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# Effect of Working Conditions on Security Services Provision by Private Security Guards in Embakasi Sub-County, Nairobi, Kenya

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## Abstract

Private security guards play an essential role in aiding police work in high-crime cities, but problems like lack of adequate security equipment, poor management, and heavy work burdens weaken their effectiveness. This study investigated how working conditions affect private security guards' security service provision in Embakasi Sub-County, Kenya, a high-crime, industrialised region. Using the theoretical framework of Herzberg's Two-Factor Theory, the study had a survey design sampling 291 security guards from 1,200 participants through cluster and convenience sampling techniques. Data was compiled through questionnaires and key informant interviews; this data was analysed using descriptive and inferential statistics. Statistics show that a significant percentage, 54% of security guards, lack vital security equipment. There has been an impactful reduction in the quality of their services ( $\chi^2 = 4.82$ ). Only 58% of respondents experience difficulties in performance caused by poor management ( $t = -2.15$ ,  $p = 0.032$ ); 44% of respondents complain about decreased effectiveness because of excessive workload ( $\chi^2 = 6.68$ ,  $p = 0.0$ ). The provision of uniforms has little effect on performance ( $\chi^2 = 0.45$ ,  $p = 0.501$ ). The study recommends upgrading of security equipment to strengthen management and improve security services, including full gear of security provision, better management development, and policy change. It answers a research gap in the Embakasi sub-county by adding meaningful information that can be used to guide security firms and policymakers in developing strategies that could help enhance guard welfare and strengthen public safety.

**Keywords:** *Working Conditions, Security Services Provision, Private Security Guards, Embakasi Sub-County*

## 1.0 Introduction

Security protection is vital because it is essential for the well-being of society and the economy and people's and organisations' safety. According to Zion Market Research (2025), the private security services market in 2023, valued at USD 260.02 billion, is expected to increase to USD 504.40 billion by the growth in market size signifies that private security firms are becoming integral partners to public police forces because of the rising rates of crime and terrorism in the cities and the diverse security requirements. Core services, such as physical protection, surveillance, and emergency response, are provided by PSCs, which bridge the gaps in public security and satisfy the unique security needs of industries, residential communities, and public organisations. However, the quality of these services is frequently undermined by suboptimal working conditions, which hinder private security guards' ability to deliver adequate security services provisions. Private security guards around the globe operate in diverse regulatory and socioeconomic environments, such as highly controlled and loosely controlled markets. In the UK, the Security Industry Authority (SIA) was established. Even under regulatory standards, UK guards have to deal with burdensome responsibilities and staffing gaps that undermine their security provision (City Security Magazine, 2025). The International Security Department (ISD) reports that PSCs with robust working conditions, adequate equipment, fair management, and manageable workloads achieve higher service quality and guard retention (ISD, 2023). According to the Geneva Centre for Security Sector Governance (DCAF), however, these global trends underscore the critical role of working conditions, security equipment provision, management practices, workload, and uniform availability in shaping security outcomes.

Urbanisation, industry development, and increased crime studies have prompted rapid growth in Africa's private security industry. According to the International Labour Organisation (ILO), private security guards are not to be left to guard critical spaces without access to modern security equipment and competent management to stand against threats like organised crime and vandalism (ILO, 2020). A lack of resources typically means that the officers get old and inferior gear, and the control of guards is insufficient leading to the poor execution of duties by private security guards. According to Murenzi (2020), the sporadic provision of communication devices and body armour in Rwanda hampers the guards' ability to protect key infrastructure, a repeat of East Africa's experiences. These regional challenges highlight the need for context-specific research to address working conditions in high-demand urban settings.

There has been a significant increase in the private security industry in Kenya brought by increased acts of terrorism, growing urban crimes and increased safety concerns for commercial and residential purposes. Response: However, many institutional obstacles are blocking Kenyan private security guards from being competent in their roles. Some identified problems include poor machinery, inefficient leadership, overwhelming duties, and irregular uniform distribution (Kaguru & Ombui, 2014). Security escorts often lack access to such essential equipment as bulletproof vests, a radio, and a surveillance system, which are critical for incident prevention and resolution (KNPSWU, 2023). Variables such as favouritism, unpaid wages and the lack of proper support for employee welfare reduce the performance and satisfaction levels of workers, hence high exit from the job (Kaguru & The dual impact of long shifts, usually 12 hours without a break for weariness and reduced awareness on top of inadequate supply of vital protective gown and clothing, is detrimental to guards' efficiency and convenience in rainy or cold weather (DCAF, 2023). Kenya's lack of proper regulatory control exasperates these problems, and many PSCs operate without guaranteeing observance of basic equipment and workload laws (Abrahamsen & Williams 2011).

