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**Staff Welfare Programs and Performance of Security Guards in  
Selected Private Security Companies in Mbale City, Uganda**



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## Staff Welfare Programs and Performance of Security Guards in Selected Private Security Companies in Mbale City, Uganda

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### Abstract

**Purpose:** The study examined the effect of staff welfare programs and performance of security guards in selected private security companies in Mbale City, Uganda. The specific objectives were: i) to establish the effect of training and performance of security guards in selected Private Security Companies in Mbale City; ii) to identify the effect of medical benefits and performance of security guards in selected Private Security Companies in Mbale City, and iii) to investigate the effect of wages and other allowances on the performance of security guards in selected Private Security Companies in Mbale City.

**Methodology:** A correlational research design was employed, utilizing both quantitative and qualitative approaches to investigate the research problem. Data was collected from 91 respondents, yielding a response rate of 77.7% which was adequate to conduct the study. Sampling techniques included simple random sampling and purposive sampling techniques. Data collection tools comprised a questionnaire and interview guide for managers/supervisors of private security companies in Mbale City.

**Findings:** The analysis involved the use of descriptive and inferential statistics in the form of percentages, frequencies and multiple regression analysis, respectively. The findings revealed a positive and significant effect of training and performance ( $\beta=.112, t=0.993, p<0.0001$ ); a negative but significant effect of medical benefits and performance ( $\beta= -.583, t=6.334, p<0.0001$ ), and a negative but significant effect of wages and allowances and performance ( $\beta= -.264, t =2.417, p<0.0001$ ).

**Unique Contribution to Theory, Policy and Practice:** The study recommends the continuous training of security guards, adhering to the procedural terms and conditions set out in the training policy of private security companies, and strategically investing more resources in training and developing the capacity of personnel. Additionally, it is crucial to provide a minimum medical insurance package and enhance basic medical care standards. Furthermore, improving wages and related allowances like transport is essential to motivate the workforce, necessitating more investment in the remuneration budget to boost performance.

**Keywords:** *Staff Welfare, Programs, Performance, Security guards, Security companies*

### **1.1.Introduction**

Employee welfare initiatives are commonly employed by organizations worldwide as a means to enhance productivity and job satisfaction. The premise is that prioritizing employee welfare fosters better performance and overall organizational success. Neglecting welfare programs, on the other hand, can detrimentally affect employee performance (Muruu, Were, Abok, 2016). Economic progress is closely linked to welfare activities, which are aimed at enhancing efficiency and productivity, thus positively influencing employee performance (Manumbu, 2015). Luthans (2012) highlights the significant impact of welfare packages on employee satisfaction and the quality of work life in developed countries like the USA. Conversely, Ankia (2010) sheds light on the neglected welfare conditions in the Indian security sector due to inadequate budget allocations, which adversely affect employee performance. However, Shri, Kumar, Parkash, and Shyam (2021) emphasize the importance of welfare facilities such as healthcare, accommodation, and family welfare in enhancing employee efficiency, particularly in the context of crime management and security.

In African countries like Nigeria, poor welfare conditions have been identified as major contributors to subpar performance and ineffective law enforcement among police officers (Olusola, 2015; Odimenyi, 2012). Similar challenges are reported in Ghana and Kenya, where inadequate housing and poor working conditions prevail among security personnel (Quaye, 2009; Kamau, 2013). Tanzania's efforts to ensure welfare benefits for workers in both public and private sectors are noted, albeit with ongoing challenges (Gonza, 2015). The private security industry in Uganda operates under regulations set forth by the Uganda Police Force, emphasizing requirements for registration, licensing, operational control, and personnel management (Statutory Instrument of 2013 No 11). However, challenges persist, including commercial orientations, lack of professionalism, and insufficient guidelines for enlistment, training, career progression, and remuneration within private security companies (Joseph, 2019). These conditions directly impact service delivery and employee motivation (Herzberg, 1968).

