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(JIRP) Perception on Private Securization on Service Delivery in Owned  
Businesses in Africa. A Critical Literature Review.



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## **Perception on Private Securization on Service Delivery in Owned Businesses in Africa. A Critical Literature Review.**

**Dr. John Kimani**

Kenyatta University, School of Humanities and Social Sciences

Corresponding author's email: [journals@carijournals.org](mailto:journals@carijournals.org)

### **Abstract**

**Purpose:** Security service delivery in public sector is crucial as it entails protecting government personnel as well as property. Therefore, security is increasingly viewed as a key condition for economic growth and development. The overall objective of this study was to examine perception on private securization on service delivery in owned businesses in Africa.

**Methodology:** The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes and to extract knowledge gaps.

**Findings:** The study concluded that outsourcing security services, frees up time required for recruiting personnel's and managing them, which gives enough time to concentrate on the core services provided by the organization. This has significantly improved efficiency and enhanced better service delivery in outsourcing firms. In contrast, outsourcing of security services from advertisement process, to examining backgrounds and training is a laborious time-consuming exercise, which as a result also saves overall costs of this outsourced services. This process is usually better handled by the specialized companies than contracting organizations.

**Unique Contribution to Theory, Policy and Practice:** It is recommended that it's most appropriate for enterprises to strengthen their cash protection security services. This can be achieved through outsourcing of highly skilled security services from reputable security firms. The institutions should also provide regular trainings to the security officers on effective cash protection. Further, the study recommends that security officers should be trained on how to protect human life especially, the personnel that they are supposed to protect. The security officers should also make sure that they conduct thorough checkups on any persons accessing the company premises.

**Keywords:** *Perception, Private Securization, Service Delivery, Owned Businesses, Africa.*

## INTRODUCTION

Many states worldwide are increasingly outsourcing the services of private security companies/ industry that were traditionally undertaken by their military and the police; this is partly in response to public sector downsizing, but also because of the changing nature of warfare (BLS,2019).In theory at least, this new model of security provision allows governments and public institutions to increase efficiency by concentrating on their core functions whilst transferring surplus responsibilities to private companies. For instance, the Confederation of European Security Services estimated in 1999 that more than 500,000 guards were employed by 10,000 PSCs in the European Union (EU) alone. This number may well have doubled with the expansion of the EU. ASIS Foundation (2019) has shown that over 200,000 private security guards are employed in South Eastern Europe, considerably more than the number of police officers employed in those states.

Indeed, there are states including for example, Israel, the UK, US, and South Africa, whereby the size of PSC budgets and the number of individuals they employ exceed those of public law enforcement (Kinsey, 2016). Modern large and small companies do not have the capacity or expertise to manufacture every component of an end product they are getting ready for sale. This is a good thing as it creates the need for additional jobs provided the market is good for the product being manufactured and assembled. The key to outsourcing is choosing the resource that can provide the quality product or service in completing an end product (Corner, Kinicki& Keats, 2014).Companies may seek internal savings to focus money and resources towards core business. Companies and public entities may outsource certain specialized functions, in order to increase the level of consumer satisfaction.

In Asia, Korkor (2011) determined outsourcing implications in Turkish State Owned Enterprise (SOE) system by conducting a survey. In the light of the survey, it was stated that SOEs outsource services extensively in order to decrease costs, improve service quality and remove the personnel insufficiency. When applied judiciously through cost and risk analysis, proper evaluation of performance and proper preparation of contract, it is a cost effective approach that can be used by most SOEs. According to Kinsey (2016), some of the commonly outsourced security services in the United States include cash protection, bodyguard services, property guarding services and information guarding services. Cash Protection entails safeguarding company money and other valuables against theft, loss or damage both while in transit or in storage. Body guarding involves protecting VIPs and other personnel working in an organization from injury, kidnapping as well as loss of life while at the organization's premises, property protection entails securing an organization's assets from loss of damage or even theft while data protection is the process of safeguarding important information from corruption, compromise or loss. It is expected that outsourcing these security services will enhance security delivery among commercial stateowned enterprises in Kenya. According to Khaki and Rashidi (2012), there are several reasons to believe that organizations attempt to outsource their activities.