Embakasi Sub-County in Nairobi constitutes a clear example of these challenges, which is particularly required for close examination. With a population of over 900,000 people and a

booming network of industries, Embakasi not only witnesses fast economic growth but also has continuously heightened levels of crime rates, with cases of theft, vandalism, and violence recurrent (Kenya National Bureau of Statistics, 20 Nguchu, 2012). Private security guards are essential players in protecting industrial plants, warehouses, and residential areas, and more than 300 private guard services are on the field (Kuria, 2022). However, their effectiveness is constrained by working conditions. The Kenya National Private Security Workers Union (KNPSWU) reports have been received. Short-term financial considerations influence the management decisions that undermine the quality of policies, foster favouritism, and reduce welfare, all of which gradually undermine guards' willingness and capability of doing well. Fatigue is worsened by the necessity to cope with excessive workload because of a shortage of staff and increased shifts cycles, and unequal distribution of uniforms results in private security guards being less visible and effective in the varying weather of Embakasi (DCAF The high incidence of crime and industrial activities within Embakasi increases the adverse impacts even more in comparison with rural areas or the central business areas where crime everyone commits each day is likely to be minimal.

As a result of the high frequency of property crimes, the private security guards have to use highly tech security measures while being controlled effectively, but resource constraints are a significant challenge (KNPSWU, 2013). With no strong labour laws in Kenya as opposed to the extensive SIA of the UK, these challenges are accentuated, and guards often have insufficient rest and are burned, reducing security service provision efficiency (ILO, 2023; << Abrahamsen & Williams, 2011). This regulatory gap underscores the need for targeted interventions to improve working conditions in high-risk urban settings like Embakasi. Despite the critical role of private security guards in Embakasi, research on their working conditions is limited. The literature reviewed explores larger garments or national settings in Kenya—from Nairobi, for instance, to the business areas of Rwanda, but fails to mention Embakasi's specific situation (Kaguru & Omb, 2014; Murenzi, 2020). The ISD's findings on improved working conditions are promising but lack application to Embakasi, where resource constraints and regulatory gaps are more pronounced (ISD, 2023). The ILO's recommendations are broad but do not recognise the specific conditions of Embakasi (ILO, 2023). This study addresses this research gap by investigating how working conditions—specifically security equipment provision, management practices, workload, and uniform availability affect security service provision by private security guards in Embakasi Sub-County. Based on Herzberg's Two-Factor Theory, which explores the nature of work-related factors that will influence both.

## **1.2 Statement of the Problem**

Private security guards constitute a crucial part of the public security system, especially in highly populated crime-infested regions such as Embakasi Sub County, where rapid industrialisation contributes to high-security concerns. However, the above faults are compounded by a lack of security equipment, faulty management, heavy workload and varied uniform policy. The serviced deficiencies created thus enhance the risk for both owners of the business and the local population. Research has covered private security in Kenya, but there is a paucity of research on the unique situation of Embakasi, characterised by high levels of crime and industrialisation. This study investigates how working conditions affect security service provision by private security guards in Embakasi, aiming to provide targeted recommendations for improving guard welfare and service.

## **1.3 Purpose of The Study**

The study investigated how working conditions affect private security guards' provision of security services in the Embakasi Sub-County.



## 1.4 Objective of the Study

To assess how working conditions affect security service provision by private security guards in Embakasi Sub-County.

## 1.5 Research Question

How have working conditions affected security service provision by private security guards in Embakasi Sub-County?

## 2.0 Literature Review

The section presents the empirical review, the theoretical framework that anchors the study objective and the conceptual framework.