Mbale City, Uganda, is home to numerous private security firms, with a focus on Alpha Guard Services, Tight Security (U) Limited, and SGA Security Group in this study. While some companies adhere to professional ethics and prioritize personnel welfare, many are profit-driven and lack professionalism (Joseph, 2019). The absence of clear guidelines for employee welfare exacerbates these challenges. Therefore, this study sought to explore the relationship between staff welfare programs and the performance of security guards in selected private security companies in Mbale City, Uganda.

### **1.2.Statement of the Problem**

The private security sector in Mbale City, Uganda, is mandated by regulatory standards to uphold certain welfare provisions, including insurance coverage and timely remuneration for employees,

as outlined in the Statutory Instrument of 2013 No 11 for the Police (Control of Private Security Organizations) Regulations. However, documented instances suggest widespread non-compliance and violations of these standards, as reported by the Daily Monitor on 16th, July 2019. Moreover, empirical evidence reveals concerning trends within the sector, such as shooting incidents involving security guards and their involvement in criminal activities, as detailed by Joseph (2019).

A critical analysis of the sector further reveals a dearth of professional training and inadequate welfare provisions for security personnel, with a majority of private security firms failing to adequately address these crucial aspects, as highlighted by The Uganda Private Security Companies Association (TUPSA, 2021). This deficiency in training and welfare support exposes security guards to heightened risks and vulnerabilities, including long working hours, meagre wages, and substandard living conditions, as corroborated by reports from Watala (2020). In light of these systemic challenges and security risks, there exists a pressing need to investigate the efficacy of staff welfare programs in mitigating these issues and enhancing the performance of security guards within private security companies in Mbale City. Therefore, this study endeavours to contribute to the academic discourse by examining the impact of welfare interventions on security guard performance, aiming to provide actionable insights for policymakers, industry stakeholders, and organizational leaders to improve welfare standards and bolster the effectiveness of private security operations in Mbale City, Uganda.

### **1.3. Objectives of the Study**

- i. To establish the effect of training on performance of security guards in selected Private Security Companies in Mbale City.
- ii. To identify the effect of medical benefits on performance of security guards in selected Private Security Companies in Mbale City.
- iii. To investigate the effect of wages and other allowances on the performance of security guards in selected Private Security Companies in Mbale City.

