

The Strategies of Service Delivery Adopted by Private Security Firms in Crime Prevention in Nairobi County, Kenya

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Abstract. National security is vital for achieving social, economic and political objectives. Given these critical aspects of security, a country across the globe can only satisfy the security need with support from other participants, such as the community and by partnering with private security firms. With the particular requirement and level of training that PSFs offer their personnel, a partnership of police and PSFs in crime detection and prevention is critical in providing security across the country. This study sought to establish the service delivery strategies adopted by private security firms in dealing with crime. This study was modelled by the resource-based view theory s that offered a discernment of what options the private security firms present in addressing the diverse challenges emanating from ineffective strategic decisions in service delivery. A descriptive survey research design employing mixed methods approach in data collection was utilised to undertake the study. The target population constituted managers, supervisors, clients, and private security guards drawn from a sorted group of private security firms in Nairobi County. A multistage sampling approach employing clustering, proportionate random sampling and purposive sampling were used to obtain a sample size of 90 respondents. Questionnaires and interview guides were the main tools of data collection. Quantitative data were analysed using descriptive statistics and presented in tables and charts. Qualitative data was presented in quotes and analysed thematically. The data findings showed that guarding and collaboration strategies were the main strategies of the PSFs. Based on the results, the study recommended implementing government policy and legislation on collaboration between security agencies and PSFs for effective service delivery, implementing an oversight control agency to check on professionalism and adopting modern and innovative technology by PSFs for effective crime prevention.

Keywords: Security; Private Security; Strategies; Strategic options; Service delivery.

INTRODUCTION

Private Security Firms (PSFs), as businesses, serve a supplementary security role in ensuring the safety and protection of their contracting clients' life and property against criminal tendencies such as burglary, kidnapping, murder, vandalism and theft. A winning strategy that befits the environments of a business firm's exterior conditions, interior resource assets and competencies reasonably improves and increases the business firm's performance [13]. Thus, the public, entrepreneurs and other commercial institutions have been forced to contract private security services in crime prevention to enhance their protection and businesses. However, in achieving this supplementary role, private security firms

should possess effective strategies for service delivery in crime prevention.

Further, it was noted that private security consists of some business organisations which are individually sponsored or a group of definite self-employed persons whose key intention is to offer security services to some persons or institutional entities that require the services by buying the same [34]. Hence, there is an aspect of a willing seller and a willing buyer. It has been stated that the security firms' roles are wide-ranging and assorted, from safeguarding some persons, private assets and other investments from numerous hazards [9]. Burns alluded that private securities have diverse purposes, from inhibiting wastage and deterring criminality to enhancing security.

Indisputably, PSFs play an essential function in complementing state security services worldwide. Accordingly, the rapid growth of criminal incidents in most countries worldwide has catalysed the rise in the number of private entities entering the security business [30]. Despite this, incidents of criminal occurrences have increased over the years, and new crime varieties like terrorism and attacks from Al-Shabaab insurgents have complicated the strategies of service delivery in crime prevention by the PSFs. As highlighted, a winning design that befits a business environment leads to improved performance. The increase in insecurity incidences despite the proliferation of PSFs could indicate an unfit strategy for the contemporary security environment. Thus, notwithstanding few studies that have focused on establishing the method of service delivery in crime prevention by the PSFs.

Globally, private security is spearheading the provision of security services due to high demand and availability of ready market to their services in a field that has long been a preserve of the public police [5]. The spearheading of the provision of security services has been accompanied by the availing and increment of human resources in terms of security guards by private security firms, a strategy to meet the demands of security services.

In modern democracies like the United States, Britain, and Canada, the 1960s are a turning point in developing crime control and law enforcement. At that time, people needed to protect their valuable assets, which was the impetus for investing in private security. A survey conducted in the United States New York City security officers found that private security firms perform a significant duty on security matters [12]. He also notes that private security firms have some guidelines and rules as service delivery strategies to undertake their contracted duties [12]. Besides, they performed this through the execution and the implementation of the law, which gave an impetus for this study on strategies of service delivery by private security firms in crime prevention in Nairobi County, Kenya.

Accordingly, the privatisation of the security sector has been going on in Israel in the late 80s and early 90s due to the country's ever-changing insecurity dimensions [31]. And one of the service delivery strategies employed by the private security firms to complement the state security agencies were embracing technological advancements

[31]. This was done so that it could appeal to the government for contracts in security provision and also to impress on the citizens who would need personalised security.

Another service delivery strategy was professionalising their operations on the passages where they are manning [33]. Therefore, they were bestowed to secure several private and public institutions in Israel and the West Bank's settlements. It would be interesting to discover the repercussions of the same strategies of service delivery if employed in Nairobi County.

Most African nations, including South Africa, Nigeria, South Sudan, and Kenya, have PSFs. Consequently, the private security sector in South Africa, which has been widely fragmented and operates in an unstable environment, has the potential to improve people's security situations when the state was unable to do so, provided that such a service was provided with professionalism and accountability as one of the strategies of service delivery [14]. As a result, they could address the increase in crime in townships and suburbs, such as murder and attempted murder, cash transport theft, vehicle hijacking and kidnapping.