By justifying that outsourcing decisions are strategic, this strategy can be the source of many fundamental changes in the organization. Therefore, the most important point is to manage these crucial changes. It means to entrust activities to outside organizations or people in order to achieve better efficiency, better responsiveness, and reduction of costs. However, it does not mean entrusting the whole responsibilities to the outside organizations (Espino-Rodriguez & Padron-Robaina, 2014). According to McMillan (2021), the commonly outsourced activities include: IT services; delivery, logistics and distribution services; human resources services; sales and marketing services; procurement services; customer call centre services; and finance and accounting services. The decision to outsource is typically developed at senior levels of corporate management and is usually contemplated as part of a larger strategic initiative. Well-structured outsourcing arrangements should lead to a more efficient allocation of roles and responsibilities among the parties to the arrangement and, from a customer's perspective, can bring a range of benefits. The recognized benefits of outsourcing include: increased efficiency through reduced risk associated with running effective IT departments, controlled costs, increased reach by providing access to world class capabilities that might otherwise not be affordable, better investments, and an improved focus on core business activities.

Ultimately, outsourcing should serve to make companies more flexible and agile, ready to meet the challenges of doing business in an increasingly technological and competitive world, while providing cost savings and service level improvements (McMillan, 2021). Increased outsourcing of non-core activities by ministry of roads authority in Kenya can improve service quality (Lolkidiane, 2012). A vendor will be in a better position to provide the outsourced services because this area constitutes its core business (Gilley & Rasheed, 2020). Frequently, the improved capabilities of the supplier are the result of large investments in technology, in methodology and in human resources made over time. In many cases, the capabilities of the vendor include specialized knowledge in the industry obtained by working with many customers. The knowledge of the vendor can be transferred to the outsourcing firm, satisfying customer requirements with their skills, processes or technology. For all of the above reasons, the outsourced service quality and the perception of that service are better than when performed in-house (Espino-Rodríguez & Gil-Padilla, 2015). Moreover, as a result of the activities contracted out to the vendor, since the management spends more time on its other remaining services, an increase in the quality of the services performed could be observed. Outsourcing activities with low strategic value can lead to lower costs and thereby improve the organizational results (Espino-Rodríguez & Padrón-Robaina, 2015).

Firms are increasingly viewing outsourcing strategies for reducing or controlling costs. Empirical research also suggests that outsourcing firms often achieve cost advantages relative to vertically integrated firms (Gilley & Rasheed, 2020). It is commonly believed that vendors can give the same level of service at a lower cost than internal departments. Presumably, vendors benefit from economies of scale, tighter control over fringe benefits, and better access to lower-cost labour pools, and more focused expertise in managing service (Downey, 2015). By focusing on specific

skills and technologies, a vendor may become more proficient at that activity than the outsourcing firm may. Ideally, the vendor is also a cost-conscious provider and reduces bureaucratic costs, produces further efficiencies, and shares some of the savings with its clients (Gilley, Greer & Rasheed, 2014). In addition, outsourcing arrangements reduce the need for capital assets, and this reduced investment in organization's capacity lowers fixed costs and leads to a lower break-even point (Gilley & Rasheed, 2020).

Ndanu (2014) sought to identify the role played by the private security in community policing in Kenya. The primary target population constituted both male and female private security officers drawn from different private security companies in Kikuyu Sub-County. Purposive and simple random sampling was utilized in selecting a sample size of 120 officers drawn from the management teams, field supervisors and the security guards. The study used primary data collected from the private security providers. Questionnaires and interview guides were used to collect data. The study used descriptive analytical methods which included percentage tables, graphs and charts to enhance clarity. The study identified various services offered by private security sector in Kenya which included: cash carrying, guarding, alarm response and executive protection and security consulting.

Waweru (2014) study established the impact of outsourcing strategy on service delivery at Nairobi City County. The study employed descriptive research design for it portrays an accurate profile of situations. The study targeted all sectors of Nairobi City County and a census sampling method was conducted. The results indicate that correlation between performance and service delivery shows that there was a strong positive correlation, while a correlation between productivity and service delivery shows that there was a strong negative correlation. However, the study did not focus on security services thus presenting a conceptual gap. Mucai (2010) study examined the benefits and risks associated with outsourcing of security services with reference to Kenya Tea Development Authority (KTDA). The study also sought to examine the strategies that can be adopted to solve the risks associated with outsourcing security services. The study employed the case study research design. The study revealed that the main benefit of outsourcing security services at KTDA laid in getting good quality of the security services which in turn enhanced better performance in the firm. The study also found that there were various risks involved in outsourcing security services. These included underestimated hidden costs, lack of internal organizational privacy, loss of full control of internal security systems and lack of adequate information on the potentials of the outsourced security firm.

