The Best Practices of Commercialized Security on National Security in Nairobi County, Kenya

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Abstract. Commercialised security has grown and developed in Kenya. This is attributed to citizens' many security demands on the state. Hence they turn to commercialised security to complement. Despite this development, few studies have studied the best practices of commercialised security on national security. The study took on a cross-sectional survey design. It was done in Nairobi involving adult residents. A multistage sampling technique was employed to obtain the wards to be studied. Those managing or purchasing the commercialised security services for their establishments and the managers of commercialised security firms were purposively sampled. The general public and the security guards were systematically sampled. Questionnaires and scheduled interviews were used to collect data. The SPSS version 25 was employed in data management and analysis. In the research, descriptive statistics included percentages and frequency distribution tables to summarise variables into thematic areas and convey the characteristics of critical variables. The study identified five best practices of commercialised security on national security: improvement in working conditions of the security personnel, adequate training and development, cooperation with the state security agencies, after-sale service and enforcement of regulations. The study concluded that the favourable mechanisms could only be realised through the consultation of the stakeholders: the commercial security industry, the citizens and the state. Thus the study recommended that The Private Security Regulation Authority needs to implement some of the requirements in the PSRA No. 13 of 2016.

Keywords: commercialised security; commercialised security services; manned guarding; alarms and electronics; CVIT; investigation; best practices; national security.

INTRODUCTION

The views of Max Weber influenced the provision of security as the most vital obligation of the state. The 'Weberian State' monopolised the legitimate use of physical violence [35]. Accordingly, the state is accountable for delivering internal security and defence from external dangers.

However, the state establishments are limited in warranting fairness in the circulation of security to all the citizens and visitors to the society [7]. Consequently, the state focuses on delivering security to its vital investments and some subjects. At the same time, the other citizens and their assets are allocated in one fit suit despite their diverse security requirements. The citizens' different security needs place many demands beyond the state's capability, making it challenging for equal distribution of security services [7]. Therefore, various actors are explicitly considered to enhance the source of security services. Perhaps, the most important of these actors is the commercial security industry (CSI), which has expansively grown in several countries. Several studies have correlated the growth and expansion of commercialised security markets with deficiencies in the ability of nations to deliver security-related services [2; 10].

Commercialised security comprises enterprises that provide some aspect of security/policing services with a profit motive [39]. Commercial security is also described as fee-paying services intended to protect people and physical assets [7; 41].

Due to their bestowed trust in security provision, the industry can be involved in a decrease or an increase of the peoples' feeling of being safeguarded. Therefore, their activities are confronted with the need for best practices to enhance

people's and their property security. In essence, the best practices in the industry prompt individuals to seek services to protect their valued property. Since then, the CSIs have been engaged in various services, including manned guarding, alarms, cash and valuables in transit, correctional facilities management, security consulting, pre-employment screening, systems integration and direction, and information security. Notwithstanding, some critics of the commercial security industry have even maintained that the sector consists of illegitimate actors; hence it cannot be legitimate [28]. They recommended banning the commercial security industry and ensuring that the state takes up all the security and military operations within its borders. Consequently, this provided the impetus for finding out the best practices of commercialised security on national security in Nairobi County, Kenya.

In the USA, the CSIs have been involved in many services, including manned guarding, alarms, cash and valuables in transit, correctional facilities management, systems integration and management, security consulting, pre-employment screening, and information security [32]. But the extent of the best practices they are involved in might not be practical to the Kenyan context, which is what this study is about.

The precise dimensions of the extent and progress of the Australian security sector came after the trend in the international scene of considerable advances in security services during those last three decades of the 20th century because of two main factors. First was the market claim, partially responding to sudden increases in crime from the 1960s and the continuing high levels of crime, according to [37]. However, the information on the best practices of commercialised security in Australia is limited. Commercial security firms (CSFs) personnel in Australia are associated with controlling crowds, guarding and patrolling facilities, risk management, court security, gathering evidence, and case investigation [39]. However, inquiries into the commercial security industry conducted by the Australian Crime Commission and the New South Wales Independent Commission against corruption identified harmful practices. These include the potential for criminal activity and the infiltration by organised criminal gangs [36]. This raises the question of whether there are best practices of commercialised security for Australia's national security.