Like other parts of the world, East Africa relies heavily on private security companies to provide security services because the local police force is overburdened [26]. This was partly because they had embraced technology and employed more people than government security organisations. But in all likelihood, the state has a monopoly on violence.

By the beginning of 2013, no mining company in the province of Orientale in the Democratic Republic of the Congo had not hired the services of a private security company [26]. However, it was against the law for private security companies to possess firearms. To supplement the guards, they have been deployed in the offices of the extractive companies. Private security corporations use state security agents in their service delivery strategy. However, no data is available on how many private security companies in the Democratic Republic of the Congo hire governmental security agencies to help prevent crime.

A study examining private security services' role in reducing crime in Nairobi County showed that there was still an increase in insecurity in Nairobi County despite the existence of private security firms, and the accessibility of their services served as the impetus for their investigation [20].

The researchers focused only on the quantity of personal security within Nairobi County as a strategy to deter crime. They needed to explore other techniques, including their effectiveness in crime prevention. This study will add to the existing knowledge of private security strategies by examining the effectiveness of the service delivery strategies employed by private security firms in crime prevention.

Accordingly, patrolling as a physical strategy of service delivery engages the application of trained guards both on foot and in vehicles by moving around within the environment of their operation, which helps deter potential criminals from entering the guarded premises [17]. Nonetheless, there have been reported instances of unjustifiable killings within premises, burglary and robbery, muggings, vandalism and gang attacks. Hence the need to understand how such a service delivery strategy by private security firms prevents crime in Nairobi County.

Literature Review

This section presents service delivery strategies private security firms adopt in crime prevention. Physical guard manning service delivery is one of the most significant segments of the private security sector, and it relates to the delivery of a workforce to protect people and premises. Physical guard manning form of service delivery entailed using fences, canines, and trained personnel to deter and conceal private or communal property from intrusion [11]. Further, physical guarding manning service delivery is characterised by the manifestation of guards in uniform in private spaces with the mass presence of people such as universities, shopping malls, hospitals, entertainment zones, hotels and banks [11]. Despite the use of this strategy of manned guarding, the cumulative effect of the manned guarding of security on private security firms in crime prevention still needs to be determined.

The presence of private security firms in both public and private spaces was a common sight throughout much of Africa, Asia, Eastern Europe, Latin and Central America, the Caribbean, and the Gulf States, employing various service delivery strategies in the mitigation of crime and criminal activities in areas such as airports, Universities, hospitals, gated communities, entertainment zones, banking institutions [29]. But the authors failed to indicate which service delivery

strategies were being used to mitigate crime and criminal activities.

Accordingly, large international private security companies such as G4S, Tyco International, and Secom provide global commercialised guard services worldwide are giving their customers an alternative of a one-stop shop for their flexibility and also for the customer to make a saving as they get commissions from subscribing to one service provider [17]. These services included financial risk consultations, investigation of cooperate fraud, drug testing and airline protection. For instance, the G4S division in the Dutch region provides guards to centres for detention and asylum seekers, and this has raised the business position of the firm globally [16]. However, the effectiveness of this strategy was not explored, causing a gap in this study.

Patrolling service delivery strategy was another physical strategy utilised by private security in crime prevention globally. It was informed by the theory of routine activities, which hypothesises that singular and sequential crimes occur when an inspired criminal comes into contact with an appropriate target at a location and time that lacks capable guardianship [7]. However, there needed to be more literary knowledge provided in this context. Thus, this study needs to add to the little existing knowledge of the service delivery strategy in crime prevention.

It has been noted that proper kitting has been an uphill task for the medium-sized PSFs in the country, and if the PSFs would improve on it, it would immensely contribute to the safety and security of Kenyans [25]. The study, therefore, embarked on finding out whether kitting influenced the use of private security companies to deter crime.

Scientific inventions have been another vital driving force leading to the constant development of criminality controls and crime prevention tactics such as GPS tracking and tagging, video and surveillance [37]. It has also been denoted that, in states such as South Africa, Germany, the Philippines, and Latin America, Russian private security firms have employed a great deal of this technology in crime prevention [32]. However, with a diversity of technology, crimes such as suicide bombers and terrorist attacks are still evident in some countries where technology is advanced. For this reason, there is a need to analyse the effectiveness of the technical strategies employed in crime prevention.

Scholars studied the contribution of technologies in private security patrols on crime prevention information systems on criminality levels and safety perceptions in Turkey [36]. The research was primed by the facts that; reducing crime had ensued as one of the primary problems facing contemporary society. Police departments and PSFs worldwide were taking steps to incorporate residents in crime prevention through community policing to win over the public. The authors did point out that more research was needed to determine how these activities would affect perception, crime reduction, and the quality of security services. The study's findings indicated that although both private and public security services had used a substantial amount of technology, the impact on service quality and security perception was minimal thus, failing to adequately tackle the problem of crime, a problem this study embarked to debunk [36].