Strom Berzofsky et al. (2019) in their study noted that the private security industry is a crucial component of security and safety in the United States. Today, private security is responsible not only for protecting many of the nation's institutions and critical infrastructure systems, but also for protecting intellectual property and sensitive corporate information. Companies also rely heavily on private security for a wide range of functions, including protecting employees and property, conducting investigations, performing pre-employment screening, providing information technology security, and many other functions.

Mkilindi (2014) study was conducted at the Ultimate Security Company in Tanzania. The main objective of the study was to assess the role of private security companies in enhancing public security. The findings indicated that the PSCs play a greater role on enhancing the security in the society; however both categories of the respondents (administrators, the security guards, clients and the police) experience some challenges in the execution of their duties. The challenges reported for security guards included lack of cooperation between guards and clients, power cut, long working hours, long distance to the working station, shortage of and poor weapons, poor working condition, conflict among the security guards themselves. Challenges reported for administrators included communication breakdown between the guards and the control room, failure of electronic equipment, shortage of motor vehicles, high labour turn over and poor salaries. As for clients, the challenges reported included lack of full trust with the guards, the change of guards and poor weapons.

### **Statement of the Problem**

Security service delivery in the public sector is crucial as it entails protecting government personnel as well as property (Kinyua, 2016). Lack of or ineffective security service delivery weakens the performance of any organization (Mbuvi, 2015). For this reason, the commercial state owned enterprises are increasingly expected to provide security services effectively, efficiently and in a customer-centric manner, importing key private sector concepts where appropriate – and this means aligning every action/strategy towards a meaningful customer experience. Whereas the above should be the case, security provision in enterprises is poor. Effective, efficient, quality and timely security services delivery is missing in this enterprises (Kinyua, 2016). Cases of theft and damage of property, data hacking and cash loss and theft continue to be reported in the Kenya commercial owned enterprises. There are many solutions to the above that have been suggested. The outsourcing of security services from the private sector has been rampant in this enterprises. The existing literature fail to show the perception on private securization on service delivery in owned businesses. This study thus sought to fill the existing gap by determining the perception on private securization on service delivery in owned businesses.

### **Objective of the Study**

The overall objective of this study was to examine perception on private securization on service delivery in owned businesses in Africa.

### **Significance of the Study**

The study findings therefore may be of benefit to the management of business enterprises since the study highlights some recommendations that may help them in improving their performance through outsourcing of security services. The study may contribute to the growing body of research on perception on private securization on service delivery in owned businesses. The findings of the study may also be of significance to the security agencies that regulate the private security sector.

They may seek to improve the security products offered by the private security firms to the public through policies that may give room to outsourcing of security services.

## **THEORETICAL REVIEW**

This study is supported by two theories namely: the functionalist model and securitization theory. The discussion below shows the concepts of the theories and how they are linked to the study. The functionalist model was found to be more effective in explaining the study variables and hence is the main theory on which the study is anchored.

### **Functionalist model**

From the perspective of the functionalist explanatory model, which rests on a combination of principal–agent theory (Pollack, 2003; Hawkins et al. 2006) and resource-dependence theory (Pfeffer and Salancik 2003; Kruck, 2011), rational governmental actors (principals) strive for effective and cost-efficient ‘solutions’ to security problems by delegating security-related tasks to PSCs (agents). The model argues that under the complexity-enhancing conditions of deep and rapid technological changes in warfare, volatile security environments and asymmetric violent conflicts, states and, more specifically, their armies do not always possess all the skills, qualifications and expertise that would be necessary for effectively managing their security problems. Thus, states increasingly contract with PSCs because they lack material or immaterial military and security resources essential for effectively achieving their security goals and are thus in a situation of dependence on PSCs’ resources (Donald 2006, Deitelhoff 2010). At the same time, because of budgetary constraints and saving pressures, cost-sensitive ministries of defense and militaries balk at the expense of building up and continuously sustaining a military resource base that would be sufficient for autonomously dealing with their security problems. In the face of mounting costs of armament technology and decreasing overall defense budgets, they feel pressurized to realize costs-savings and to ensure military operability through enhanced efficiency and concentration on core military tasks.

States (principals) thus delegate security-related and military tasks, and ensuing political authority, to PSCs (agents) in order to tap PMSCs’ resources. Contracting with PMSCs enhances states’ capacity to respond quickly and flexibly to complex security problems and bolsters their adaptability in the face of changing challenges and technologies of warfare, while reducing economic costs. PSCs serve as flexible expert agents that are specialized in the relevant fields. Because of their professional expertise, skills and short-term availability, they are expected to enhance the effectiveness of security provision. Moreover, privatization also promises gains in economic efficiency through functional specialization, the reduction of transaction costs in the build-up and maintenance of military expertise, the reduction of administrative costs and cuts in permanent costs for personnel, as well as the activation of competitive market pressures (Donald 2006; Kinsey 2006; Cockayne 2007; Deitelhoff 2010; Petersohn 2010). As the use of PSCs also creates costs, including financial expenditures for the outsourced services, as well as transaction costs in the selection, monitoring, coordination and (if necessary) sanctioning of PSCs, rational

governmental actors will only contract with PSCs if the anticipated benefits from making use of PMSCs' valued resources are larger, in terms of effectiveness and economic efficiency gains, than expected material costs.