In Africa, the CSI are in most countries, including South Africa, Nigeria, Tanzania and Kenya. The expansion of CSI in South Africa can be attributed to the escalation of crime [4]. Commercial security personnel now outnumber public police in South Africa [11]. In Nigeria, the commercialised security industry has been able, to some extent, to supplement the activities of the police in the management of security despite the challenges confronting them [1; 17]. The total number of commercial security guards in Tanzania is close to 1.2 million, compared to less than 1 million police officers [31]. The Tanzanian police force, therefore, collaborates with the CSI to offer security services to government buildings and institutions such as forex bureaus [31]. Commercialised security in Africa appears to be used to enhance national security. Still, there is a shortage of knowledge on which best practices enhance the industry's impact on national security.

In Kenya, the increase in crime and the advance of the commercialised security industry is pegged on the decline of state capacity, which began in the late 1980s and continued to the 1990s [22]. In this era of deteriorating economic affluence in Kenya and many African countries, state expenditure and investment reduced drastically to conform to Washington Consensus. Commercialised security appears to be an outgrowth of increased security demands, making it difficult for the states to offer protection to their citizens [10]. This would therefore suggest that commercialised security was envisaged to complement the state efforts in keeping a safe world in different regions. However, insecurity remains a concern of many nations despite the expanded commercial security industry. Therefore, this raises questions about the effect of commercialised security on national security, which is premised on the social contract. However, despite the philosophical differences that provide security models, there is limited empirical knowledge on the best practices to enhance the impact of commercialised security on national security.

Recent studies conducted in Nairobi on commercialised security have consistently focused on the development and growth of commercialised security, but with restrained reflection on which best practices enhance the impact of commercialised security on national security in Nairobi County, Kenya. A study was conducted on the factors affecting the performance of commercial security firms in Nairobi County [31]. The study showed that security conditions in the country

would significantly improve with a well-regulated CSI and appeared to allude to the importance of a well-regulated industry. Still, it falls short in providing a holistic explanation of which best practices enhance the impact of commercialised security on national security in Nairobi county, Kenya.

Another study that examined commercialised security services and crime control in Nairobi County pointed out that citizens opt for commercial security firms (CSFs) for their security needs [24]. The CSFs are seen to be able to tailor their service to each particular customer, unlike the public security agencies who serve the community collectively. The extent to which these tailored security services, as a best practice, enhance the impact of commercialised security on national security is left unaddressed in the study. In addition, the study revealed that the government needs to regulate the CSI's roles as security providers to achieve oversight and control over them. This could imply that some of the services offered by CSI may not be aligned with national security, thereby creating a need to study if regulations were best practices that would enhance the impact of commercialised security on national security.

Further, another study was conducted on how the availability of commercial security services assists in crime control in Nairobi County [29]. The study identified five categories of crime control services: alarm response, mobile patrols, residential security, security surveillance in marked security vehicles at strategic points, and regulating public access control to buildings. Despite these security services, insecurity is still experienced in Nairobi. Consequently, the need to understand best security practices to eliminate insecurity.

Literature Review

Security practices tend to take up many diverse appearances regarding the subject being secured, the threats involved, the tactics being followed, and the players implementing these tactics. If we assume that security practices can take a variety of different appearances, then their impact on the safety of people is also likely to differ. Accordingly, security practices have inadvertent implications, partly because the customers of security practices may interpret and receive them in different ways [7]. These positive or negative effects are little understood by customers, providers and researchers alike [7]. For this reason, the study proceeds from an informed understanding of the security practices being pursued when commercial security is engaged.

For the manned guards to carry out their jobs efficiently to impact the overall national security, their physiological, economic and social aspects need to be satisfied: job satisfaction [23]. Hence, the managers of manned guarding services should know the job satisfaction of the guards and cultivate the practices that will increase the guard's job satisfaction [23]. A guard's job satisfaction ensures they are effective, impacting national security. The current study sought to establish the best practices that would enhance the impact of commercialised security on national security.

Cash and valuables in Transit robberies attracted the most significant number of robbers, depending on how complicated the theft is [40]. The study was to develop results to guide CVIT prevention policies for this valuable economic sector. Its data was gathered from 40 respondents using structured and semi-structured interviews. It is highly recommended that CVIT guards rotate their responsibilities and shifts to erase being predictable in safeguarding the cash and valuables of people and businesses. However, this study proposed to explore the impact of the rotation of responsibilities and shifts by the CVIT crew to erase being predictable on national security.