Internationally, it has been contended that multinational private security companies, through technological connectivity, gather, share and disseminate personal security intelligence on interstate criminal activities, how to monitor, install and respond to various forms of alarms [26]. Consequently, confidential security shares information on how to offer multiple forms of technical security consultancy services, such as measures for countering espionage from industries, tracking and recovering vandalised assets, and managing incidents similar to the intended violence. However, despite nations' connectivity through technology, a replica of similar crimes, such as kidnapping and terror bombers in states under private security, has continued to prevail. Hence a reason for an investigation into the efficiency of the electronic strategies employed by private security firms in crime prevention

Researchers sought to determine the influence of information and communication technology on an organisation's products in the Nigerian banking sector [1]. Questionnaires were used as data collection tools, whereas multiple regression analysis was utilised for testing the study's hypotheses. The study's results indicated that hardware components, software components and networks significantly and positively impacted organisational productivity in the Nigerian banking sector. To boost organisational efficiency and customer happiness, which would eventually lead to the company's diversification, the study recommended that banks purchase or employ current, 21st-century software, hard-

ware, and networks. Thus, this survey added to the little present knowledge of the technological strategy of service delivery by PSFs in crime prevention.

Accordingly, trends of new crime and violence such as terrorism, militia, and gang activities, the apparent failure of state security agents and private security firms against criminals was a sign of poor strategic management of crime and violence [35]. To achieve the goal of adequate and reliable security provision, private security companies have improved the quality of security services they provide to their clients, including but not limited to policy, employee capacity, technology adoption, and collaboration with state agencies and other private security companies to reduce the prevalence of crime [35]. Therefore, this study needs to establish how adequate employee capacity and technology adoption collaboration strategy of service delivery in crime prevention by the PSFS.

A study explored the importance of relationships and collaborations among security companies and other stakeholders to improve private security [8]. The study further examined the diversity within public-private partnerships and their significance for security service quality and governance. The study established that the public-private associations offered essential services that bridged the gaps left by the inadequacies of public security services. However, the study failed short to conclude how the public-private partnerships impacted private security firms in crime prevention, what this study is all about.

Theoretical Framework

The Resource Based View Theory and the knowledge-based view Theory guided the research. This theory was from Penrose in 1959, but after that advanced by Wernerfelt in 1984 and Barney in 1986. respectively. The proponents of the RBV theory contended that for establishments to maintain competitiveness, they have to analytically evaluate their interior situation for causes that would increase their market-driven leverage instead of searching for an environment with completion for their establishment.

It was asserted that the worthiness of an organisation is an element of assets which should be unique, diverse and unmatched [4]. Besides, such qualities would assist a firm in countering existing or emerging hazards in the firm's market. For

instance, equipping the security firm with modern armoured vehicles for mobile patrols and electric alarm sensors for mitigating such crimes as trespassing, burglary, and theft on premises is a resource most security firms need more within Nairobi County.

Accordingly, the basis of the RBV theory was, therefore, the achievement of the competitive organisation through the tangibility and intangibility of heterogeneous and immobile resources, hence providing unique attributes [2]. The proponents of the RBV theory argued that, instead of harnessing new abilities for every outstanding prospect, it could be efficient enough if the external chances were checked by the use of current skills in current ways. An essential basis of the resource-based view in the competitive advantage analysis was that firms exhibit competition founded on their exclusive resources and abilities.

The resource-based view theory views an organisation as a package of organisational capabilities and tangible and intangible resources. Profits that were competitive and maintained throughout the period typically came up from forming packages of resources and abilities. For the profits to be maintainable, four principles had to be contented: rareness, valuable, difficulty in imitation and problem in substitution. Such an assessment required a sound awareness of the competitive background in which the organisation was operating [22].

This theory was appropriate for this research by providing a reasoned approach to strategically allocate limited security resources to areas that could yield maximum results. In the case of this study, the resource-based theory introduces private security firms in examining if those strategies of service delivery in crime prevention were of value as required. Also, the effectiveness of service delivery strategies would be checked within the firm through this theory. The competitive advantages attached to the adopted methods of service delivery would be evaluated so that a firm could understand which strategy was unique and was not available to the firm's competitors.

METHODOLOGY

This study utilised a descriptive survey research design. The design facilitated the researcher to investigate and report things the way they were

and describe such things as values, attitudes, characteristics, perceptions and behaviour.

The study area was Nairobi County, specifically; the industrial zone, Central Business District (CBD), and the suburbs within the county's borders. Nairobi County was chosen because of the high density of private security firms within the county, either offering security services or having their headquarters within it. Also, Nairobi County is a hub of private business operators, NGOs and Embassies that require personal security services from various private security firms, thus, appropriate for the study.

For this study, the population was guards of various private security firms. The target population was the guards of private security firms in the Large, Medium and Small categories based in Nairobi County and their clients, as shown in Table 1 below.

Table 1 – Target Population

Security Company	Population	%
Small	75	65
Medium	25	22
Large	16	13
Total	116	100

This study first used purposive sampling to identify private security firms in the categories of Large, Medium, and Small, then applied a simple random sample on the security managers, guards and clients based on the types of their security firms.