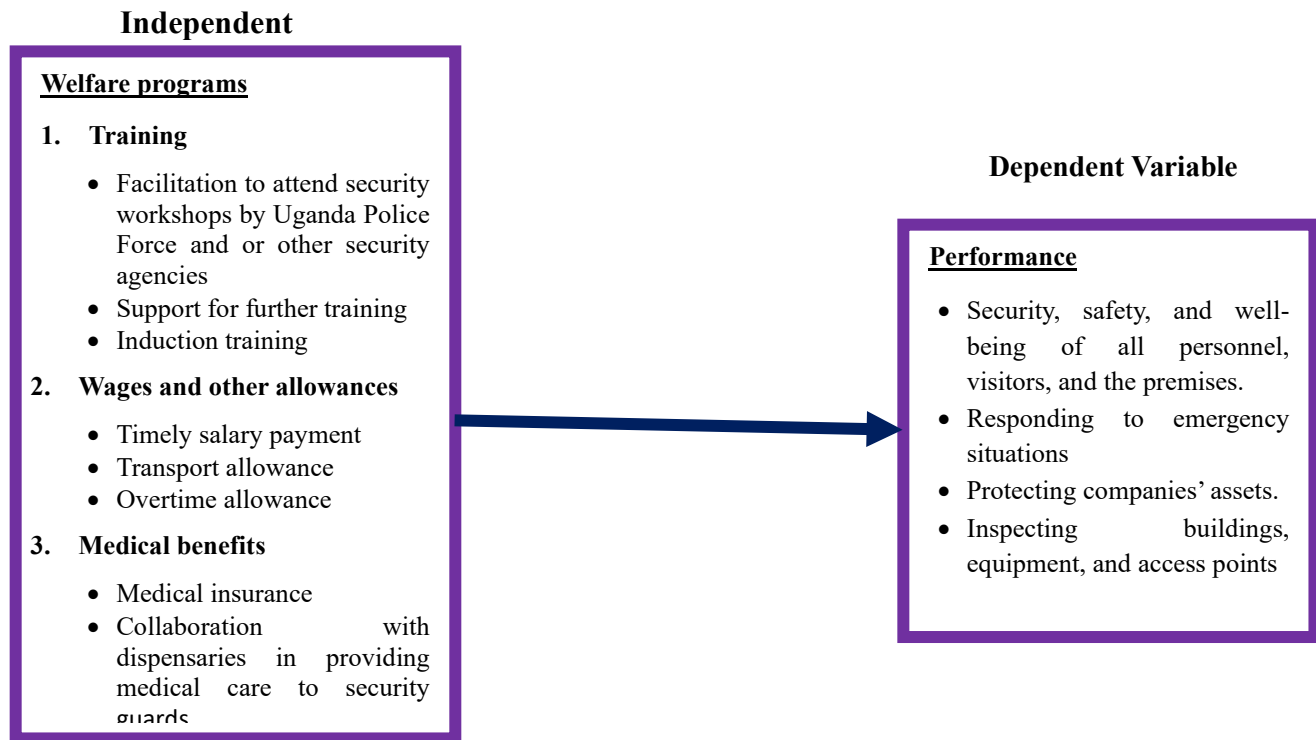
### **1.4. Research Hypotheses**

- i. There is no significant effect of training on the performance of security guards in selected Private Security Companies in Mbale City.
- ii. There is no significant effect of medical benefits on performance of security guards in selected Private Security Companies in Mbale City.
- iii. There is no significant effect of wages and other allowances on the performance of security guards in selected Private Security Companies in Mbale City

### **1.5. Conceptual Model**



In devising the study's conceptual model, the researcher categorized Welfare Programs as the independent variable, and Performance as the dependent variable.



*Figure 1. Conceptual Framework*

## 2.0. Literature Review

### Theory

The study was based on the Abraham Maslow's hierarchy of needs theory and Frederick Herzberg's hygiene and motivation theory. These were observed to be the most appropriate theories to guide the study.

### 2.1. Training and Employee Performance

The identification of employee skills gaps in organizations is a significant challenge for human resource managers. Training is crucial for achieving organizational objectives, as it enhances productivity (Azara et. al, 2013). Effective management, development, and engagement of employees are essential for organizational performance, which can be boosted through training (Hamid, 2011). Training improves productivity by familiarizing employees with evaluation methods, offering incentives, and promoting discipline (Suganya, 2011). To meet increasing customer expectations, employers must equip employees with the necessary skills, knowledge, and attitudes (Cross, 2018). Training has a positive impact on employee performance and

organizational productivity (Daniel, 2018), but it requires substantial investment (Ogbu & Osanaiye, 2017). Training programs should be well-designed and tailored to individual employee needs (Kuruppu, Kavirathne, & Karunarathna, 2021), and organizations must recognize the importance of continuous training and development for long-term success (Janes, 2018; Mohsin & Thomas Ngui, 2019). Despite financial constraints, investing in training is essential for future business success (Mourdoukoutas, 2012). The literature highlights the importance of training but also points out that it can lead to employees feeling overqualified and demanding higher wages, which can stagnate productivity. Therefore, human resource practitioners must strategically manage training and development to maximize organizational benefits (Azara et al., 2013; Ogbu & Osanaiye, 2017).