Indeed, in South Africa, where CSFs have that long-distance cash and valuables in transit, it is a requirement for them to inform the state security agencies to keep surveillance on their armoured vehicles using unmarked police vehicles [15]. This works well when the CVIT crew are aware of the unmarked cars. However, this management system of surveillance has its grey areas, where the crews transporting cash and valuables have noticed unmarked vehicles tracking them without any confirmation that they are surveillance police cars. The guards fear that robbery is about to occur [15]. This is a best practice to safeguard the CVIT crew and goods despite its flaws. But Gumedze does not inform how the CSI's surveillance of CVIT services is a best practice that impacts national security positively. Therefore, this study proposed to explore the best practices of surveillance of CVIT services on national security.

The aim of investigating an offence is to gather evidence and identify those who committed it by being unbiased and impartial [20]. Also, an investigator is to seek and establish truths regarding some event or crime through objective and impartial pursuance [14]. Furthermore, investigators guided by ethics and integrity will seek facts and evidence to establish the perpetrators of criminal activity, track them and have proof beyond reasonable doubt [16]. Commercial investigators also occupy an important place in the justice system due to their competency and integrity for the customers [36]. The above highlighted best practices of impartiality, objectivity, unbiasedness and integrity, as Joubert, Gardner, Hess and Orthmann and Prenzler and Milroy have sought to explain the best practices of commercialised security investigation. However, they have not been informed on the impact of those best practices of commercialised research on national security, which this study will strive to achieve.

In contrast, Morgan and Rotunda have been cited arguing that some commercial investigators are unscrupulous, using techniques and tactics that violate the Model Rules of Professional Conduct and dangerously exposing themselves and their customers to civil cases and, at worst physical harm [13]. It is referred to as pretexting, which generally means disguising the identity and intentions of the investigator when approaching a subject to extract information [13]. An example is some commercial investigators hiding a tracking device on the subject's vehicle, which they can print out [13]. In the USA, this technique is criminal under federal and state law due to the insecurity it causes to the citizens and the violation of privacy laws [13]. While Morgan, Rotunda, and Forrest have expounded on the practices that are not the best in the commercialised investigation, they could not shed light on how these practices impact national security.

A study on promoting commercial security firms' self-regulation developed a familiar context for examining how consumers influence through choice, voice, loyalty and exit [25]. By taking the United States government as an illustrative example, the analysis observed encouraging security industry self-regulation through consumer power [25]. The finding was that the consumers of commercial security services would help facilitate and enforce professional standards by shifting their customer loyalty to CSFs, which have signed up to codes of conduct or certification schemes. However, the study did not propose how the consumers' power in coercing the CSFs to self-regulate would impact national security. Similarly, another study recommended organising, coordinating, operating and partnering mechanisms for an operative partnership concerning courtesy, accountability and pleasant relativity amongst security stakeholders: police and commercial security firms [42].

Accordingly, the benefits of training and development of guards bring about better performance, efficiency and output, directly or indirectly benefitting the customers [19]. However, the study did not discuss how it impacted national security, which is what this study sought.

A study on private security guards' job retention determinants found that government-approved minimum wages, career progression, and job security were some of the best practices that improved the working condition for the security guards [33]. Similarly, on the incentives as determinants of job retention among the private security guards in Kenya, career development, income, and job security were some of the best practices that improved the working conditions for commercial security guards [34]. But the studies did not discuss how those best practices impacted national security, which is what this study is about.

The literature review shows the competencies, evolution and challenges, duties and functions, limitations and best practices of commercialised security. However, studies did not address the impact of the best practices of commercialised security on national security, which this study aimed at addressing.

Theoretical Framework

The Network Analysis theory guided this study by analysing and interpreting the best practices of the commercialised security industry on national security in Kenya and worldwide.

The basic premise of network analysis is that, in addition to the character, beliefs and interests of actors, the relations among a set of actors: their preferences, policies or resource exchanges, have a significant impact on how they interact and on the outcomes of these interactions [8]. In particular, in networks involving different actors, for instance, state security agencies and the commercial security industry, coordination is frequently

complicated by differences in values and interests. It may therefore require more direct negotiation [30]. For example, the value of state security is in the common good, while commercialised security's value is in the customer who pays for the services. This could create coordination challenges as the CSFs sometimes want to be specific and provide disintegrated protection in an area (for instance, focus only on the premises that have subscribed for their services). Decentralised networks, on the other hand, allow for the making and implement security policies that enable localised action and autonomy [3]. Since security varies from region to region, how state security agencies interact with commercialised security players will vary too from region to region. The outcomes of these interactions will also vary. This forms the basis of how the relations are formed, either formal or informal, stable or unstable.