Out of a total population of 116 respondents, a simple random sampling procedure was applied in selecting 90 respondents who were the potential participants in the study. This study used Yamane's formula in determining the suitable sample size for this study, with the assumption of a 95% of confidence level.

$$n = \frac{N}{(1+Ne^2)}, \quad (1)$$

where n – sample size;

N – study population, 116 in this case;

e – Alpha level of 0.05 substituting these values in the above equation, the sample size was:

$$n = \frac{116}{(1+116(0.05^2))}, \quad (2)$$

n = 90.

Using Yamane's formula, the study's sample size was determined to be 90 respondents from a population of 116 with a confidence level of 95%. The sample size distribution is presented in Table 2 below.

Table 2 – Sampling of Respondents Firm's Clientele by Size

Security Company	Frequency	Sample size
Small	75	69
Medium	25	15
Large	16	6
Total	116	90

The main instruments used in the data collection were the questionnaire and interviews based on the study's objectives.

Questionnaires were sent out to the top management of the various PSFs and their clients to gain responses to the research questions formulated for the current study. The questionnaire used in this study was made up of two main sections; A and B. Section A gathered information on the background information of the participants, the other hand section B gathered information on the objectives of the study relating to the effectiveness, constraints, services and facilities provided by the security firms. The researcher preferred a questionnaire instrument because it was relatively convenient, covered a large area of what was examined in terms of objectives, and it free from external manipulation. The questionnaire had closed-ended and open-ended questions to elicit specific responses for quantitative and qualitative examination, respectively. Secondary data was derived from journals, online resources, government records; publications based on information from the World Values Surveys; non-governmental organisations (NGOs) records, and media articles.

The researcher also conducted in-depth interviews with the key informants, the PSFs' managers, and clients. The researcher believed that the KIIS would elicit more reliable and accurate information since they were involved directly in providing security services within their regions of operation. Interviews were also used one-on-one to let the researcher delve into the report in

detail and derive solid conclusions. A structured interview was also administered in the form of pre-determined questions in conjunction with high-standard recording techniques to acquire knowledge from participants. This instrument was employed as a follow-up to participants of questionnaires for further insight into their responses by enabling the interviewees to speak in their voice, expressing their thoughts and feelings.

With the research assistants' help, the researcher randomly gave questionnaires face-to-face to private security officers from various private security firms. Interviews for the officials from multiple PSFs, managers and PSF's clientele were scheduled through phone calls and by visiting their offices.

Qualitative data were utilised to describe and interpret the quantitative results. All the quantitative variables were chronologically organised concerning the questionnaire outline, ensuring the correct coding was used for variables. Editing was then done to ensure the information entered for each questionnaire in each variable was correct.

A qualitative data checklist was developed for qualitative data, mainly gathered from key informants, interviews and the open-ended questions in the questionnaires. The list was clustered along with the leading research themes to ease the consolidation of information and interpretation. The main themes checklists included; the demographic characteristics like age, sex, and occupation for the first and second sections were fixated as per the three specific objectives. The worksheet assisted in collating the gathered information beneath particular subjects. It was then utilised to analyse, discuss and interpret information beneath the main themes.

RESULTS AND DISCUSSION

The researcher sought to establish the service delivery strategies adopted by the private security firms in crime prevention in Nairobi County. Participants were presented with a five-point Likert scale to guide their responses from 1 – Not at all to 5 – Very Great Extent. The outcomes are exhibited in Table 3 below.

Table 3 – Strategies of service Delivery adopted by PSF in crime prevention

Type of Strategies of Service Delivery	Number and Percentage of Respondents on Strategies of Service Delivery					
	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent	Total
Guarding Services Strategies	0 (0%)	0 (0%)	0 (0%)	13 (43%)	17 (57%)	30
Technological Strategies	3 (10%)	5 (17%)	6 (20%)	9 (30%)	7 (23%)	30
Collaboration Strategies	3 (10%)	4 (13%)	5 (17%)	8 (27%)	10 (33%)	30
TOTAL						90

Guarding Strategy of service delivery in crime prevention

According to Table 3 above, guarding strategy of service delivery, with (57%) of a great extent majority response, was established to be the most commonly used strategy by the PSFs compared to the other crime prevention methods. This was attributed to the fact that there was the availability of adequate human resources (guards) for the guarding services, thus sufficient labour force to deliver the guarding services all over the county as required by their clients. The high levels of good labour in the PSFs could result from a high level of joblessness in Kenya that translates to a ready supply of labour, thus effective delivery of guarding service strategy in crime prevention. In addition, it was opined that the guard's presence at business premises was an asset to their clientele not only in dissuasion of workplace crime and the provision sense of security but in the provision of other services such as customer service, offering direction to customers and maintenance of workplace order thus the most preferred strategy of service delivery in crime prevention. A respondent and a manager at G4s private security firm noted that.