## **2.2. Wages and Other Allowances and Employee Performance**

Wages, defined as earnings received by employees for services provided over a specified period, are essential for employees' economic, psychological growth, and motivation (Orbeta & Paqueo, 2016; Bersales, 2014; Odoh, 2012). They serve as a primary source of income for necessities and luxuries, impacting employees' economic well-being (Odoh, 2012). Studies show that adequate wages and allowances significantly enhance organizational performance by motivating employees (Muogbo, 2013; Obasa, 2015). In Uganda, the compulsory remittance of wages as per the Employment Act (2006) underscores its role in employee motivation and organizational commitment (Olatunji & Sarat, 2014). Effective salary and wage administration, which involves fair and competitive compensation, is crucial for retaining staff and ensuring high productivity (Agburu, 2012; Sule & Ugoji, 2013; Obasan, 2012). However, wage discrepancies often arise due to differences in organizational revenue bases, influencing their ability to compensate employees adequately (Agburu, 2012). Studies highlight that adequate and equitable wages are vital for employee satisfaction and productivity, especially in low-income settings where employees rely heavily on their earnings (Okeke, Nwele, & Achilike, 2017; Ojoromi, 2012). Conversely, wage agreements and fixed salaries can sometimes lead to employee complacency and reduced organizational competitiveness (Ermelinda, 2019; Adewale, 2014). Thus, organizations must balance fair compensation with strategies to maintain employee motivation and organizational efficiency (Orbeta & Paqueo, 2016; Agburu, 2012).

## **2.3. Medical Benefits and Employee Performance**

The provision of health and well-being benefits significantly impacts employee engagement and performance. Natalie and Mueller (2017) found that over 76 percent of employees are more engaged in organizations that offer such benefits. These benefits serve not only as motivational tools but also as vital components in boosting employee productivity (Gilbert & Anne, 2020). While it's generally assumed that benefits enhance morale and productivity, past research shows mixed results, indicating that benefits alone do not guarantee increased productivity if employees lack necessary skills (Ebri, 2015; Parveen, 2015). Non-monetary compensation, such as medical

benefits, can attract top talent and improve job satisfaction, directly influencing employee productivity (Wesonga et al., 2011; Al Modeer et al., 2015). However, the efficacy of these benefits varies across industries and is stronger in manufacturing than in non-manufacturing sectors (Dong ug, Gun & Sang-Jik, 2016). Benefits are also linked to job satisfaction, turnover intentions, and organizational commitment (Maissaiat et al., 2015). Yet, despite the positive correlation between benefits and employee attitudes, some organizations fail to leverage this potential due to a lack of awareness or engagement (Chenoweth, 2019). The primary gap in the literature is the challenge of quantifying the impact of health benefits on productivity and the oversight that monetary compensation remains the primary motivator for employees (Orbeta & Paqueo, 2016).

#### **2.4. Employee Performance**

Employee performance among security guards is intricately influenced by various organizational factors, prominently including training, wages, and medical benefits. Training programs designed for security personnel play a pivotal role in enhancing their effectiveness by imparting essential skills such as surveillance techniques, conflict resolution, and emergency response (Azara et al., 2013; Daniel, 2018). Adequate wages and allowances are crucial in motivating security guards, ensuring they feel valued and adequately compensated for their demanding roles (Odoh, 2012; Obasa, 2015). Moreover, medical benefits are essential for security guards as they often face physical and psychological challenges in their line of duty. Access to healthcare services, including injury coverage and mental health support, not only improves their well-being but also enhances their on-the-job performance by reducing absenteeism and improving job satisfaction (Natalie & Mueller, 2017; Gilbert & Anne, 2020). In the security industry, these factors collectively contribute to enhanced employee performance. Organizations that invest in comprehensive training, offer competitive wages, and provide robust medical benefits tend to experience higher levels of employee engagement and operational effectiveness among their security personnel. Conversely, neglecting these factors can lead to decreased morale, increased turnover, and compromised security operations. Therefore, a strategic approach to addressing the training, compensation, and health needs of security guards is critical for ensuring optimal performance and organizational security outcomes.