METHODOLOGY

A cross-sectional design was adopted for the study, as different respondents were studied simultaneously. It gives a more substantial likelihood of participation. It also helped to gather objective information that was used for generalisation to a larger population. The design also fits diverse experiences into predetermined response categories.

The research was carried out in Nairobi County, where the capital of Kenya sits, and most CPFs have their headquarters. Stratified sampling was used to cluster the target population into homogenous groups as:

Consumers of the commercialised security services:

1. Those who buy or manage commercial security services for their organisations. These are primarily security managers and officers, and

2. The general public.

And the providers of commercialised security services:

1. Those who are working as operations/heads of security.

2. Those who work as static security guards and mobile security guards.

The study used Krejcie and Morgan's table to determine the figure to be sampled. The study population fell under N 100,000; therefore, the sample size was 400. The respondents were clustered as: consumers (n = 200), and Providers (n = 200).

The consumer respondents of commercialised security services were divided into 50 security managers/officers and 150 from the general public who have experienced commercial security services in functions or venues. Likewise, the providers of commercialised security services were divided into 50 operations/heads of security and 150 working as static security guards and mobile security guards.

The research targeted 114 commercial security firms in Kenya. There are 76 listed security firms at the Protective Security Industry Association, and 38 listed security firms at the Kenya Security Industry Association, in Kenya [26; 38]. The researcher used multistage sampling to determine the sample size and the respondents.

The study used structured questionnaires (completed by the guards of the CSFs, and the general public) and one-on-one interviews with open-ended questionnaires (with the top management members from both CSFs and the consumer organisations/facilities). The researcher delivered the questionnaires to the security firm's offices and picked them up within three days. Follow-up calls were made to ensure success in filling in the questionnaires. Out of 400 questionnaires administered to the interviewees, 374 were declared valid as they had no errors.

The data were analysed using Statistical Package for Social Sciences software (SPSS version 25, 2017). The interpreted data was then summarised using percentages, ratios, frequencies and measures of central tendency. The rates and ratios were important for comparing similarities and disparities at different levels. Multiple regression was done where further statistical analysis was required. There was the ethical consideration where the researcher informed all participants of their voluntary participation, confidentiality, and relevant authorisation from government agencies.

RESULTS AND DISCUSSION

This section presents, analyses and interprets data related to the study. Studies have shown that the commercial security industry is involved in practices with unintended consequences on their customers, partly because the customers

receive and interpret them differently [7]. These practices may assume many guises, depending on the facilities and assets being secured, the threats being engaged, the strategies pursued, and the security firms implementing them. These practices may positively or negatively impact the customers and national security [7]. Therefore, it was essential to investigate the best practices by the commercial security industry which would enhance national security. The findings are presented in subsections discussing the best practices captured from the data collection. Study respondents were asked to identify the best practices by commercialised security to enhance national security. The recognised diverse best practices are shown in Figure 1 below.
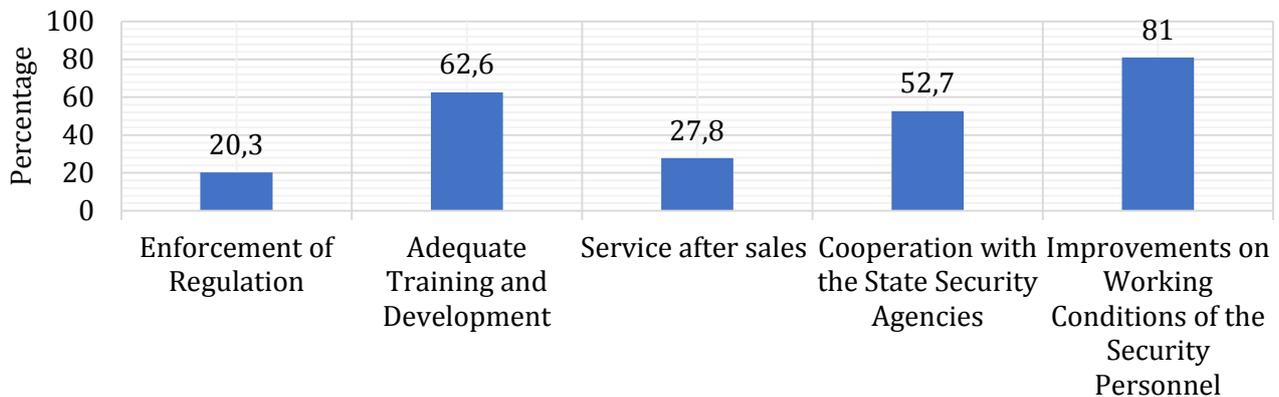