"Their secret to prominence in guarding services was in capacity to offer a wide spectrum of security tasks, which frequently include CCTV monitoring, manning the entrance to sites, welcoming and directing guests, and delivering conventional security services, was their secret to success in the guarding services industry. The reason why such hospitality facilities as hotels and restaurants prefer private security guarding services and the presence of guards will always warn offenders to keep away from the premise".

Based on the respondent's responses, guarding strategy of service delivery was prominent because their clients believed private security personnel were an additional eye and an often ear. Their presence was firm enough the providence

of instant reaction in various occurrences of need that would turn out to be hostile. The study's findings ascribe to assertions that guarding services by private security involved a blend of undertakings during their deployment period to limit the danger of burglary, defacement, inferno, and other unlawful activities [27].

Subsequently, it was opined that their relatively quick response to a situation immediately occurred in the absence of the police fronted the guarding service strategy by the private security firms as the most prominent strategy in crime prevention. This was attributed to the fact that the law enforcement agents were regarded to be few compared to the provision of security services, and reaching certain areas when an incident occurred could have been more prompt. Thus, most PSFs are usually contracted by middle-income generating businesses and institutions such as shopping malls, banks and local institutions such as Churches, hospitals and Schools to offer guarding services. A participant and a security guard at a commercial premise noted that:

"For instance, in the case of an unruly customer, it would take 20 minutes for state law enforcers to arrive to manage the condition. By then, the incident would have caused some harm. Nevertheless, the visibility of private security guards averts similar hostile situations. Despite the fact, they assist the police officers in unravelling criminal cases occurring at business establishments using various surveillance installed equipment."

According to the respondent's responses, it was evident that most businesses and institutions highly demanded guarding strategy because security guards can control the situation before it worsens while awaiting the arrival of the police. The findings of this study were in line with assertions that a professional team of private security guards protects a facility by mitigating various risks such as assaults, thefts, and vandalism [19].

It was opined that the presence of the guards would enable them to detect suspicious activity and take appropriate action before it escalates into a significant problem.

Consequently, it was established that the increasing crime rates, such as vandalism, theft, burglary, and trespass, significantly increased the demand for the guarding services of private security firms. This was attributed to the fact that maintaining public order and preventing crime had historically been the state's responsibility. However, this was gradually changing as crime grew too complex to be handled by the police on their own. The effect of crime dynamics has prompted the expansion of the need for private security guarding services, especially in urban areas in the country and beyond nations. For instance, a participant and a PSFs clientele noted that:

"Small enterprises were never exempted from criminalities being undertaken in their sites. Some enterprises, for example, shops here at Gikomba, merchandising stores and banks were main targets for robberies and victims of illegal activity, as has been witnessed in the burning of retail stores and loss of valuable goods hence the need for security guarding services to keep watching on the premises".

From the respondent's response, it was opined that guarding service delivery strategy that involved the presence of security guards; safeguarded people, installations, and property and helped limit the occurrence of such crimes as shoplifting, theft, burglary and vandalism. This conforms to the findings that the government couldn't ensure 100 percent safeguard for its citizens [15]. Preceding further, the necessity for the private security organisation to enhance the duties of the national security agencies in crime deterrence and prevention.

Moreover, it was further established that the public perception towards private security officers as a sense of heightened security awareness increased the need for guarding services, thus, the prominence of the guarding strategy in crime prevention. This was attributed to the fact that PSF's guards always offered extra eyes and ears to the customer's business. Their presence was regarded as purposeful and distinct in providing immediate action in many possible scenarios, from de-escalating situations to deterring hostility, cultivating situational awareness and maintain-

ing balance. A respondent and an owner of a sporting resort in Karen noted that:

"With a lack of safety, people often become contented and overlook strange activities of some customers, workers and those nearby. Alertness should be a continuous endeavour, and individuals would desire to pursue the correct thing. Security hence directs helpful and upbeat values, thus requiring private security guards to offer extra vigilance."

About the response above, Security guards, through patrols of the premises, monitoring security cameras, control room operations, response to security alarms and manning of the access entry points, deterred suspected potential security threats that would pose a security problem for business premises, hence, preference for guarding strategies of service delivery. The findings concur with contentions that a good level of the general public feels safe and reassured in the presence of a private security officer. They help prevent such crimes as shoplifting, anti-social behaviour, and petty crimes and soothe public confidence, thus prominence of the guarding strategy of service delivery, therefore, the importance of guarding approaches of service delivery [3].

It was also established that the accessibility and affordability nature of the private security guards for guarding services portrayed guarding strategy as prominent. This was attributed to the fact that Private security guards were easily accessed everywhere they were needed for their services compared to the national police, who are bound by the constitution to offer the services to a large group of people within a specific designation. The implication was likely that, in most cases, the police got overstretched in fully providing security services of the right quality and in time for those in need due to their scarcity in numbers and deployment. A respondent and a manager at G4S security firm noted that:

"Private security firms were conveniently accessible in a larger number of spots than the police preventing area guilty parties of bad behaviour through conducting regular patrols, responding to alarms activation, conducting surveillance, to those who may require the services, especially in areas national police are limited to prevent matters of bad conduct and social chaos within a ground".

