumer should pay to any given private security provider for the services. In addition, this current study recommends that the guards should be paid salaries that are within the minimum government requirement—also the government to do a follow-up to make sure that the security companies adhere to the guidelines of payment.

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Thanks to Prof. Kibet Ngetich and Prof. Hadija M. Murenga for their guidance throughout this study.

CONFLICT OF INTEREST

The authors declare that they do not have any conflict of interest.

REFERENCES