Figure 1 − Best Practices to Enhance the Influence of Commercial Security on National Security

Improvement on Working Conditions of the Security Personnel. Improved working conditions of commercial security personnel were the most mentioned, with 81 % (303 respondents) saying it. It was felt that it leads to satisfactory service delivery to their customers. One general public respondent pointed out that.

"The improvement of their places of work can be a booster to their morale. Let the security personnel feel they are in a conducive working environment, for example, a decent guard house, to work better."

A consumer security supervisor in a government building had this to say.

"It is satisfying to see a security guard you have been with for a long time being promoted and given other responsibilities. That is a real booster even to others. But when the guards do not see their colleagues or themselves being promoted, that can be demoralising."

A security guard pointed out that.

"If we can be paid the minimum wages according to the government set standards, it would boost our working conditions."

According to the responses, improved working conditions in the commercial security industry are influenced by 'prettifying' the physical working environment, possibilities of career progression and improved wages.

The work environment should be tailored to provide some comfort and ease for the security guards who are the users. This translates to them being easily connected to their work and work environment. This also improves their work productivity which translates to better security for those using the security services. Such a "prettified" environment compensates for the lack of proper working tools and can, therefore, positively impact a guard's performance, affecting their security service delivery. Also, Even the slightest attempt to fulfil the physiological aspects of the security guards' workplace will contribute significantly to their perception of being rewarded by their employer or customer [23].

In career progression, there is a need for fairness and equal treatment on promotion and persistent elevations. These reforms need to happen at a much faster pace to improve performance. Promotion is a significant achievement in life as it delivers and promises more pay, responsibility, status, authority, and independence. The opportunity for promotion directly affects the overall performance of the security guards as they undertake their security duties. In the long run, there is better and improved customer security delivery. This can be reinforced by Victor

Vroom's Expectancy Theory which links effort, performance, and outcome [43]. Therefore, an employee believes that the higher the reward, the more action and better performance. Similarly, a study found that career progression/promotion was a best practice that improved the working condition of security guards [23]. Likewise, another study alluded that career development is a best practice that enhances the working conditions for commercial security personnel [34].

Most respondents mentioned improved wages as a significant factor contributing to improved working conditions in the commercial security industry. It was recommended that commercial security guards should be paid salaries which are within the minimum government requirement and in sync with the country's inflation rate to safeguard the income that is being depended upon to make the day-to-day running of the guard's life, including food, clothing and shelter. The security guards should also be aware of the country's minimum wage to empower them to complain to the appropriate officials whenever they are salaried below the stipulated rate. Improved income as a best practice improved the working condition of the security guards [33]. Similarly, improved income is a best practice that enhances the working conditions for commercial security personnel [34].

Likewise, improved income improved the working condition of the security guards [27]. This finding reinforces Abraham Maslow's theory of hierarchy of needs which states that, for most individuals, a job offers a potential avenue for the aims they desire to accomplish in life and the impact they hope to create in the community.

Improved wages are moderated by PSRA No. 13 of 2016 to guarantee the reimbursement of minimum earnings and compliance with principles meant to inhibit misuse or exploitation of workers in the commercial security industry. This ensures that the industry does not become a source of insecurity for the persons employed. Also, the implication of this constitutional article is to ensure that gratified guards serve the customers.

In the long term, work environment/space, career progression and improved wages might increase the guard's performance in securing people and their assets. In turn, this feeds positively into national security.

Adequate Training and Development. Insufficient Training and Development for the security personnel was the second most mentioned by 234 (62.6%) as a best practice. Commercial security firms provide a massive source of occupation for many interested in pursuing a career in security. The certificate of training and development principles, therefore, has a consequence on the quality of security service delivery. One general public respondent explained that.

