Challenges Facing the Provision of Security Services by Private Security Firms in Juja, Kiambu County, Kenya

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ABSTRACT
The study was designed to examine the challenges facing the provision of security services by private security firms in Juja, Kiambu County, Kenya. However, government security agencies cannot effectively offer security services to everyone on demand. This study will examine how the primary topic relates to stakeholder relations with the police, employee facilities, information communication, technology, and stakeholder training. The study focused on Straight Security, Damil Security, and G4S, three private security companies with activities in Juja Town, Kiambu County. The research was based on the New Public Theory, the Governance Theory, and the McGregor XY Theory, but it mainly referenced the latter two. The investigation was conducted in Juja Town, Kiambu County, and three private security companies—Straight Security, Damil Security, and G4S— were employed there. A target population of 230 employees was selected from the management, finance, and administration, as well as the rank and file of the three organizations. A sampling ratio of 30% was utilized in each of the companies. Sixty-nine responses made up the sample ratio as a result. A purposeful sampling technique was used to find people knowledgeable about security issues and private security businesses in Juja town. Stratified sampling was used to reach the lowest units, allowing the researcher to collect enough data to conduct a separate study of the subgroups. Data was gathered by the researcher using questionnaires and interviews.The purpose of the surveys was to gather data on the difficulties private security companies face when providing security services. Along with the observations and conclusions from the interviews, the questionnaires were gathered and examined according to the goals. The study's results were inferred from the data while considering research ethics. Private security companies and other participants in the area were informed of the study's suggestions. As expected, the research found a link between the goals of the first study and the problems that private security organizations face when they try to offer private security services.

I.   INTRODUCTION

Background of the study

Security is one of the most important aspects of any country's economic development. Domestic and foreign investors may leave with a lack of security. The government security forces cannot guarantee total safety at all levels of society, particularly when it comes to the personal demands of individual Kenyans. This reality has led to the formation of private security firms that provide protection services to individuals who contract with them for a charge (Mutuku & Sabala, 2007). As a result, private security firms may be found in practically every Kenyan county. Many private security firms have been founded as businesses; "PSCs are registered as businesses under the Companies Acts, and consequently they are categorized as businesses rather than security firms." On the other hand, the person who begins the business must identify its objective, inform the police, and give a certificate of good behavior.

Kenya has a high crime rate and a volatile political climate, yet security measures are rarely coordinated. The police and private sector connection is typically marked by rivalry and mistrust. A lack of regulatory standardization runs counter to frequently expressed goals for improved cooperation and efficacy. Conflicts within the private security business have worsened the problem, as well as a lack of clear guidance from the government and police about the proper role of private security and the interaction between the public and private security sectors (Smith, 2009). As the first step toward improved clarity and coordination among stakeholders in the security sector and other pertinent parties, efforts are now being made to establish a "security working group" with government aid (ECORYS Research Consulting, 2009). This connection in Kenya is influenced by the lack of a well-defined regulatory framework for the private sector and a clear and consistent policy framework guiding the interplay of public and private security.

Definition of service quality and customer satisfaction

Service quality has been described in a variety of ways by many academics. Service quality is "the consumer's total perception of the relative inferiority/superiority of the organisations and its services," according to Bitner, Booms, and Mohr (1994). Service quality was defined by Parasuraman, Zeithaml, and Berry (1985) as a "function of the differences between expectation and performance along the quality dimensions," in contrast to other researchers (Cronin and Taylor, 1994; Taylor and Cronin, 1994) who saw service quality as a type of attitude that represented a long-term overall evaluation. This appears to support Roest and Pieters' description of service quality as a relativistic and cognitive mismatch between experience-based standards and service benefit performance from their study published in Roest and Pieters (1997).

Understanding Total Quality Management (TQM)

Deming defined quality as an ongoing process of quality improvement that results in a specific degree of consistency and dependability. Deming introduced 14 quality management ideas to improve productivity and performance inside organizations. Juran defined quality as "fitness for utilization." He thinks that everyone in the company must be involved in producing suitable products or services. In response to changing consumer needs and demands, definitions of quality have changed over time. But developing a problem-solving approach that fits with demands for customer satisfaction has received the majority of attention. As management responsibilities become increasingly complex, approaches to quality control in functional areas are becoming more difficult. An organization's business plan that effectively uses TQM ideas is embedded with a focus on customers and quality. Every organization is composed of a web of interconnected components. To be effective, TQM requires active participation from every department inside the organization.