## 2.1 Working Conditions and Private Security Guards Security Provision

Working conditions are a critical determinant of the quality of security services private security guards provide, influencing their performance, morale, and well-being. Private security companies (PSCs) play an essential role globally and locally, supplementing police forces to protect assets, individuals, and public spaces. Despite their significance in maintaining public safety, security guards often face suboptimal working conditions, including low wages, long working hours, inadequate equipment, and exposure to health and safety risks. Such aspects weaken the effectiveness of security services and increase the level of threats to both guards and residents of the communities. This section integrates international and local research findings to show such issues, highlighting a knowledge deficit in the specific dynamics of security concerns in Embakasi Sub-County, Kenya, which experiences heightened security demands because of industrial growth and a crime rate as high as the eye can see. Globally, the private security industry has expanded rapidly, driven by rising crime rates, terrorism threats, and the need for specialised security solutions. According to the Geneva Centre for Security Sector Governance (DCAF), many PSCs struggle with inadequate equipment, poor management practices, and unfavourable working conditions, collectively undermining service quality and public safety (DCAF, 2023). For instance, guards often lack access to essential tools such as bulletproof vests, communication devices, and surveillance systems, limiting their ability to respond effectively to security incidents. The ILO underscores that guards in settings where they face danger need to be subjected to purpose-specific training and should be provided with adequate gear to handle the changing risks presented by cyber-attacks and organised crime (ILO, 2023). Caused by the absence of these resources, guards are not able to be adequately prepared, which negatively influences the service efficiency and increases the danger. In the United Kingdom, the private security industry is subject to stringent regulations, providing a contrasting model to less regulated contexts. The Private Security Industry Act 2001 established the Security Industry Authority (SIA), which mandates licensing, thorough background checks, and mandatory training for security operatives (City Security Magazine, 2025). This legislation aims to authenticate high-security standards and build public trust in those who offer protection. However, even though such controls have been implemented, UK security workers can face issues such as staff shortages and extended duty hours, both of which are ailing. A study by the International Security Department (ISD) found that companies with better working conditions—such as fair wages, adequate rest periods, and supportive management—report higher service quality and guard retention rates (ISD, 2023). These findings underscore the global linkage between working conditions and security outcomes, yet they also highlight variations in regulatory enforcement and resource availability across contexts. In Kenya, the private security sector has grown significantly, driven by frequent terrorist attacks, rising crime rates, and the demand for protection in urban and industrial areas. The industry growth and prevalence of crime in Embakasi Sub-County make the security

guards more vulnerable compared to their colleagues working in the UK and comparable regulated environments. Research by the Kenya National Private Security Workers Union (KNPSWU) reveals that many guards lack access to critical equipment, such as bulletproof vests, radios, and surveillance systems, essential for adequate security provision (KNPSWU, 2023). There is also a general explanation of poor equipment availability regarding the economic pressures that impact the myriad of small and medium-sized PSCs that dominate the Kenyan security sector. Murenzi (2020) notes similar issues in Rwanda, where limited resources hinder guards' ability to secure critical infrastructure, suggesting a regional pattern of underinvestment in private security.

In the case of Kenya, poor management practices exacerbate these challenges. According to Kaguru and Ombui (2014), unfair practices, flawed policies, and deficient provisions for well-being represent ubiquitous issues that affect guards' motivation and effectiveness at work. Problems such as untimely paychecks, poor health coverage and a feeble promotion network within the setup have seen the guard gain lower morale and commitment. Embakasi, characterised by a very high crime rate and heavy industries, makes the pressure on PSCs even more pronounced and management shortcomings more challenging. A DCAF study reveals that guards working in high-risk environments without proper rest are more likely to become fatigued, make mistakes and react slowly to security emergencies (DCAF, 2023). Security guards in Embakasi are forced to work too long shifts, and without proper breaks, burnout occurs, and efficiency levels as a service drop significantly due to this. The specific characteristic of Embakasi SB –County intensifies the strains involved. Embakasi sub-county boasts a massive population of over 900,000 with a diverse industrial sector; hence, it is beset by increased crime rates, including theft, vandalism and violent outbursts, which demand strong security response (Kenya National Bureau of Statistics, 2019). Private security guards are often the first line of defence for industrial estates, warehouses, and residential complexes, yet systemic issues constrain their effectiveness.