In that regard, it was opined that the physical accessibility of private security firms had invaded the security space, possibly not necessarily for purposes of usurping the mandate of the police but as a result of a constant demand for safety and security on the part of those who can afford to pay for such services. The findings concur with assertions that private security firms provided their clients with quality, cost-effective, priced guarding services [19]. These services include professional guards, service dogs, and ongoing mobile patrols that stop incidents before they happen and enable prompt, competent responses when required in areas where the national police have yet to be stationed. The accessibility and affordability of the PSFs in many places locally have added value to the prominence of guarding strategy of service delivery as the most prominent strategy offered by the PSFs in crime prevention.

In addition, it was established that good working environmental compatibility portrayed guarding strategy of service delivery as the most prominently utilised strategy by the PSFs. This was attributed to the excellent rapport, trust and cooperation the PSFs enjoy with their clients to the extent of trusting them with the safety of their property compared to the national police. A respondent guarding a residential premise noted that

Many people prefer contracting their guarding services because of their credibility, confidence, trust and cordial relationship with the residents. That, residents always felt free to share crime incident information with them than the police for fear of victimisation and the perceived corrupt nature of the national police. To them, guarding is an efficient communal policing approach that reduces neighbourhood crimes and residents' fear of crime and enhances the community's quality of living.

From the response, it was concluded that PSFs, through the guarding strategy of service delivery, were involved in the problem identification and solving strategies of a particular area owing to the vast cordial environmental compatibility received from the locals in their areas of jurisdiction. As a result, residents can share information concerning criminal activities and criminals within their deployment neighbourhoods. The findings resonate well with contestations that private security, through the guarding services, were regarded as part of the community in their

areas of deployment and, being part of the community, are involved in identifying potential criminal threats and infrastructure vulnerabilities through residents' willingness to share information [39].

The technological strategy of service delivery in crime prevention

From Table 3 above, technological strategies of service delivery whose response majority was (30%) great extent, it was established that most security firms were slowly venturing into technical services in crime prevention. The intricacy and diversity of criminality were blamed for this. In other words, criminality has moved away from more overt tactics and into the digital sphere due to advancements in software and hardware technologies. A participant guarding a financial facility opined that:

"Some armed robberies in banks and during cash-in-transit duties have injured the security guards and bank personnel. Considering all these, to wholly secure our customer's assets, we had to revolutionise and modernise our security management systems to enhance the resilience of threats posed by criminals, hence, the adoption of technology strategies of service delivery in crime prevention such as CCTV, carjacking gadgets, armoured escorts gears".

The response implied that PSFs had embraced technology to eliminate factors that made society feel insecure under the emergence of digital criminal activities such as terrorist attacks, property infernos and workplace shootings by installing closed-circuit television (CCTV) security monitoring systems in the areas where they operate. The study's findings match with assertions that crucial evidence captured by CCTV was frequently helpful in enlightening a criminal case and giving evidence to the court [6]. It was essential to develop technological solutions for service delivery in crime prevention since police departments often used videos and covert surveillance cameras for investigation, identification of criminals, and questioning, particularly in areas where there with an absence of police officers, hence the need for adoption of technological strategies of service delivery in crime prevention.

Consequently, it was further established that paradigm shifts in institutional culture change have prompted adoption of modern technological services. This was attributed to the global

transformation of institutions from analogue to digitisation. Technologies have lately been used broadly in enforcing law and order worldwide for general administrative tasks like processing personnel and payroll and for core policing activities like crime detection, crime prevention, and in the pursuit of criminals using these technology's advantages for crime commission. A resident from Securex security firm noted that:

"They had undergone a technical transformation because their clients' expectations regarding security services in terms of property protection were that they should possess advanced security system technologies to prevent risks that would occur due to penetration by unauthorised parties. They had adopted electronic identification at entry points, radio frequency identification (RFID), closed-circuit television (CCTV) electronic transport (E-Transport) systems and intelligent alarm sensors systems".

From the findings, most private security firms were moving away from traditional institutional methods of service provision to digital services to remain relevant. This conforms to allegations that social media was an imperative tool for law enforcement agencies. It helped them connect with the general public, and the general public could send and receive real-time information with related documents such as pictures and audio records that could help solve criminal disputes [10].

It was also established that the need for customer satisfaction contributed to the market by PSFs to adopt technological service delivery strategies in crime prevention. This was attributed to the fact that performance in any organisation was reflected in the effectiveness and efficiency with which goals and objectives were achieved, which led to customer satisfaction. It was opined that adopting technology strategies of service delivery in crime prevention, such as electronic intruder alarm systems, radio alarm response, satellite tracking, perimeter protection, and access control, would enhance their performance in terms of responsiveness and accountability, and customer satisfaction. A participant noted that:

"There was no longer way one could ignore or resist the adoption of new technologies since recent developments in information technology have changed the attitudes and perceptions of clients and criminals. For instance, the installation of motion sensor technology that senses movement in total darkness without an intruder becoming

aware that an alarm has been triggered ere an important part of most trespasser and burglar alarm systems".