"The security guards are joining the industry without any other prior experience. Therefore, they need to be trained adequately and given certificates when they pass, just like in any other profession."

A security manager in charge of security in an international organisation pointed out.

"When we contract a security firm to provide services, we participate in the one-week refresher training that the guards undergo before taking up duties in our organisation. We have to make sure that the training is adequate and that the guard is 'ripe'"

A manager of a sizeable commercial security firm had this to say.

"The customers have higher expectations on the quality of their investment. Therefore, our training standards are stringent in that, out of 50 candidates, only approximately 30 get to qualify after the training."

A manager of a small-sized commercial security firm had this to say.

"Training schools have the advantage of instilling an organisation's culture. It also gives the security guards lifelong basic security training. So we understand our handicap by the lack of the facility."

The training and development of the skills of the security guards are the most critical factor for the success of securing the public. The CSFs should initiate training and development over and above the basic training standards and provide certain types of supplementary training: public relations training, first-aid training, fire response drills, premise and facilities evacuations, and night duties orientation training. Security guards who have undergone adequate education and development have abilities to be aware of potential threats and have ways to overcome them. Moreover, through education and training, security guards can identify the risks and provide the proper way to handle the threats [19].

The security guards should be taken through training before being assigned, which is the foundational training for the security guards, in general, to instil in their consciousness of the security attributes, engagements or procedures they are duty-bound to take to minimise the customer's vulnerability to danger or other factors that may compromise their security. These include such features as taking details of the visitors and informing them of their presence and authority to either allow them in or not, communication on how to operate telephones and walkie-talkie sets, recording of motor vehicles that are coming in and out of the premises plus the details of the driver, report writing, first aid, self-defence, skills of observation and surveillance, and last but not least booking in the assignment Occurrence Book any incidents that have taken place. Training security guards articulates their powers and limitations when in the field and therefore requires frequently looked over and made up-to-date to fulfil progress and expansion [21].

Security guards must be cut above the rest in today's modern world. On numerous occasions, security personnel accesses places or rooms that most people would not be permitted or acquire after-hours admission when locations are otherwise unoccupied. They must be trained and instilled in them an ethical compass to assist them in adopting correct and moral decisions when no one is watching. Continuous training and development would have benefits such as efficiency and other factors that relate directly or indirectly to the security guard's performance, making them more unlikely to make mistakes that would put public safety at risk when faced with unruly situations [19].

Continuous and development training includes attitudes towards employees, operation of each department, parking regulation (for instance, the usage of security certifications) and traffic and access control regulation. This would also ensure a continuous updating of the skills of the security guards on the latest crime practices and anti-crime techniques, enabling them to be adequately skilled. This would translate to better security and safety for the customers and the nation.

During the specialised training security education, the security guards would gain specific skills for particular jobs, including cash and valuables in transit, emergency alarm response, and body guarding. They will understand doctrines, concepts, and realities to progress their logical and problem-solving abilities in those specialised skills. Security guards are the sentinels in any organisation and hence need continuous training [21]. They are the implementers of policies and laws within the organisations. They are the crucial components of peacekeeping inside the premises of organisations.

The PSRA, No.13 of 2016, moderates the training of the commercial security guards by setting the standards and accredits institutions offering training and development. This guarantees superior training, particularly regarding the monitoring and auditing of the quality of training and development functions performed by accredited persons and institutions. The Act also appropriates sensible acts to validate the legitimacy of training certificates offered to provide security services in the country. In general, therefore, Private Security Authority has to ensure that commercial security firms maintain specific training and development standards.

Cooperation with the State Security Agencies. Cooperation with the state security agencies was the third best practice mentioned that can enhance the impact of commercial security on national security by 197 (52.7%) of the respondents. Despite their differences, state security agencies and commercial security firms have similar plans to fight crime. A manager in charge of operations in a security firm is enlightened.

"Cooperation benefits begin when individuals in both the commercial security industry and state security agencies find they can do their jobs more efficiently and effectively due to the professional contacts they have created amongst themselves."

A security guard expounded.

"We are the eyes and ears of the police on the ground, and the police promptly respond when we call upon them. The benefits of such cooperation trickle down to the customer and the general public."