The functionalist model is relevant to this study since it explains the concept of outsourcing security services. The business enterprises are the principal which delegate security responsibilities to other providers who act as agents. Some of the security services the enterprises outsource include cash protection, bodyguard, property and information guarding. The model explains some of the reasons for security outsourcing to include; cost-efficiency and resource dependence. This theory has not only shown, both in previous research works but also in this study that outsourcing of security services, has enhanced the efficiency and effectiveness of this services due to many leverages among them, expertise of outsourcing entities both in human capacity and required specialized resource elements. This in turn has enabled cost reductions for delivery of these services due to factors like economy of scale among others. More importantly it achieves quality service provision, at a reduced cost due to above mentioned factors.

### **Securitization theory**

The main argument of securitization theory is that security is a speech act that solely by uttering 'security' something is being done. 'It is by labeling something a security issue that it becomes one' (Wæver, 2004). By stating that a particular referent object is threatened in its existence, a securitizing actor claims a right to extraordinary measures to ensure the referent object's survival. The issue is then moved out of the sphere of normal politics into the realm of emergency politics, where it can be dealt with swiftly and without the normal (democratic) rules and regulations of policy-making. For security this means that it no longer has any given (preexisting) meaning but that it can be anything a securitizing actor says it is.

Security is a social and inter-subjective construction. To prevent 'everything' from becoming a security issue, a successful securitization consists of three steps. These are: identification of existential threats; emergency action; and effects on interunit relations by breaking free of rules. This first step towards a successful securitization is called a securitizing move. A securitizing move is in theory an option open to any unit because only once an actor has convinced an audience (inter-unit relations) of its legitimate need to go beyond otherwise binding rules and regulations (emergency mode) can we identify a case of securitization. In practice, securitization is thus far from being open to all units and their respective subjective threats. Rather, it is largely based on power and capability and therewith the means to socially and politically construct a threat.

In this way the study of security remains wide, but with restrictions pertaining to who can securitize it is neither unmanageable nor incoherent (Buzan, Wæver& De Wilde, 1998). The theory is relevant to the current study since it explains the concept of security. In this study, the focus was on outsourcing security services for effective service delivery. The outsourcing of the security services to safeguard human life/organizations personnel's, Cash resources ,Physical properties and information resource are well in tandem with the securitization theory prerequisites and steps

of existential threats, need for emergency action and breaking free of rules to take extra ordinary measures . This was necessitated by existential threats which could be better addressed by giving special attention through private entity dedicated and specialized in the field. The threats are loss of organizations personnel's, properties, Information and Cash resources to theft, robbery, acts of terrorism, vandalism and other ill motivated actions. These threats could be better dealt with through the action of outsourcing which in essence takes the issue out of the normal policy making decision.

### **Empirical Review**

Jackson (2022), conducted a study on; exploring the security state and cross-border disarmament campaigns and the recurring security challenges that face cross-border disarmament campaign along the Turkwel River Belt Secondly, examining the inter-governmental policy measures. Finally, exploring roles played by professionals and community elites in cross-border disarmament. Primary and secondary research was applied in equal measure to support in collecting adequate data for the study subject. Primary research focused on interviews, questionnaires, and observation as tools for data collection targeting different research informants and respondents ranging from county and sub-county officers, national government officials, community professionals and elites, community residents, and respondents from non-governmental organizations and international bodies. Based on the outcome of the study, the cause of the conflict was majorly associated with high poverty index and major focus to pastoralism rather than diversifying to other socio-economic activities as part of the strategy to protect regional integration. The study however presented a conceptual gap as if focused on exploring the security state and cross-border disarmament campaigns and the recurring security challenges that face cross-border disarmament campaign along the Turkwel River Belt while our study will focus on examining perception on private securization on service delivery in owned businesses in Africa.