From the findings, it was deduced that critical success for any business consists of a limited number of areas in which results will ensure successful competitive performance and service quality. For instance, adopting technological strategies for service delivery in crime prevention contributed to the quality of service delivery and customer satisfaction. The findings resonate well with contestations that using physical technologies will almost always involve biological technologies. Organisations must adapt their routine and procedures to the new technology to remain competitive in various environments [18].

Moreover, it was established that due to globalisation, there was a need for PSFs to adopt technological service strategies in crime prevention. This was attributed to the fact that the world has become a village through technology and that crimes occur at any time and occur anywhere in various forms. A participant and a guard from a large security firm noted that:

"Because of globalisation, there was a need for them to adopt modern technology to understand how to deal with such crimes associated with technology and learn from how perpetrators commit crimes from various incidences of similar crimes elsewhere in the world, for instance, terrorism using improvised bombs".

From the findings, it was deduced that the increase in international criminal acts such as vehicle theft, terrorism, burglary, and vandalism, human trafficking, illicit exercises had expanded the need for private security frameworks to embrace technological service strategies in mitigating crime. The findings confirm that such technological advancement had a strong influence on enhancing personal security work [21].

Consequently, it was further established that the changing digital scenario in society made it necessary for PSFs to embrace technology to keep pace with the changing techniques, such as rapid urbanisation and growing economic and social inequalities. This was attributed to the rising population combined with continued urbanisation created new challenges such as money laundering, cybercrimes, radicalisation, carjacking, and residential and premise break-ins that re-

quire technological security solutions. A respondent and a client to a PSF affirmed that:

“Nairobi County had suffered greatly in the recent past from such crimes as organised crime, drug trafficking, counterfeit goods and commodities; smuggling, human trafficking money laundering, wildlife trafficking, cybercrime, small arms trafficking, mugging, robberies, terrorism, burglary, vandalism of residential and commercial property resulting in injuries, deaths and loss of property especially in areas without such technologies as CCTV surveillance, vehicle tracking devices and GPS”.

The findings revealed that the adoption of such technologies as CCTV, car tracking devices, GPS, and screening gadgets by the PSFs had enhanced the safety of both lives and property, accountability, responsiveness, transparency and reduced criminal activities, especially in a city like Nairobi where the police and or a private security guard were not available to deter the crime. The findings concur with assertions that crime and criminal activities have become more advanced and new patterns in crime designs have been devised due to technology, hence, the need for PSF's adoption of technological service delivery strategies [23].

Collaboration strategy of service delivery in crime prevention

Table 3 above, the partnership strategy with a majority (33%) very great extent, revealed that PSFs work with national security agencies to guarantee the effective delivery of security services. This was attributed to the fact that the police provision of security was imperative to effectively handling crime issues that disturb neighbourhoods, residents, and businesses, thus the need for collaboration. It was opined that PSFs had insufficient training and equipment to deal with certain criminal activities sufficiently but had to rely on the national police to successfully deliver security services to their clients, hence, adopting a collaboration strategy of service delivery in crime prevention. A participant and security guard staffing a hotel in the CBD noted that:

“As security guards, we have no greater arrest powers than an ordinary citizen, and we must rely on the police in such circumstances. However, on many occasions, criminals get away without having arrested since we have no power to arrest

them. The only option we have is to report the crime incident”.

From the response above, it was clear that the demanding task of security services delivery by the PSFs could be more effective by collaborating with disciplined and well-trained national security agencies such as the police. The results support the claims made that because the private security workforce in the nation was under-equipped and without weapons, private security providers heavily rely on the public police to act as a backup in the event of a severe incident involving firearms and other weapons, hence, need for collaboration strategy for service delivery in crime prevention [24].

Consequently, it was also established that the lack of specialised training on aspects like fire-arm training prompted the need for collaboration with national security agencies. This was attributed to the lack of legal policy on comprehensive special training in such areas as skills in the handling and use of arms during the delivery of service to their clients hence the prerequisite to rely on and collaborate with the police. A participant working with a commercial bank in the CBD noted that:

“As security guards, we have always endangered our precious lives when working on such a valuable facility (bank) without being armed; we have always relied on police escort when transferring money from the bank to ATMs across the County. We have no skills in using arms, and the law does not allow us to possess them. Our firm has always hired the Administration police officers for an escort whenever we send money from bank to ATMs”.

From the findings, it was revealed that PSFs were significant performers in crime control by protecting the public sector or private property by and large. However, the desired goal of an enhanced sense of safety, security and well-being could only be fully achieved with collaboration with other security agencies, such as the national security agencies and other sister private security firms. The findings were in harmony with affirmations that, owing to limited resources in terms of trained personnel and equipment, the secret security agents could only attain the safety and security of the public with collaboration with specialised trained security agencies [38].

Furthermore, the findings revealed that, with the increasing crime rates, collaboration strategy of

service delivery in crime prevention with the national security agencies like the police was paramount to contain criminal activities effectively. This was explained by the rise in complaints of burglaries, car thefts, and robberies, among other crimes, particularly in neighbourhoods and businesses guarded by private security companies. Some say attacks on people and businesses hurt community stability, economic stability, and company viability. A respondent noted that:

“Recently, the country's overall security had been negatively impacted by the rise in carjacking, kidnappings, break-ins, and bank robberies. The police are few, and residents look unto us watchmen as their only hope; thus need collaboration”.