In the demonstration, the increased demand for security guards floods several PSCs' ability to provide sufficient staffing, training, or supportive benefits. Because of scarce resources, guards cannot deal with threats effectively, thereby putting the local business and residents at greater risk. Although much knowledge has been amassed regarding security problems in Kenya and the world, a specific lack lies in grasping security guards' unique difficulties in the Embakasi Sub-County. Existing literature often examines broader issues within the Kenyan private security sector or focuses on other regions, such as Nairobi's central business district or rural areas (Kaguru & Ombui, 2014; Murenzi, 2020). However, the intricate tensions among industrial concentration, population heterogeneity, and the frequent crime incidents in Embakasi require a specific review of security demands. The ISD's findings on the positive impact of improved working conditions are promising but lack application to Embakasi's context, where resource constraints and regulatory gaps are more pronounced (ISD, 2023). By a similar chord, though the ILO promotes specialised training and tools, the counselling does not 'fit' to tackle the unique operational challenges in Embakasi (ILO 2023). This study addresses this research gap by investigating how working conditions, specifically equipment provision, management practices, and labour conditions, affect security service delivery by private security guards in the Embakasi Sub-County. Adapting to this research gap, the research attempts to provide tailored policies for Policymakers, PSCs, and stakeholders in the hope of improving guard welfare and the quality of the security services in Embakasi. The findings will contribute to the broader literature on private security by highlighting how localised factors shape service outcomes, offering actionable recommendations to address equipment shortages, improve management practices, and strengthen labour regulations in high-risk urban settings.

2.2 Theoretical framework

The principles espoused in Herzberg's Two-Factor Theory of 1959 informed this study. According to this theory, certain factors in the workplace influence workers' performance and job satisfaction. According to this theory, apart from being concerned with minimum salary levels or safe and pleasant working conditions, individuals also look for the gratification of higher-level psychological needs relating to achievement, recognition, responsibility, advancement, and the nature of the work. Thus, satisfaction and dissatisfaction do not work on a scale; as one goes up, the other goes down; they develop independently. This theory fits in this study in that private security guards, like other workers, require a conducive environment, adequate training to advance their skills at work, and staff development programs for the guards. It is envisaged that if management wishes to increase a security guard's satisfaction on the job, it should be concerned with the nature of the work itself, the opportunities it presents for gaining status, assuming responsibility, and achieving self-realisation. Thus, this theory helped the study investigate how working conditions, training, and staff development programs influence the security provision of private security guards in Embakasi Sub County.

2.3 Conceptual Framework

A conceptual framework is an approach to identifying main concepts and organising conceptual relations (Yao, 2024). This framework, specified visually or verbally, describes the principal planes of a study, the main variables and their planned connections (Miles & Huberman, 1994). In this framework, working conditions are the independent variables, government policies are intervening variables, and security service provision is the dependent variable. Figure 1 shows that the Working Condition determines how guards' security provision is provided through Security equipment, management style, workload, uniforms, and other security garments.