Statement of the problem

As guaranteed by government security agencies, not all citizens are entirely safe. Private security firms have stepped in to fill the gap and attempt to guarantee that protection services are tailored to fit the needs of particular clients. In their 2007 paper Private Security Companies in Kenya and their Dilemmas, Kennedy A. Mkutu and Kizito Sabala claimed that private security companies' service delivery includes the need for better institutional frameworks, rules, and regulations. In his study Service Quality and Customer Satisfaction: Antecedents of Customers of Re-Patronage Intentions, Yap Sheau Fen (2007) recognized that customer satisfaction does not alone produce lifetime value, and that satisfaction and Quality are closely linked to market share and customer retention. However, he suggested that models be extended to other service sectors and that future research utilizes additional generalizable sample units. In view of the rapidly increasing number of private security actors, it is still unclear if the state, a traditional institution charged with providing security, has withdrawn from some facets of this service industry (Rwengabo, 2010). Urban growth in and around Juja has consequently been accompanied by the privatization of security, the expansion of slum areas, an increase in urban crime, and the emergence of a phenomenon that is still poorly understood but has implications for the governance of security, despite the fact that the general public and intellectual community are unaware of it.

Objectives of the study

The research sought information to address the following objectives;

General objectives

The overall objective was to establish challenges facing the provision of security services by private security firms in Juja town; Kiambu County, Kenya.

Specific objectives
 i. To determine how employee training hampers the provision of security services by private security firms in Juja.
 ii. To find out how facilities affect security provision by private security firms in Juja.
iii. To examine the effects of information communication technology on security provision by private security firms in Juja.
iv. To seek how stakeholder relation with the police affect the provision of security by private security firms in Juja.

Research questions

The study sought to answer the following research questions:
 i. How does employee training hamper the security service provision by private security firms?
 ii. How do facilities affect the provision of security by private security firms?

iii. What are the effects of information communication technology on security provision by private security firms?

iv. How does stakeholder relation with the police affect the provision of security by private security firms?

Significance of the research

The research was significant since it provides solutions to the highlighted problems in the management of various private security firms in Juja, Kiambu County and Kenya, enhancing better security service delivery. The government will benefit from this research in the surveillance of private security firms and their operations. At the same time, the stakeholders will have a reason to invest their resources to offer security services, thereby improving the structures and formulating necessary legislation. The research report will be significant to other researchers since it provides a base for further research in this potential area.

Scope of the study

The scope of the study was on the private security firms operating within Juja town, Kiambu County. It specifically narrowed to the private security firms headquartered or with branches within the limits of the Juja area. Straight security offers security services to various institutions, including the JKUAT. According to the Human Resource Manager Mr. Kiruki, it is well established with 500 personnel working in multiple capacities. It is headquartered at Juja, with branches in Thika, Nakuru, and Eldoret, among other towns. Damil security service is a reasonably small security organization with a workforce of 200 personnel working in different sections, according to records obtained from their offices. It has its headquarters at Juja with plans to expand within Kiambu County. It offers security services to individual homes, hostels and other small institutions. The G4S is an international security service with various roles, including courier services. However, within Kiambu County, they offer security in major financial institutions, Banks and Micro finances, and other services. The study sampled a target group in each of the mentioned private security firms to investigate the factors affecting the provision of security services by private security firms in Juja town, Kiambu County, Kenya.

Limitation and delimitation of the study

The research was limited by insufficient time, which limited the study area in terms of extensive coverage. Moreover, some of the respondents feared taking part as they thought the research was a government initiative. As a result, there were several unreturned questionnaires and dishonest answers.

II.   LITERATURE REVIEW: Theoretical Framework

New Public Management Theory

The new public management (NPM), which has its roots in the United Kingdom, Australia, and New Zealand in the late 1970s, theoretically supports ICT usage in public services. It is currently the main topic of conversation when it comes to public sector reform, and it is hailed as a new paradigm. Government fiscal crises, the public sector's poor performance in a variety of areas, an oppressive bureaucracy, a lack of accountability, corruption, shifting public expectations, and the emergence of superior alternative service delivery methods were some of the factors that influenced the emergence of NPM (Common 1998 and Minogue 1998 cited in Sarker 2006). In other words, a vast, unaccountable, inattentive government was underperforming to the beneficiaries. On the other side, a wave of aggressive customer-focused private sector strategy had developed; all of this called for a customer-focused, goal-driven, and prosperously ambitious government.