The professional contacts created through cooperation assists in security provision networking. Such networking achieves benefits of exchange of knowledge and experiences through social gatherings and lecture platforms by the security professionals at police training and vice versa. New security professional contacts are among the cooperation benefits experienced. The connections identify who can get what done in their respective security areas of responsibility and may de-

velop records of specialised skills, for example, a private investigator in background checks, a first aid instructor or a fire and emergencies instructor.

Some commercial security personnel appreciate that, on the ground level, security officers' increased cooperation with police positively influences their confidence as they know that the police will respond promptly to their distress and emergency calls. State security agencies, in turn, appreciate the "extra eyes and ears" they gain by working more closely with commercial security guards. The state security agencies more often have information and intelligence that they pass on to the security guards. While commercial security guards are in charge of vulnerable locations and identifying the threats and dangers, which they inform the police as they have access to intelligence from multiple field offices nationwide. It was acknowledged that a collaborative and consultatory tactic amongst the state security agencies and commercial security industry was a force multiplier in delivering communal security and deterring criminality [41]. Similarly, Joh is quoted as observing the notion that commercial security can assist as "equal partners with the state security agencies in the co-production of security, rather than simply as lower ranked providing an accompanying service" [39].

These benefits increase when the cooperation as a group forms trust, takes on definite purposes, and experience achievement as a consequence of combined efforts. Hence, the cooperation can be viewed as a reflection of mature principles of security, whereby the national security agencies and the commercial security industry work collectively to fix the crime-control and security plans and, after that, execute them.

After-Sale Service. Customer satisfaction is essential nowadays, and this can be achieved through after-sale service. After-sale service was recommended by 104 (27.8%) of the respondents. It shows how security firms are committed to providing quality products and services to their customers. Customer satisfaction should be one of the primary objectives of security firms. A manager of a bank explained it.

"Challenges are very dynamic, and as the customer, I am the one who knows where the shoe pinch. Despite a security provider's expertise, it would be good if they listened to me and customised their service according to my changing needs. There-fore, I expect to interact with them often after procuring their service and goods."

An operation manager of a security firm had this to say.

"We may have the right knowledge, gadgets and experience in security. But the customer knows the specific challenges they are going through. We interact with them through customer visits, allowing us to continue offering service after sales. In our organisation, service after sales is part of the reports that every operations manager has to make. This ensures that the customer still feels that they are well protected using our services and products."

Security firms must provide better after-sale services to guarantee that their consumers are content with the services and goods they procure. After-sales service ensures that any defects are rectified, any breaches are sealed, and any weaknesses are strengthened. This way, the customers feel satisfied, and there is an overall feeling of security.

After-sale service increases demand for services and products, and the firm's brand reputation rises. An increase in brand reputation means that a security firm has to maintain high-quality standards in all its operations, including recruitment, training, deployment, supervision and customer feedback. The repercussion is that the means of security services and goods are enhanced. Enhanced security services and goods lead to increased demand for commercial security services. In the long run, this trickles down to more coverage of the country by the commercial security industry. This coverage expands the visibility of the security personnel and devices, which are a deterrence to criminality and harmful activities, and enhances national security.

In a study on market-based management, it was also reiterated that the main aim of after-sale service is to pay attention to what transpires afterwards when the customer is subscribed to advance an enduring association that can assist the customer and the security firm [6]. Similarly, it has been expressed that after-sale service is a vital constituent of rivalry centred on how a product or service fits or surpasses a customer's desires and anticipations [5]. The customer wants to be comprehensively secured and protected, whereas the security firm wants to continue making a profit by selling its products and service. Therefore, when the customer's security

needs and expectations are met, the ripple effect is the enhancement of national security.

Enforcement of Regulations. For a nation to benefit from the services and goods offered by the CSI, it has to ensure that procedures guide the industry. Enforcement of the PSRA No. 13 of 2016 was a concern of 76 (20.3%) of the respondents. A general manager of a security firm advised.

"The CSI is a sector intertwined with national and non-governmental actors and requires a national approach to regulating. The current legal framework should be put to work to control the industry."

A senior administrator at a non-governmental organisation posed.

"The Act is good and can streamline the industry, but only if the authority can enforce what is in the Act. Let us wait and watch as the authority puts its house in order."