Independent Variables

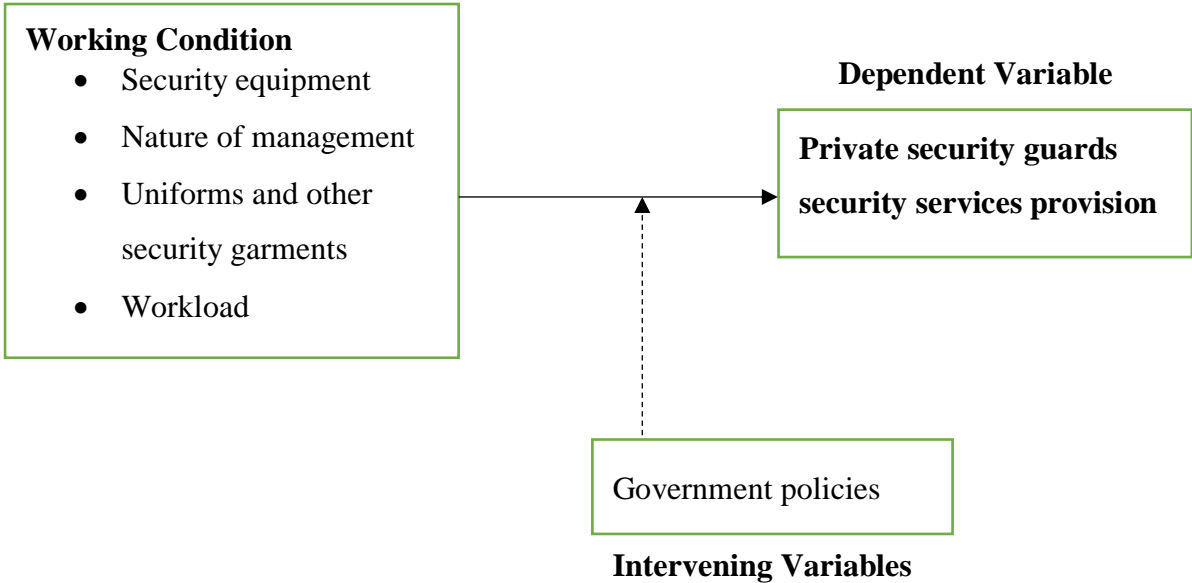


Figure 1: Conceptual Framework

3.0 Research Methodology

The study employed a survey research design to analyse factors affecting private security guards' security services provision in Embakasi Sub-County, Nairobi. The target population

comprised approximately 1,200 security guards from various private security companies operating in the area. Using cluster sampling, the researcher selected a sample size of 291 respondents in accordance with Krejcie and Morgan's (1970) table, dividing the study area into five clusters from which participants were conveniently selected with consideration for regional balance, company types, and gender representation. Additionally, 15 key informants, including private security managers, clients, sub-county commissioners, and chiefs, were purposively selected to validate responses. Data collection instruments consisted of semi-structured questionnaires administered to security guards and key informant interview guides. To ensure validity and reliability, the instruments underwent content validation by experts and were pretested in Makadara Sub-County, with necessary revisions incorporated. Quantitative data was analysed using descriptive statistics and inferential analyses, including chi-square tests and independent samples t-tests through SPSS version 27, while qualitative data from key informant interviews was analysed thematically using NVivo software to identify repetitive themes and associations relevant to the research objectives.

**4.0 Results and Discussion**

The study achieved a high response rate of 98%, and 285 respondents (comprised of the 291 sampled) responded. This significant response rate must be sustained to guarantee the integrity and reliability of the findings of such a study. Sataloff and Vontela (2021) recommend a response rate of 60% as the norm for survey research, yet it is ideal if the response rate is over 70%.

**4.1 Effect of Working Conditions on Private Security Guard's Security Services Provision**

The study investigated how working conditions affect private security guards' security services provision in Embakasi Sub-County. The analysis focused on several aspects of working conditions, including equipment provision, management practices, uniform facilitation, and workload

**4.1.1 Security Equipment**

Security services provision is more effective and efficient. When necessary, suitable security equipment is supplied to security guards. Adequate tools are foundational to effective security provision. Surveys indicate that improper equipment may reduce the standards of safety and the efficiency of work (Fischer et al., 2022). The research was conducted to determine whether security guards can access equipment crucial for rendering security services. Results are given in Table 1.

**Table 1: Percentage distribution of Common Security Equipment needed in Security Provision in the Study Area**

Common Security Equipment Needed in Security Provision in the Study Area	Frequency	Percentage
Alarm systems	137	48
Surveillance equipment	128	45
Other	20	7
<b>Total</b>	<b>285</b>	<b>100</b>

The results in Table 1 indicated that alarm systems were required for 48% of the cases, with surveillance equipment being the preferred option for 45% of the security providers in the study area. On the other hand, 7% said that guards in the study area require different types of machines for security purposes. The findings show that private security guards commonly



require alarm systems (48%) to aid in security provision. Insufficient equipment increases the risk of security breaches, according to Rustam and Habidin (2021). This emphasises the importance of companies' focus on equipment purchasing to keep up with the upward escalation of the threat situation. After establishing the equipment required for security provision, the study sought to determine whether private security companies have provided security guards with the equipment since inadequate equipment undermines guards' ability to perform effectively (Smith & Doe, 2022). The results are presented in Table 2.