Governance Theory

Some authors claim that the concept of governance predates the development of human civilization. Governance relates to the processes used to make and execute decisions (or not implemented). Today, governance is a crucial element that must be incorporated in development initiatives and has a prominent position in conversations about development. According to (Abdellatif 2003), the character of the government, rather than merely its organs or actors, reveals itself via its components and dimensions. He believed that the actors or organs that carry out governance in the many worlds could not be separated from them, just as the dancer could not be separated from the dance. Poor governance typically results from ineffective central administrations with illegitimate mandates, confusing policies, and unstable and weak institutions. These circumstances inevitably result in unfair societies, unsustainable economies, and social instability.

McGregor XY Theory

Douglas McGregor initially put this theory out in 1960. In the context of management and motivation, theories X and Y are commonly referenced. The idea is still essential to building companies and improving organizational culture. The X Y theory serves as a valuable and straightforward reminder of the fundamental concepts of managing people, which are often forgotten under the pressure of running a business. There are two

primary management techniques, following McGregor's philosophy. Many managers implement premise X and frequently deliver mediocre outcomes. Applying theory Y to management practices enhances output and results while promoting employee growth.

Empirical Review
Employee Training
Training is a component of human resource development (HRD) (Upadhyaya, 2011). All elements of workers, including compensation, benefits, equal opportunity, and of course, training, are taken care of by the human resource department. HRD is focused on education, training, and development (Nadler, 1984). It is organized when it is done in a planned manner. Additionally, there are many options for training outside of the classroom. The ethics and conduct of the leader set the bar for their followers, which affect how well they use their knowledge and talents. Training is useless without the drive to use it successfully (Cronin J.J, 2000).

Employee Facilities
There are more than 10 PSCs in Juja Town, Kiambu County, with the most reputable ones being Straight Security, Damil Security, The G4S, and Kenya Securicor, which employ about 9000 people nationwide. Reputable here refers to a business that has a permanent physical location that customers can visit and hold accountable (Binks, 1996). Their security officers were identifiable by their uniforms, and the business owned vehicles and other tools like radios for reacting to crises. Guards said they received a fair salary.

Information Communication and Technology
The public sector is under pressure to rethink hierarchical, bureaucratic organizational paradigms as a result of the introduction of the internet, digital connection, the proliferation and usage of e-commerce and e-business models in the private sector, and more (Ndou 2004). Furthermore, the bureaucracy is under pressure to respond quickly due to rising citizen expectations and private sector improvements in service delivery. The government's role has therefore been reinterpreted in recent decades to focus on empowerment rather than serving the public's needs, move away from hierarchy and toward cooperation and participation, be mission-oriented and customer-focused, and emphasize prevention over treatment (Osborne & Gaebler 1992).

This study focused on the complex change trajectories inside organisations, where integrating various services for citizens and governmental organisations needed new ICT adoptions and other organizational innovations. Such changes are typified by a drive for back-office integration, which refers to connecting the autonomous information chains of multiple component single administrative units to transform, optimize, and integrate front-office interactions between people and enterprises (Bekkers, 2005; Rhodes, 1997). Hoogwout (ibid) asserts that these changes are a part of a more significant initiative, of which ICT innovations are one element, to turn public institutions into client-focused enterprises.

Stake holder relation with the police
Though the private security sector in Kenya is increasingly seen as playing a crucial part in building environments favourable to development, investment, and growth, the business faces several challenging issues (Shearing, 2001). Although unarmed, private security firms work in a heavily armed environment where criminals and gangs have ready access to weapons (Chief ofPolice, September 2003). Unorganized and sometimes inefficient and poor coordination and collaboration with the police are the norms. Concerns are commonly expressed that the private security industry as a whole has turned into a source of insecurity because low-paid guards may work with criminals to plot against customers (Holmqvist, 2005).

The relationship is generally friendly in Juja Town, Kiambu County, but there is room for development to realize our shared goals fully. The judiciary and the department of home affairs, which oversees prisons, are additional stakeholders. The working environment for guards also varies greatly. Some people work a 12-hour day on average, with a day off every week or two weeks. Others claim no overtime or yearly leave (Zeithaml V.A, 1996). Lack of insurance and social benefits for guards, as well as a lack of enforcement and control of working conditions, are related problems. It should also be highlighted that guarding is a hazardous occupation in Kenya.

Critical review
Kenya has a long history of private security provision, and businesses like KK Security, Factory Guards (now Security Group), and Securicor have been active there since the 1960s. Private security is still one of the fastest expanding segments of the Kenyan economy, with the bulk of the sector's growth occurring in the late 1980s and early 1990s. According to one survey, up to 2000 private security firms are already operating in the nation (Molls, 2006). However, it's crucial to remember that there is no precise figure available; some industry insiders think there are about 400 firms (Mutuku & Sabala, 2007). Kenya presently has two competing

industry organisations. Many smaller businesses believe that the government's new salary structure is an attempt by the Kenya Security Industry Association (KSIA) to drive them out of business.