#### **3.0. Methodology**

A correlational research design was used to measure the effect between the study variables. It also involved the use of the mixed paradigm of both quantitative and qualitative approach as a means to investigate the research problem regarding the effect of staff welfare programs on the performance of security guards in selected private security companies in Mbale City, Uganda. The study population included Security guards and their managers from three private security companies including Alpha Guards Services Ltd, SGA Security (U) Ltd and Tight Security (U) limited. The sample size of 117 guards was obtained using Solvins formular (Slovin, E. 1960);

$n = \frac{N}{1+N(e)^2}$  where **n** represents a sample size, **N**-portrays the total population (165) and **e**-symbolizes the confidence level. Reliability of the questionnaire was established using Cronbach's Alpha whereby the results of the 20 academicians were put to test using SPSS and the reliability Index of > 0.7 was determined and accepted as per Amin (2005) as indicated in the table below. After constructing the questionnaire, the researcher contacted four experts in order to get expert judgment on validity of the instruments. After computation using the Content validity Index (CVI) the result was **0.8** implying that the instruments were valid since the result was the result was greater than 0.7 (Gay, 1996).

### 1.0. Analysis

Staff welfare programs composed the independent variables and it was gauged by programs like training, wages and other allowances and medical benefits and performance of staff in selected security companies was measured by security and safety of premises and visitors, response to emergencies, protecting company assets and timely inspection of buildings. Comprehensive summaries to staff feedback to these items are presented in Table 4. The independent variables were presented in table I, II, III and IV. However, table V and VI presented the correlation and coefficients.

**Table I: Showing Responses on Training**

No	Item	Responses		
		SA & A%	NS%	D&SD%
1.	I Am Given Continuous Training	41.3		58.8
2.	My Overall Productivity Is Determined By Skills I Got In The Training	55.1	16.3	28.8
3.	I Am Always Provided Feedback After Appraisals Have Been Done	57.6	3.3	38.8
4.	The Training I Acquired Relates to Training Needs	60.1	6.3	33.8
5.	The Training Acquired Has Widened My Knowledge, Changed My Attitude Towards Work and Improved Competency Levels	51.3	5.0	43.8

**Source:** Primary Data, 2022



In Table 1, results show that less than half of the respondents (41.3%) agree that they are given continuous training, while a significant majority (58.8%) disagree, indicating a gap in ongoing training opportunities among security guards. More than half of the respondents (55.1%) believe that their overall productivity is determined by the skills acquired during training. However, a notable portion (28.8%) disagrees, and 16.3% are unsure, suggesting mixed perceptions about the impact of training on productivity. A majority of respondents (57.6%) agree that they are provided feedback after appraisals while 38.8% disagree, indicating that while many receive feedback, there is still a significant number who do not. A majority (60.1%) believe that the training they acquire relates to their training needs, though a third (33.8%) disagree. This suggests that while most feel the training is relevant, there are still areas for improvement in aligning training with needs. Just over half (51.3%) agree that the training has widened their knowledge, changed their attitude towards work, and improved competency levels. However, a significant proportion (43.8%) disagree, indicating varied experiences regarding the impact of training. Overall, the results suggest that while there are positive perceptions about the relevance and impact of training, there are significant areas where improvements can be made, particularly in providing continuous training and ensuring consistent feedback post-appraisals. During the interview one of the managers was quoted saying;

*“the extent of productivity by security guards is driven by the extent of training”* (Interview, 2022)

**Table II: Showing Responses on Wages and Other Allowances**

No	Item	Responses		
		SA & A%	NS%	D&SD%
	<b>Feedback On Wages and Other Allowances</b>			
1.	I Am Entitled to Wages and Other Allowances At Work Place	80.3	1.3	12.6
2.	The Transport Allowance Given to Me Has Helped Me to Reach at Work Place Timely	70	5.0	25.1
3.	The Wage I Get Covers Both Time Spent and Effort That I Put in At Work Place	35.1	2.5	62.6
4.	The Wage I Get Is Motivates Me to Work Hard and Stay Work Place	42.6		57.5
5.	My Employer Has the Ability to Pay Wages and Other Allowances To Me	57.6	5.0	37.6