From the response, it was deduced that while the government had assigned public security agencies the primary responsibility of providing security services to its citizens, a rise in demand for these services had led to the need to seek additional assistance from private security providers due to rising crime rates. PSFs were seen to fill the security void left by the few police officers who could not protect everyone adequately. However, adequate security management calls for cooperation between private security firms and public security agencies to mitigate the high crime rates. The findings confirm that a high insecurity rate has prompted people to hire personal security to ensure their safety and the safety of their families and property.

Subsequently, it was established that the increasing high technological crimes and proliferation of terror groups such as Al Shabaab contributed to the need for collaboration between PSFs and state agencies in curbing such-minded groups. That was attributed to the fact that there had been witnessed armed terrorists using dynamites, hand and rocket-propelled grenades to attack facilities such as shopping malls, learning facilities such as Universities and religious worship areas where PSFs are deployed, causing deaths, loss of property, grave fear and uncertainty. A respondent noted that:

“Kenya has experienced terrorism incidents such as the Westgate shopping mall bombings, the Garissa University terrorist attack and the DUSIT D2 hotel bombings in which several people perished, including our private security guards deployed on those facilities. Besides the state budgeting for the anti-terrorism occurrences, counter-terrorism was unsuccessful. Hence, need for collaboration between the PSFs and the law enforcers

because the private security guards are victims of terrorist activities”.

From the response, the fight against crime, such as terrorism, could not be waged successfully without better collaboration between private security firms and public law enforcement agencies. The findings conform with assertions that given that remote security employees outnumber law enforcement officers by a wide margin and that they engage in activities that are similar to those of law enforcement, both the police and private security agencies should work together to prevent crime [28].

The survey sought to explore the strategies of service delivery used by private security firms in crime prevention. From the findings, it was deduced that most participants (57%) noted that guarding strategy of service delivery was the most commonly adopted strategy by PSFs in crime prevention. This was attributed to the availability of adequate human resources (guards) for the guarding services, the availability of high market demand for guarding services such as shopping malls, banks, and local institutions like Churches, hospitals, and Schools offer protection services, increase in crime rates such as vandalism, burglary and theft and trespass had a significant increase on demand for the guarding services of the private security firms.

Consequently, technological strategies of service delivery whose response majority was (30%) great extent, it was established that most of the security firms needed help to venture into technical services in crime prevention. The adoption of current technological services has been prompted by paradigm shifts in the institutional culture change in some PSFs, orchestrated by the global transformation of institutions from analogue to digitisation. This was attributed to crime diversity and sophistication. With advanced software and hardware forms of technology, criminals commit crimes readily, and crimes have shifted from their previous, more observable methods of operation to the digital realm.

Collaboration strategies of service delivery, whose majority were (33%) revealed that PSFs, to some extent, needed to work with other security agencies, such as national security agencies, to deliver services to their clients. This was attributed to the fact that most PSFs was limited by government policy, standard training curriculum and legislation to possess and exercise such powers as a warrant of arrest and detention of

crime victims, possession of firearms; lack of specialised training on aspects like firearm training, increased proliferation of global crimes such as terrorism, prompted the need for collaboration with the national police.

CONCLUSIONS

The study concluded that many PSFs services were relevant in their location of operation since most regions within Nairobi County experience varied forms of criminal activities. The most effective strategies of service delivery adopted by the PSFs pertained to personnel and technological dimensions such as guarding services, security alarms, control access services, CCTV cameras, and canine guarding. However, without a legal security policy framework and legislation for PSFs to deal with some criminal activities effectively in their service delivery strategies, PSFs will remain to deal with the aftermaths of criminal occurrences. The lack of policy and legislation on cooperation between the police and PSFs affects the effectiveness of service delivery strategies by the PSFs in crime prevention.

Based on the research findings, it was recommended that expanding and diversifying training curricula for private security providers would increase their capacity to participate in crime policing through service delivery strategies in crime

prevention. Standardised training for security guards will foster public and police trust in the private security industry, laying the groundwork for collaboration between the private security industry and national security agencies in crime policing.

To improve the relationship and cooperation between private security and law enforcement, government policy and legislation on collaboration between security agencies and PSFs must be implemented for effective crime prevention service delivery strategies. This is especially important because, even though the police are legally the law enforcement agency, PSFs alone are ill-prepared to deal with violent criminal activities, despite being more dispersed throughout the county than the police.

Furthermore, adopting modern and innovative technologies would enable the PSFs to undertake their crime prevention, detection and client satisfaction goals. For instance, new forms of terrorism equipment cannot be detected by screening gadgets. Adopting more advanced integrated information systems that will integrate the present methods, including access control, video surveillance, and intrusion detection through a computerised process to capture and store data in a central location, would be an achievement to the effects of globalisation.

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