Summary of the research gaps

This article started by demonstrating how Kenya has a security vacuum caused by the Kenyan state's incapacity to adequately protect its citizens and their property, leaving a basic human need unmet. As a result, the private security industry has grown. The rise of PSC and vigilante organizations can be partially explained by the police's inability and ineffectiveness to combat crime adequately. In Kenya, there is a complicated web of corruption and security. Some law enforcement, governmental, and municipal authorities have been accused of profiting from vigilantes and extortionists, turning a "blind eye" to their actions, and even hiring them (Daily Nation, November 13, 2006). According to a Kenyan National Assembly member, the protection of people's lives must be the government's first priority. To do their duties effectively, police officers need the right equipment.

Conceptual framework

The research's conceptual framework was built on the premise that the difficulties faced by private security firms in providing security services are influenced by a number of variables, including stakeholder relations with the police, employee facilities, information communication and technology, and employee training. The link between the dependent and independent variables is depicted in the graphic using a variety of criteria. The dependent variable with benchmarks established on quality service delivery and client satisfaction was challenges faced by private security organizations providing security services.
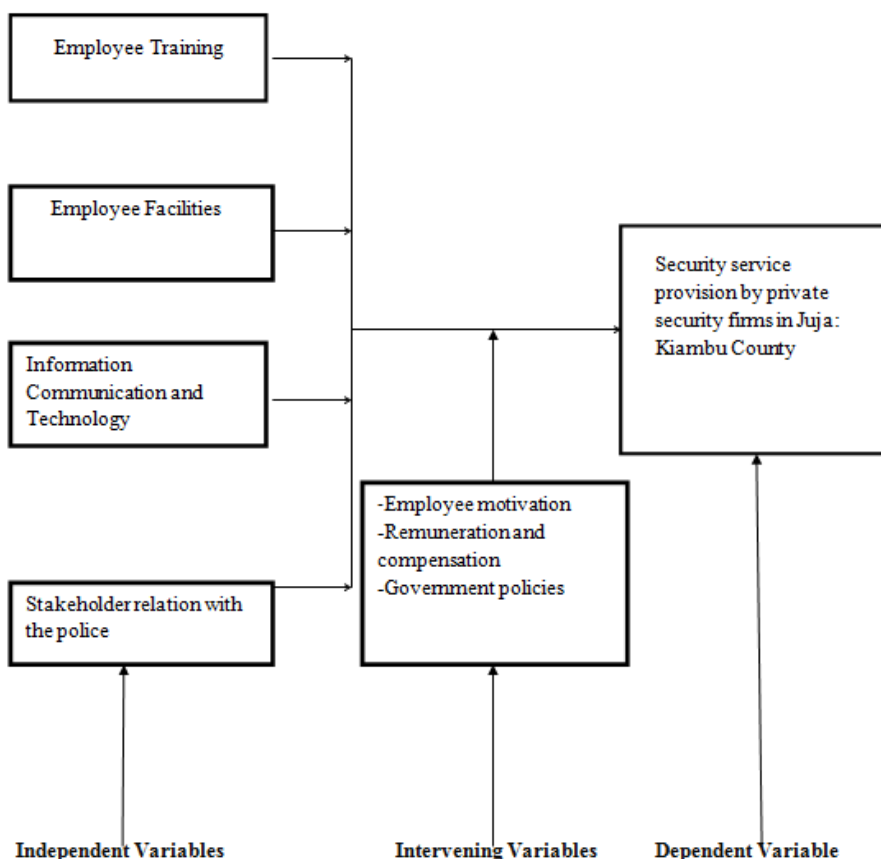
Fig.2.6.1
Conceptual framework of the research study (Researcher 2014)

III.   RESEARCH METHODOLOGY

Research design

A research design is a strategy that specifies who will participate in the study and how the information will be gathered from them (Welman and Kruger 2001). Descriptive and analytical research designs were employed for this investigation. This was because analytical research design allowed for the establishment of the association between variables while descriptive research design assisted in describing actual practices and

events. The descriptive research style was chosen because it combined qualitative and quantitative data to describe the study's central question (McMillan & Schumacher, 2009). The study's time and resource constraints were also considered when creating the research design.

Location of the study
In Kiambu County's Juja Town, the study was conducted. Forty-three kilometers to the southeast of Nairobi, Kenya's capital, is the cosmopolitan town of Juja. The study employed the private security companies Straight Security, Damil Security, and G4S. The management, supervisory, and rank-and-file of the businesses were used in the research. This was due to the fact that each category had a unique perspective on the study subject..