**Source:** Primary Data, 2022

In Table II above most guards (80.3%) feel entitled to wages and allowances, indicating awareness of their compensation rights. A significant proportion (70%) agree that transport allowances help them reach work on time, showing effectiveness in staff welfare. A majority (62.6%) feel wages do not cover their effort, highlighting dissatisfaction and the need for better compensation. Over half (57.5%) are not motivated by their wages, indicating a need for more motivating pay structures. A moderate majority (57.6%) believe the employer can pay wages and allowances, but 37.6% have doubts, affecting trust. Positive feedback on entitlement and transport allowances contrasts with significant dissatisfaction regarding wage sufficiency and motivation, indicating areas for improvement in compensation practices. In relation to wages and other allowances, a supervisor opinionated that;

*“All workers are entitled to some form of wage and allowance to keep them going”* (Interview, 2022)

**Table III: Showing Responses on Medical Benefits**

No	Item	Responses		
		SA & A%	NS%	D&SD%
	<b>Feedback On Medical Benefits</b>			
1.	I Am Entitled to Medical Insurance as Part of Benefits Provided by My Employers	28.8	5.0	66.3
2.	My Effort in The Organization Has Increased Due to The Medical Benefits I Get	36.3	6.3	57.6
3.	My Medical Situation Is Reviewed Periodically by My Employers to Assess My Healthy Conditions	65	3.8	31.3
4.	I Am Satisfied and Motivated to Work in The Organization Due to Medical Benefits Given to Me	30.1	8.8	61.3

**Source:** Primary Data, 2022

A significant majority (66.3%) disagree that they are entitled to medical insurance, indicating a considerable lack of this benefit among employees. Over half (57.6%) do not feel that medical benefits increase their effort, suggesting that current benefits may not be substantial or motivating enough to impact work performance positively. A majority (65.0%) agree that their medical situation is periodically reviewed, which reflects a positive organizational practice in monitoring

employee health. However, 31.3% disagree, indicating room for improvement in consistency. Most respondents (61.3%) are not satisfied or motivated by the medical benefits provided, highlighting a significant area of concern that needs addressing to improve employee morale and retention. The results in Table III reveals that most security guards feel inadequately provided for regarding medical insurance and benefits. The lack of satisfaction and perceived impact on effort indicates that the current medical benefits do not sufficiently meet the employees' needs, underscoring the necessity for enhanced welfare programs to boost overall performance and job satisfaction. One of the supervisors intimated that;

*“Much as little is done to enhance medical benefits to workers, something needs to be done to promote job satisfaction”* (Interview, 2022)

**Table IV: Showing Responses on Performance of Security Guards in Selected Private Security Companies in Mbale City**

No	Item	Responses		
		SA & A%	NS%	D&SD%
	<b>Feedback on Performance of Security guards</b>			
1.	Inspecting Buildings, Equipment, and Access Points	56.3	5.0	38.8
2.	Obtaining Help by Sounding Alarms	57.5	5.0	36.3
3.	Preventing Losses and Damage by Reporting Irregularities	66.3	2.5	31.3
4.	Restraining Trespassers	62.5	5.0	32.5
5.	Controlling Traffic by Directing Clients	62.5	3.8	33.8

**Source:** Primary Data, 2022

A majority (56.3%) of the respondents agree that security guards effectively inspect buildings, equipment, and access points, although a significant proportion (38.8%) disagree, indicating variability in performance. Most respondents (57.5%) believe security guards are proficient in obtaining help by sounding alarms, but 36.3% disagree, suggesting some inconsistency in this critical response function. A strong majority (66.3%) affirm that security guards prevent losses and damage by reporting irregularities, indicating this as a well-executed aspect of their duties. A significant portion (62.5%) agree that security guards effectively restrain trespassers, though 32.5% disagree, suggesting some challenges in this area. Most respondents (62.5%) agree that

security guards control traffic by directing clients efficiently, yet 33.8% dissent, indicating room for improvement.