**Table 2: Chi-Square Analysis Results of Equipment Possession and Service Quality Among Security Guards**

Variable	Service Quality	Total
<b>Possession of Equipment</b>		
Yes	60 (46%)	131
No	94 (54%)	154
<b>Chi-square</b>	4.82	
<b>p-value</b>	0.028	

As shown in Table 2, 46% of respondents opined that the private security companies had provided the necessary equipment to security guards. In comparison, 54% of respondents argued that the security companies hadn't offered them the required equipment for security guards to provide security services in the study area. Based on the data, the study argued that private security companies have not equipped security guards fully with the requisite security provision equipment (54%). Since the guards are not equipped with the necessary equipment, it is clear that the efficiency of security services may be compromised. A statistically significant relationship between equipment ownership and service quality was established with the help of the chi-square test ( $\chi^2 = 4.82$ ,  $p = 0.028$ ). Guards with the necessary equipment offered a better quality of service than guards without appropriate equipment. This finding suggests that proper equipment provision is crucial for effective security services delivery. This reflects a major flaw since the service quality largely depends on the availability of the appropriate equipment (Khan et al., 2022). The implication is that companies must address procurement and maintenance challenges to enhance operational effectiveness. The information emerged during key informant interviews, in which the informants lamented that the security companies hadn't fully provided the necessary equipment to the security guards to undertake service provision work effectively. In one of the interviews, a key informant noted that:

*"The private security companies have not given guards essential equipment needed in security services provision. This affects the services offered by the guards"* (Male, 38 years).

The sentiment shows that private security companies have fallen short of providing the requisite equipment crucial to security services. This is likely to affect security services in the study negatively. The results align with Murenzi's (2020) study, which documented that private security guards often lack essential equipment required for their duties, negatively impacting their performance.

**4.1.2 Nature of Management**

Management is an essential variable in service delivery. Management determines the success or failure of service delivery based on how decisions and policies affecting security provision are formulated and implemented. Supportive leadership fosters job satisfaction and performance. Poor management exacerbates workplace stress and reduces service quality (Bulik, 2021). This study sought to determine how management affects security services by private security guards in the study area. Respondents were asked to comment on whether

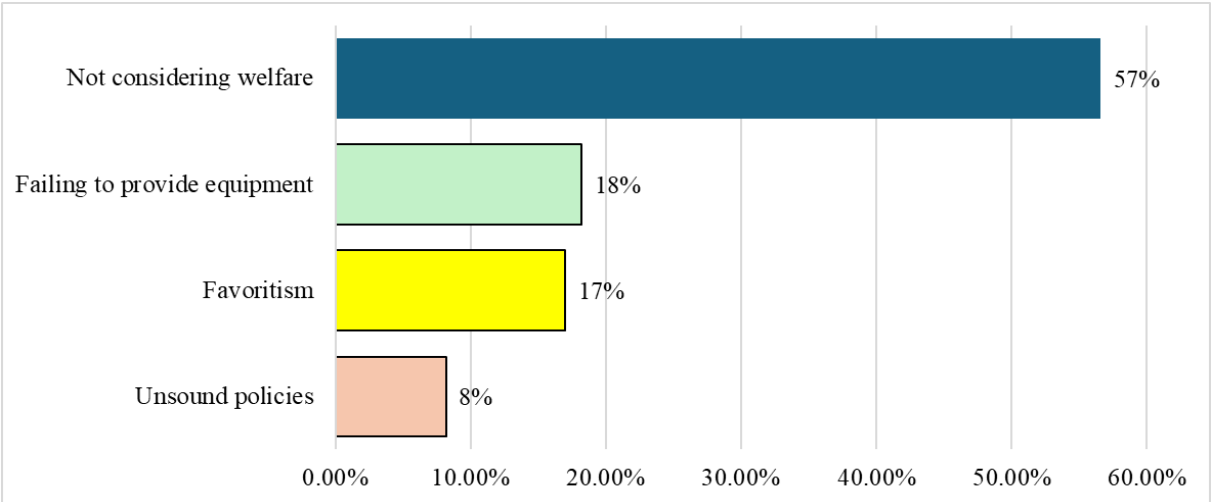
management in private security companies affects security services. Results are shown in Table 3.