Target Population
The term "population" describes the possible subjects with the characteristics the researcher is interested in (Mathafena 2007). In this study, the 230 individuals that make up the management team, finance and administrative division, junior staff, divisions, and operations division served as the study's target group.

Table 3.4.1 Target population

Sample category	Target population
Straight security	100
Damil security	70
G4S	60
TOTAL	230

Source: Researcher (2014)

Sampling design
Both stratified random sample and purposeful sampling were utilized in this investigation. To get reliable information from a variety of target people, a purposeful sampling technique was utilized, helping to meet the study's objectives. Thanks to this approach, the researcher had the freedom to choose only those likely to have the needed knowledge and was ready to offer it (Mary & Mugenda, 2003). The three private security companies were selected randomly using stratified procedures. The lowest units were obtained by the use of a stratified sampling procedure. The researcher collected enough sample points using stratified sampling to allow individual analyses of the concerned subgroups.

Table 3.5.1 Sample ratio and sample size

Location		Population	Sample Ratio 30%	Sample Size
Straight security	Management	10	0.3	3
	Supervisory	30	0.3	9
	Operations	60	0.3	18
Damil security	Management	10	0.3	3
	Supervisory	20	0.3	6
	Operations	40	0.3	12
G4S	Management	10	0.3	3
	Supervisory	10	0.3	3
	Operations	40	0.3	12
TOTAL		230	0.3	69

Source: Researcher, (2014)

Data collection procedures and instruments
Using a single data collection method to address the study issues was not scientific. In this study, various data collection methods were employed. Questionnaires, interviews, and content analysis were the main data gathering methods employed in the study. Questionnaires were used as the data gathering strategy. The question type was closed-ended, with one possible response from which the respondents were invited to select. Additionally, open-ended questions were posed, giving respondents more freedom to express their thoughts. Interviews were also employed as a source of primary data in the study and questionnaires. The questionnaire was designed to gather data on how private security companies provide their services, the impact of employee

training, employee facilities, information communication and technology, and stakeholder relationships with the police.

Data analysis and presentation

The collected raw data were first coded and tabulated, and after that, they underwent several types of analysis. The study utilized SPSS for its statistical analysis. Many straightforward mathematical operations such as tabulation, percentage, and frequency were carried out using Microsoft Office. To examine if there is a link between two variables (dependent and independent variables), cross tabulation was performed.

IV. DATA ANALYSIS AND PRESENTATION OF RESULTS

Analysis of data collected

Raw data was gathered from the staff of the private security companies, including Straight, Damil, and G4S, to ascertain several variables that were thought to pose potential obstacles to the supply of security services. The findings of this portion were given through a table and a graphical representation. The second and third parts of the questionnaire collected data on independent variables. The questionnaire's last component, which sought extra information through open-ended questions, focused on presenting findings through descriptive replies. Only 54 of the 69 questionnaires sent out to the three security businesses' possible respondents—30 at Straight Security, 21 at Damil Security, and 18 at the G4S office in Juja—were returned, including 23 from Straight, 17 from Damil, and 14 from G4S. Straight returned two questionnaires that were not fully completed. Fifty-two surveys in all were correctly filled out. This translates to a return rate of 78.26%. The researcher decided that the number of completed questionnaires returned (>88%) was sufficient and moved forward with the data analysis and presentation of the results.

The results are presented in part after the research's emphasized portions.

Table 4.2 Statistical results on the challenges of private security firms in the provision of security services in Juja town, Kiambu County.

Challenges to the provision of security services	Not a problem	Neutral	A problem	Total respondents
Employee training	7	13	34	54
Employees facilities	6	12	36	54
Information Communication and Technology	12	15	27	54
Stakeholder relation with the police	12	11	31	54

Source: Survey data (2014)