**Table V: Correlational Matrix**

	Training	Medical	Wages	Performance
Training				
Medical	.492**			
Wages	.369**	.756**		
Performance	.112**	-.583**	-.264*	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

To judge these relationships, to judge the strength of the relationship, the Cohen (1988) threshold was used. Where when  $r = .10$  to  $.29$  the relationship is weak, when  $r$  is between  $.30$  to  $.59$  it is medium, and when  $r = .60$  to  $1.0$  it is considered strong.

#### **Testing the relationship between Training and performance of security guards in selected private security companies in Mbale city**

The Pearson correlation statistic indicates the strength of relationship, the Sig. value indicates if this relationship is statistically different from 0 and the N indicates number of respondents The result shows that there is a weak relationship between training and performance of security guards ( $r = 0.112$ ;  $p < .05$ ). This implies that private security companies need to do a little more training if it is to enhance performance of security guards. In all, there is a weak relationship between training and performance of security guards

#### **Testing the Relationship between Medical Benefits and Performance of Security Guards in Selected Private Security Companies in Mbale City.**

The result shows that there is a significant but negative relationship between medical benefits and performance of security guards ( $r = -0.583$ ;  $p < .05$ ). This implies that whenever medical benefits are enhanced in private security companies, performance of security guards tends to decrease.

### Testing the Relationship between Wages and Other Allowances and the Performance of Security Guards in Selected Private Security Companies in Mbale City

The result shows that there is also a weak but also negative relationship between wages and other allowances and performance of security guards ( $r = -0.264$ ;  $p < .05$ ). This implies that level wages and other allowances are not motivating enough to the security guards and may undermine effective performance.

**Table VI Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.951	.946		1.006	.318
	Training	1.752	.269	.527	6.512	.000
	Medical	-2.425	.241	-.155	-10.062	.000
	Wages	1.382	.358	.415	3.856	.000

a. Dependent Variable: Performance

The regression model in Table VI examines the impact of training, medical benefits, and wages on the performance of security guards in the selected private security companies in Mbale city. The findings reveal that training has a significant positive effect on performance ( $\beta = .527$ ,  $p = .000$ ), indicating that increasing training by one unit increases performance by approximately 52.7% units. Conversely, medical benefits show a significant negative effect on performance ( $\beta = -15.5$ ,  $p = .000$ ), suggesting that increasing medical benefits by one unit decreases performance by approximately -15.5% units. Wages also demonstrate a significant positive effect on performance ( $\beta = .415$ ,  $p = .000$ ), indicating that increasing wages by one unit increases performance by approximately 41.5% units. Overall, the model highlights the influential roles of training, medical benefits, and wages in shaping the performance outcomes of security guards in this setting.

## 5.0. Discussions

### Training and Performance of Security Guards



The study focuses on the impact of training on the performance of security guards in selected Private Security Companies in Mbale City. It identifies a significant positive relationship between training and performance, emphasizing that effective performance hinges on enhanced training initiatives. The study advocates for increased investment in training resources to bolster performance outcomes among private security guards. Daniel (2018) highlights that continuous training improves employee productivity and commitment to organizations, while Suganya (2011) underscores the role of training in enhancing productivity through various interventions such as skill identification and continuous feedback. Ogbu and Osanaiye (2017) emphasize organizations' substantial investments in training to enhance employee knowledge and achieve organizational goals, aligning with Khan, Khan, and Khan (2011), who stress the critical role of human resource capital and training in organizational performance. These findings resonate with global perspectives, reinforcing the link between training and performance across different contexts, including Uganda's private security sector.

### **Medical Benefits and Performance of Security Guards**

The second objective of the study focuses on evaluating the impact of medical benefits on the performance of security guards in selected Private Security Companies in Mbale City. Descriptive statistics reveal significant dissatisfaction among respondents regarding medical benefits: 63.3% disagreed about receiving medical insurance, 57.5% felt efforts in the organization were unaffected by medical benefits, and 61.3% disagreed that medical benefits contributed to their satisfaction and motivation at work. This highlights a critical need for private security companies in Mbale City to prioritize and enhance their medical benefit offerings to better support employee welfare and performance. These findings are supported by Natalie and Mueller (2017), who found that health and well-being benefits significantly enhance employee engagement, and by Gilbert and Anne (2020), who emphasize the role of medical benefits in meeting workers' needs and driving productivity. The study underscores the importance of investing in medical benefits to promote workforce health and enhance employee performance in the private security sector, aligning with broader research on the positive correlation between medical benefits and employee performance.