**Table 3: Management and Security Services Delivery**

The effect of management on security services delivery in the study area	Frequency	Percentage
Yes	119	42
No	166	58
<b>Total</b>	<b>285</b>	<b>100</b>

As depicted in Table 3, 42% of respondents opined that management in private security companies favourably affects the provision of security services. In comparison, 58% observed that management in private security companies negatively affects security services delivery by guards in the study area. From the findings, it is evident that the nature of management in private security companies negatively affects (58%) security services delivery by security guards in the study area.

The respondents who argued that the management of private security companies negatively affects security services provision by the guards were asked to comment on why they took the stand. Responses are given in Figure 2.



**Figure 2: Percentage distribution of respondents by How Management Affects Security Services Delivery**

Among respondents who perceived negative management impacts (58%), 18% cited equipment shortages, 17% highlighted favouritism, 8% criticised unsound policies, and 57% emphasised welfare neglect (3). From the results, it is clear that the management of private security companies in the study area has not adequately (18%) provided security guards with the requisite equipment to perform the duty of security provision. During key informant interviews, informants maintained that financial capabilities enabled security companies to adequately meet the equipment requirements in private security services provision. During an interview session, an informant argued that:

*"Most security companies in this area have entered the market recently. They have not accumulated as much as bigger security companies like G4S, Wells Fargo, and KK. They have not acquired patrol vehicles and other equipment needed in security services provision"*(Male, 45 years).

The sentiments add weight to the finding that the management of private security companies in the study area has not equipped the security guards with the necessary equipment to undertake their duties optimally.

**Table 4: Independent Samples T-Test Results of Management and Security Services Delivery**

Group	Mean Service Quality	Std. Deviation	t-value	p-value
Management Effect				
Yes	3.2	0.8	-2.15	0.032
No	3.5	0.7		

An independent samples t-test comparing service quality revealed that guards feeling management as a service influence demonstrated significantly distinct scores than those not ( $t = -2.15$ ,  $p = 0.032$ ). A p-value of 0.032 shows that the management practices indeed have a statistically significant influence on service quality. Service quality was rated even higher for those achieving positive perspectives on management (42%). These results are supported by findings from Wang et al. (2023); participative management has a positive influence on guard morale and performance. Such respondents had much lower service quality scores than those whose work was not negatively affected by how the management operated. This means that how managers fulfil their positions significantly affects guards' performance. According to data by Kalema (2016), weak management in private security companies adversely influences security outcomes. It seems that providing management training would likely improve the organisational results.

**4.1.3 Uniforms and Other Garments**

The clothing worn by the security personnel plays a major part in determining how security services are provided. Uniforms will help create a professional image and raise visibility, which is extremely necessary to retain public confidence (Fischer et al., 2022). Suitable weather clothing for security guards is essential in thermal security. The investigation aimed to gauge the effects of uniforms and other auxiliary garments as a causal aspect influencing the performance of security services in the study region. The study sought to determine the existence and appropriateness of uniforms and other security clothing for the respondents. Results are given in Table 5.

**Table 5: Chi-Square Analysis Results of Facilitation of Security Guards with Uniforms and Other Security Garments**

Variable	Service Quality	Total
Uniform Provision		
Yes	75 (53%)	151
No	65 (47%)	134
Chi-square	0.45	
p-value	0.501	

According to Table 5, 53% of participants said uniforms and other security equipment were sufficiently provided, while 47% thought otherwise. From the study, private security companies' efforts have ensured that security guards are also provided with the needed clothing (53%) to handle varying climates. In the key informant interview, it was notable that many private companies offer their guards uniforms during periods of cold and rain. According to the key informant, this practice is essential to keep the guards vigilant while guarding premises

and equipment, especially in cold and rainy weather. Guards get uniforms from private security companies for free.

A response from forty-seven percent of the respondents indicated that their security firms do not always supply clothing during cold and rainy conditions. However, key informant interviews suggest that, at times, guards purchase their clothing in cold and rainy weather, thus compromising security services once a guard wears the wrong attire. Guards were told to leave their posts briefly to escape the rain by the informant. There was no statistically significant correlation between uniform provision and the quality of security services ( $\chi^2 = 0.45$ ,  $p = 0.501$ ). Uniforms are connected with a professional image and can deter undesirable behaviour. However, in the presented study, they did not significantly affect the effectiveness of security services. However, non-standard uniform distribution can destroy public confidence and indicate a lack of professionalism (Rustam & Habidin, 2021). Arguably, the organisation could benefit from uniform and consistent policies. Other factors outside of uniform provision seem to have a bigger say regarding the overall quality of security services.