Figure 4.2 Graphical representations on findings of challenges of private security firms in the provisions of security services in Juja town, Kiambu County.
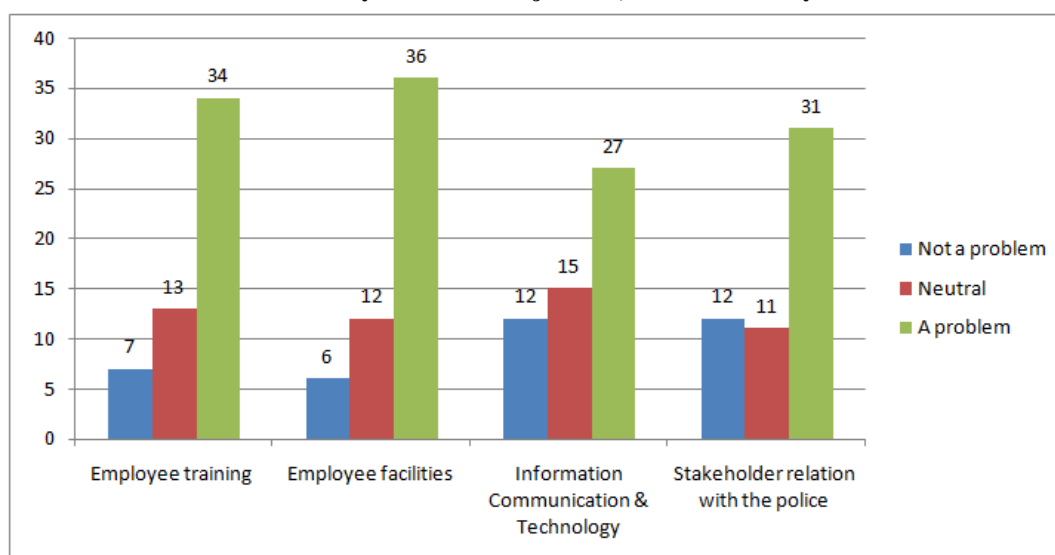
Source: Survey data (2014)

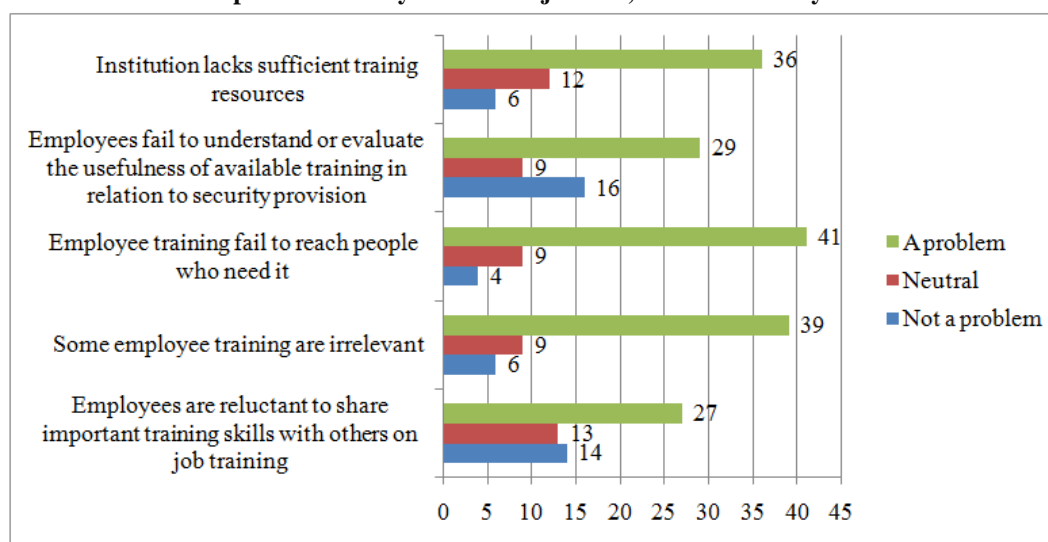**Explanation of the results**

The highest number of respondents from the private security firms agreed that the identified challenges affect the provision of security services by the private security firms. 34 (62.96%) respondents agreed that employee training is a challenge, 7(12.96%)respondents disagreed while 13 (24.07%) remained neutral. 36 (66.67%) respondents' agreed that employee facilities plays a role in the provision of security service while 12 (22.22%) disagreed with 6 (11.11%) remaining neutral. 27 (50%) respondents identified ICT as a challenge with 12 (22.22%) disagreeing. 15 (27.78%) remaining neutral. 31 (57.41%) respondents agreed to stakeholder relation with the police being a challenge, while 12 (22.22%) respondents disagreed. 11 (20.37%) respondents remained neutral.

Table 4.3 Statistical results on Employee training as a challenge of security serviceprovision by private security firms in Juja town, Kiambu County

Challenge to the provision of security services	Not a problem	Neutral	A problem	Total respondents
Employees are reluctant to share important training skills with others on job training	14	13	27	54
Some employee training are irrelevant	6	9	39	54
Employee training fail to reach people who need it	4	9	41	54
Employees fail to understand or evaluate the usefulness of available training in relation to security provision	16	9	29	54
Institution lacks sufficient training resources	6	12	36	54

Source: Survey data (2014)

Figure 4.3 Graphical representations on Employee training as a challenge of security service provision by private security firms in Juja town, Kiambu County.