### **Wages and Other Allowances and Performance of Security Guards**

The third objective of the study focuses on assessing the impact of wages and allowances on the performance of security guards in selected Private Security Companies in Mbale City. Descriptive statistics reveal significant dissatisfaction among respondents regarding wages and allowances: 62.5% strongly disagreed that their wages adequately compensate for their time and effort, and 57.5% disagreed that their wages motivate them to work hard and remain committed. This suggests a critical need for private security companies in Mbale City to enhance their wage and allowance structures to better support and motivate their security guards. Odoh (2012) emphasizes that wages are crucial for economic and psychological well-being, and Muogbo (2013) underscores the role of adequate compensation in enhancing organizational performance. Despite the prevalence of

private security companies in Uganda and particularly in Mbale City, the study finds that wages and allowances remain insufficient, as noted by the Uganda Employers' Association (2018). This disparity is exacerbated by long working hours and challenging conditions faced by security guards, which the Employment Act of 2006 recognizes as essential for worker satisfaction and organizational stability. Addressing these issues is crucial to improving workforce motivation and overall performance in the private security sector.

## **6.0. Conclusions**

### **Training and Performance of Security Guards**

The study concludes that there is a significant dissatisfaction among security guards in private companies in Mbale City regarding the continuity and effectiveness of training provided by employers. Only 41.2% agreed that they receive continuous training enabling them to perform various tasks effectively. The statistical analysis reveals a weak effect of training on performance ( $\beta = 0.112$ ,  $t = 0.993$ ,  $p < .001$ ), indicating that despite its potential benefits, training efforts are insufficiently continuous to fully enhance performance as expected.

### **Medical Benefits and Performance of Security Guards**

The study on medical benefits and their impact on the performance of security guards in private companies in Mbale City found a significant negative effect ( $\beta = -0.583$ ,  $t = 6.334$ ,  $p < .001$ ). This indicates that despite the potential positive impact of medical benefits on performance, private companies have not adequately improved the welfare standards related to medical care for security guards. The findings underscore the need for more strategic interventions to enhance the correlation between medical benefits and the performance of security guards.

### **Wages & Other Allowances and the Performance of Security Guards**

The analysis indicates a significant relationship between wages and allowances offered by private security companies and the performance of security guards in Mbale City. However, the study found a weak effect of wages and allowances on performance ( $\beta = -0.264$ ,  $t = 2.417$ ,  $p < .001$ ). A majority of respondents (62.5%) disagreed that their wages adequately reflect their time and effort and 57.5% disagreed that wages motivate security guards to work hard and remain committed. These findings suggest that current wage structures may not sufficiently support enhanced performance among security guards, highlighting the need for management to implement interventions aimed at improving wage conditions within private security companies.

## **7.0. Recommendations**

The study underscores inadequate management of training as a function within private security companies, necessitating governmental oversight for continuous training. Adherence to procedural training policies is critical. Training emerges as pivotal for performance enhancement, urging strategic investment in personnel development by private security firms to optimize performance

outcomes. Based on the findings, the study recommends that private security organizations in Mbale City should urgently implement minimum medical insurance packages for security guards to enhance satisfaction and performance. Additionally, there is a need for these organizations to improve basic medical standards and allocate resources in their budgets to adequately cover medical benefits. These measures can significantly improve guards' welfare, motivation, and overall performance within the organizations. Results attested to the fact that security guards are entitled to some level of wages and other allowances. Nevertheless, there is still need for more enhancements in the level of wages and other related allowances like transport. The fact that wages are critical in motivating security guards, private security companies need to reasonably improve their level.

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