4.1.4 Workload

The research sought to determine how workload affects security services offered by private security guards in the studied area. A heavy workload can cause fatigue and impaired attention. According to Lee and Kim's (2020) research, workload management significantly influences service reliability. The delivery of the security services was measured by asking the respondents about the influence that working hours have on their work. Table 6 responds.

**Table 6: Chi-Square Analysis Results of Working Hours and its Effect on Security Services Provision**

Variable	Service Quality	Total
<b>Workload Effect</b>		
Yes	100 (62.5%)	160
No	50 (40%)	125
Chi-square	6.68	
p-value	0.01	

According to Table 6, 56% of respondents alleged that workload does not affect the quality of their service. Grady is highly indicative with its p-value statistic ( $p=0.01$ ), which means that workload is the crucial factor correlating with service quality. Those guards who recorded challenging workloads received lower quality service ratings than guards in less stressful environments. The present finding aligns with prior research that shows that heavy workloads cause stress and reduce operational efficiency (Smith & Doe, 2022). Key informant interviews revealed that the companies schedule shifts to have some guards go on the day shift and others on the night shift. This allows the guards to have breaks. Additionally, the key informants indicated that the guards have weekly and sometimes annual holidays.

A female key informant noted:

*"Security companies provide manageable working hours, including shifts and weekly off-days, ensuring adequate rest"* (Female, 38 years). Conversely, 62.5% of respondents reported systemic issues such as understaffing, denied leave, and extended shifts without relievers.

A male informant explained:



*"Some companies have insufficient staff, forcing guards to work day and night without breaks, which harms performance" (Male, 41 years).*

The significant p-value ( $p = 0.01$ ) underscores workload as a critical factor affecting service quality. While some companies manage workloads effectively, addressing gaps in staffing and scheduling is essential to enhance service reliability.

## 5.0 Conclusion

The study established that the physical and managerial situations directly affect the quality of security services offered by private guards in the Embakasi Sub-County. Respondents disclosed that they % lacked adequate security equipment 54% of them, significantly reducing the quality of services they rendered ( $\chi^2 = 4.82$ ,  $p = 0.02$ ). Excessive equipment ensured that guards always provided better-quality security services than those without access. At 58%, respondents said poor management practices hindered service delivery by creating issues like favouritism, ineffective policies, and absence of welfare. Confirming this effect, the independent samples t-test confirmed ( $t = -2.15$ ,  $p = 0.032$ ). Respondents who reported excessive workload, i.e., 44% in total, reported a further decline in service effectiveness ( $\chi^2 = 6.68$ ,  $p = 0.01$ ). On the other hand, the provision of uniforms, with protective gear such as jackets and boots, did not significantly affect security functioning ( $\chi^2 = 0.45$ ,  $p = 0.501$ : 53% have adequate provision while 47% lack it). Based on the research, having the right machinery and competent management is paramount for security service success. Plugging gaps in filling equipment and bettering management strategies are essential to guard performance in Embakasi's tough industrial and crime areas.

## 6.0 Recommendations for Policy and Practice

Security firms should introduce robust equipment provision programs to provide all guards with necessary tools like radios, vests, and surveillance systems. It will preserve the usability of equipment if a stock of consistent maintenance and replacement schedules is put in place. Officials must enforce regulations establishing the essential equipment for private security providers to enable the widespread adoption of safety practices. It is necessary to introduce management development programs that will eliminate favouritism and work on improving guard welfare to create better quality service and employment rates. Further research may be directed toward using higher technologies, such as data analytics and smart surveillance systems, to enhance equipment performance in private security. The research could explain how effective and adaptable these technologies are in the Embakasi surroundings. Venturing toward management methodologies such as leadership styles and welfare plans may reveal methodologies that enhance service round-ups. Analysis of the approaches implemented by various security companies may present practical solutions. It is essential to explore the issue of best-using workload by designing strategic shift arrangements and task allocation to minimise performance loss in high-pressure settings such as Embakasi. By examining differences in the working conditions in urban areas as compared to those in the rural security context, some guidelines for tailored intervention in Embakasi could be established to deal with the special challenges.

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