Source: Survey data (2014)

Explanation of the results

Employee training was a challenge to the provision of security services in Juja Town Kiambu County as evidenced by the results obtained. 36 (66.67%) respondents identified that the institutions lack sufficient training resources with only 6 (11.11%)respondents' disagreeing. 29 (53.70%) respondents agreed that employees fail to understand or evaluate the usefulness of available training in relation to security service provision. Only 16 (29.62%) respondents would disagree with 9 (16.67%) remaining neutral. A large percentage 75.92% (41 respondents) would say that employee training does not reach people who need it. While only 4 (7.40%) respondents agree. 39 respondents view employee training as irrelevant. This could be attributed to the fact that those who undergo training rarely use the acquired skills in the field.

Table 4.4 Statistical results on Employee facilities as a challenge of security service provision by private security firms in Juja town, Kiambu County.

Challenge to the provision of security services: Employee facility will;	Not a problem	Neutral	A problem	Total respondents
Increase the rate of service delivery	14	13	27	54
Improve the quality of service	6	9	39	54
Result to customer satisfaction	4	9	41	54
Result to employee contentment	16	9	29	54
Improve security management	6	12	36	54

Source: Survey data (2014)

Figure 4.4 Graphical representation on Employee facilities as a challenge of security service provision by private security firms in Juja town, Kiambu County.
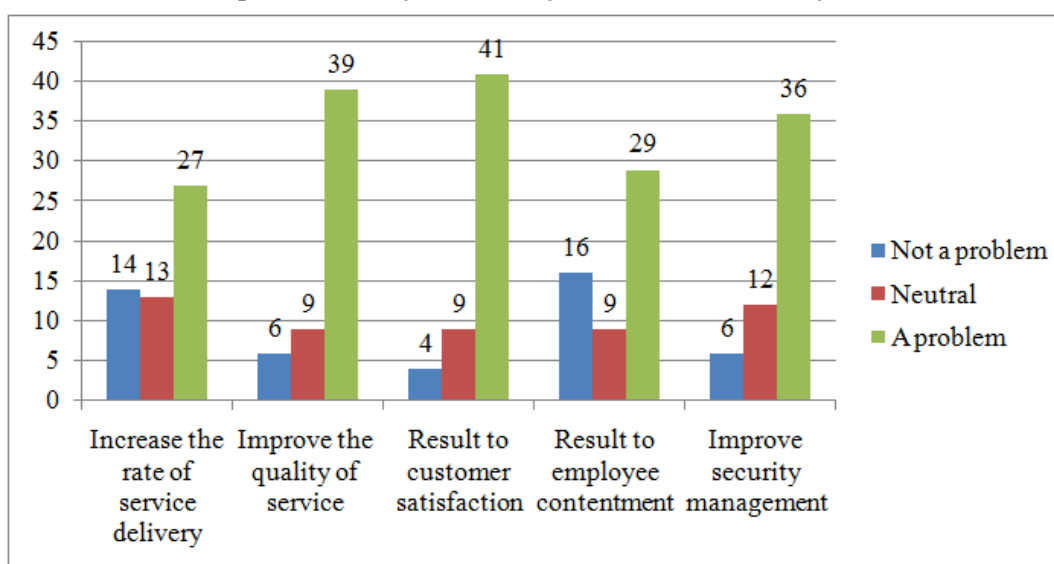
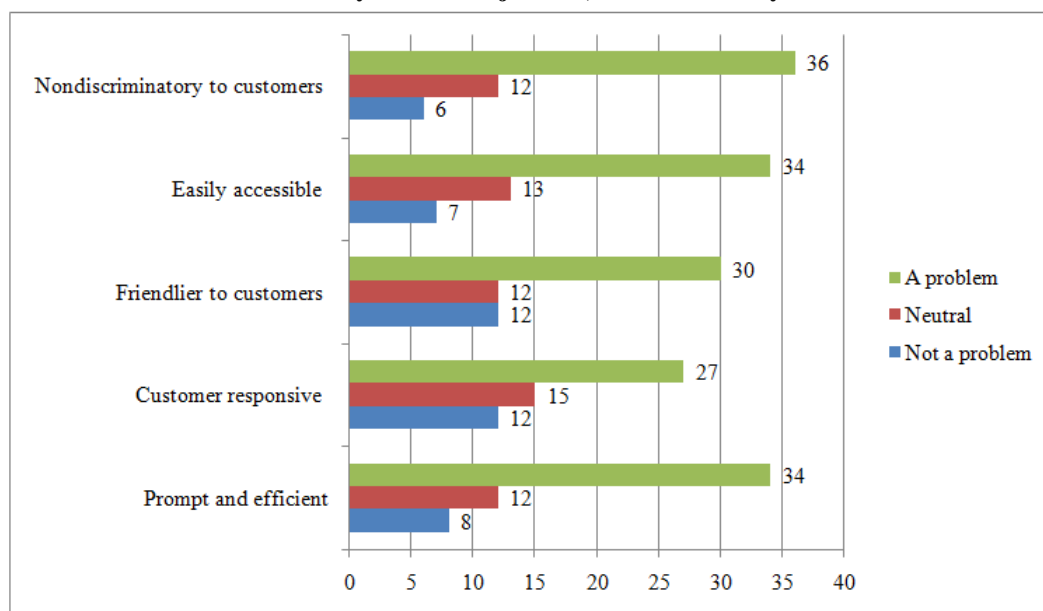**Source: Survey data (2014)**