Mutonyi (2021), conducted a study that sought to examine commercialized security and national security. The study adopted a cross sectional survey design, and was carried out in Nairobi amongst the adult residents classified as either consumers or providers of commercial security industry (CSI). Clustering of the County into constituencies and wards was by purposive sampling. Purposive sampling was used to select those who purchase or manage CSI services for their organizations as well as management of the CSI firms. The general public and security guards were systematically sampled. A questionnaire, interview guide and structured observation were instruments of data collection. Quantitative data was analyzed by both descriptive and inferential statistics. Descriptive statistics mainly frequency distributions were used to summarize the results facilitating in analysis of the key findings as well as presentation of findings. The study found out that from qualitative data the participants narrated that the manned guarding as a service of CSI increases the visible presence of security agents in the environment a factor that discourages criminal activities and provides feelings of safety, Alarms and electronics were said to detection of criminal and harmful activities hence intervening in stopping crime, intelligence on criminal activities through surveillance, and creating a culture of security and crime awareness all which

contribute to enhancing national security. The study however presented a methodological gap as it utilized descriptive statistics while our study will utilize desktop review approach.

Ndiege (2020), conducted a study to examine the enhanced security equipment and its effect on crime in selected higher learning institutions in Kenya. Quantitative and qualitative approaches were used, with descriptive research design guiding the study. The target population was the staff in the security departments of the Kenya College of Accountancy University and the Multimedia University of Kenya. Stratified, simple and purposive sampling techniques were used to generate the sample. The study findings were that there is an increase in insecurity incidents that have been reported for crimes committed by students, while there has been a decrease in crimes committed by outsiders. The study observed that most common insecurity incidents relate to thefts, burglaries and sexual assault. The findings showed that security officers are viewed as competent enough and that universities have invested in physical security equipment which have been effective in enhancing security. Additionally, it was established that there is a relatively high level of security awareness amongst students and staff and that security policies in universities have had a positive effect on security enhancement through physical security equipment. The study concludes that physical security equipment is effective in enhancing security in universities and recommends that universities invest in physical security equipment as a way of improving security situation. The study however presented a geographical gap as it focused on Kenya's our study will however look at Africa countries.

Kairemia (2019), conducted a study to examine how the employment of the various security management strategies affects a given organization's profitability by considering both direct and indirect costs. The study found that proprietary security strategy is reliable, the security workers are loyal and trustworthy. However, the emoluments, training costs and recruitment costs are high. The study established savings on training, equipment and efficiency is enhanced but trust and reliability are sub-optimal. The study established that security providers under all the security management strategies are sourced from the same labor market. . The study focused on how the employment of the various security management strategies affects a given organization's profitability by considering both direct and indirect costs presenting a contextual gap while our study will focus on perception on private securization on service delivery in owned businesses in Africa.

## **METHODOLOGY**

The study adopted a desktop literature review method (desk study). This involved an in-depth review of studies related to perception on private securization on service delivery in owned businesses in Africa. Three sorting stages were implemented on the subject under study in order to determine the viability of the subject for research. This is the first stage that comprised the initial identification of all articles that were based on perception on private securization on service delivery in owned businesses in Africa. The search was done generally by searching the articles in the article title, abstract, keywords. A second search involved fully available publications on the

subject perception on private securization on service delivery in owned businesses in Africa. The third step involved the selection of fully accessible publications. Reduction of the literature to only fully accessible publications yielded specificity and allowed the researcher to focus on perception on private securization on service delivery in owned businesses in Africa which was split into top key words. After an in- depth search into the top key words (perception, private securization, service delivery, owned businesses, Africa), the researcher arrived at 4 articles that were suitable for analysis. This were findings from:

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## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The study concluded that outsourcing security services, frees up time required for recruiting personnel's and managing them, which gives enough time to concentrate on the core services provided by the organization. This has significantly improved efficiency and enhanced better service delivery in outsourcing firms. In contrast, outsourcing of security services from advertisement process, to examining backgrounds and training is a laborious time consuming exercise, which as a result also saves overall costs of this outsourced services. This process is usually better handled by the specialized companies than contracting organizations.

### **Recommendations**

It is recommended that it's most appropriate for enterprises to strengthen their cash protection security services. This can be achieved through outsourcing of highly skilled security services from reputable security firms. The institutions should also provide regular trainings to the security officers on effective cash protection. Further, the study recommends that security officers should be trained on how to protect human life especially, the personnel that they are supposed to protect. The security officers should also make sure that they conduct thorough checkups on any persons accessing the company premises. In addition, the study recommends that private security companies should keep data on any property that enters and leaves the company's premises, should

have strategically set fire alarm and firefighting machines. Disciplinary actions should also be taken on misconducts by private security officers.

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