Due to the potential implications arising from intertwining among national actors, non-governmental actors and the CSI, there is a need for efficient enforcement of regulations and controls. Such substances include breaching their customers' privacy and contractual stipulations. If implemented, the current regulatory framework in this industry would provide a strong deterrent to the abuse given the inclusion of penalties and can significantly impact how the CSFs operate. Developed mechanisms to ensure effective oversight of commercial security ensures that commercial security firms are not exposed to syndicates, dishonest and/or improper behaviour [32].

There should be enforcement of follow-ups or periodic checks on registered security guards and security firms. Individual security guards should be deregistered or deactivated after a definite period of being inactive in the industry. The mix of active and passive security personnel within the commercial security industry and the constant movement between them influence the capability of the sector to shield itself from criminal elements. It also influences the capability of the sector to contribute positively to the overall security of the citizens and the country. The enforcement will also ensure that the customers, security guards and security firms are protected from exploitation. There was a need to protect consumers by ensuring they receive the quality of services they are paying for, which are significant and costly [12]. At the same time, the com-

mercial security industry must be regulated for safety reasons so that it is not vulnerable to unethical and/or illegal behaviour [45].

Similarly, regulatory standards should be updated to protect the industry's employees [9]. On the other hand, there should be advice on regulation to protect the public from unscrupulous and unqualified security practitioners [32]. The regulation and licensing of the industry would give it legitimacy, hence expanding the security provision in the nation [44].

The network analysis theory categorically informs that security needs vary from one commercialised security customer to another. Hence, coalitions of interest form amongst security firms and their customers to help determine security policies. The coordination that proceeds from within these particular policing arrangements: temporary or permanent, may need an arbitrator to ensure that the security policies of the coalition of interests do not fail.

Although the best practices in the commercial security industry can be numerous, the study established that enforcement of regulations, adequate training and development of after-sale service, cooperation with the state security agencies and improvements in working conditions of the security personnel as the best practice for the industry. There is a need to engage in a transformative change of attitude from the regulator, the security firms, the security personnel and customers. Group effort is needed to instil and sustain these best practices to help to enhance and strengthen national security. It is paramount to seek and include all the stakeholders in the best practice process because they may improve the situation.

The study sought to investigate the best practices to enhance the impact of commercialised security on national security in Nairobi County, Kenya. Data from the fieldwork established that there were several best practices, with the improvement of working conditions of the commercial security personnel being the first. It includes acts like the 'prettifying' of the physical working environment, possibilities of career progression and improved wages. Even the most minor attempts to fulfil the psychological aspects of the security personnel contribute significantly to the overall performance of their security duties.

The study found that continuous training and development would increase efficiency and make

the guards less likely to make mistakes that would endanger others. Training and development would increase guards' performance efficiency, resulting in better security for the subscribers.

It was also revealed that cooperation with the state security agencies would produce networking benefits like exchanges of knowledge, experiences and specialised skills. Security guards would have increased confidence on the ground level due to the formed contacts. The state security agencies would also appreciate the "extra eyes and ears" on the ground by working more closely with the commercial security personnel.

The study found that after-sales service rectifies any defects and seals any breaches that the consumers may have noticed with the products and services procured. It also increases demand for security services and products. Consequently, high-quality standards in the security of goods and services and increased demand for security services translate to a positive national security input.

Last but not least, the study revealed the need to enforce PSRA No. 13 of 2016, as commercialised security is intertwined with national security. Such would help to ensure that the industry is not a source of insecurity to the communities it operates from and the people it secures. In the long run, it would help in sanitising the industry and assisting it to contribute positively to the overall security of the country.

CONCLUSIONS

Based on the discussion, the study concludes that commercialised security though motivated by profit-making plays a significant role that enhances state capacity in providing protection and contributes to citizens' safety. Therefore, contrary to popular belief by some scholars, commercial security displaces insecurity in other areas. This study found that commercial security engages in some best practices which edify security, creating feelings of safety for the customer buying the services and the surrounding environments [18]. This significantly contributes to safeguarding people (citizens and visitors) and their property, leading to freedom that teaches social and economic development. The possible networking between commercialised security and state security can offer effective security if the commercialised security in Kenya is effectively legitimised and regularised. Accordingly, the collaboration between different actors in security, in this case, the state and non-state actors, holds the potential of pooling resources together and coordinating actions in pursuit of safety. Therefore, based on the findings, this study argues alongside other scholars [3, 8, 25, 30] that characterising a network of actors with a common goal can create links to help them pursue shared interests and values (reduction and elimination of insecurity).

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