Explanation of the results

The researcher found out that employee facilities' affected the provision of security service in the selected private security firms in Juja town. As to whether or not employee facility would result to customer satisfaction, 41(75.93%) respondents affirmed that with proper facilities' their service delivery would improve hence lack of them was a challenge. This would impact negatively on the customers. Only 4 (7.41%) respondents view lack of employee facility as not a problem. 39 (72.22%) respondents, agree that equipping employees with the right facilities will improve the quality of service offered to clients. This is attributed to the fast rate of service delivery as agreed by 27 (50%) respondents and 36 (66.67%) respondents who linked employee facility with improved security management.

Table 4.5 Statistical results on ICT as a challenge of security service provision by private security firms in Juja town, Kiambu County.

Challenge to the provision of security services With ICT service provision will be:	Not a problem	Neutral	A problem	Total respondents
Prompt and efficient	8	12	34	54
Customer responsive	12	15	27	54
Friendlier to customers	12	12	30	54
Easily accessible	7	13	34	54
Nondiscriminatory to customers	6	12	36	54

Source: Survey data (2014)

Figure 4.5 Graphical representation on ICT as a challenge of security service provision by private security firms in Juja town, Kiambu County

Source: Survey data (2014)
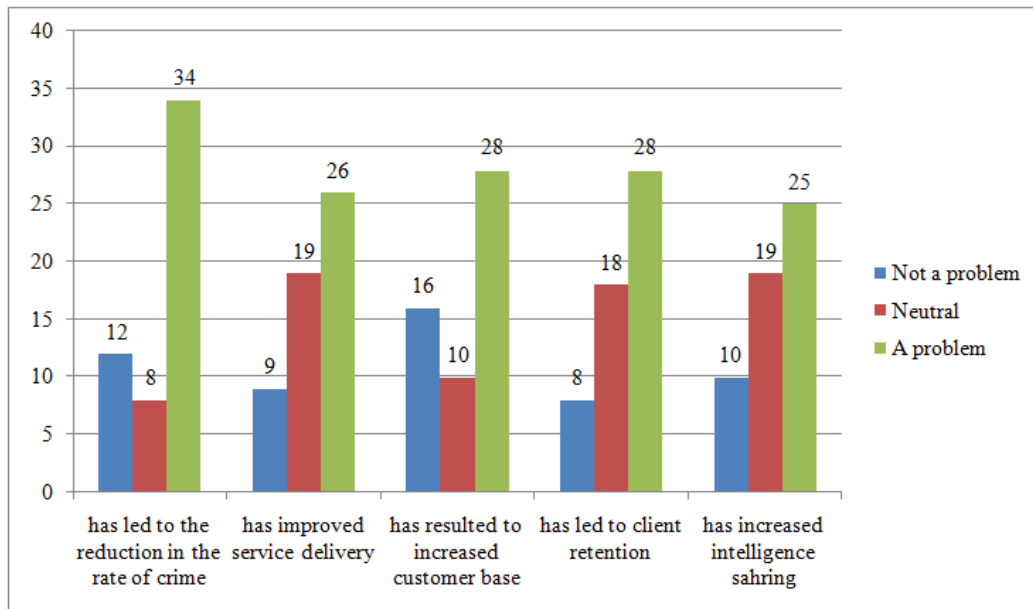
Explanation of the results

The researcher found out that Information Communication and Technology was a challenge to the studied private security firms in Juja town, Kiambu County. 66.67% (36 respondents) agreed that ICT will be nondiscriminatory to clients, while 50% (27 respondents) viewed ICT as Customer friendly. Implementation of ICT will result to promptness and efficiency of service delivery as obtained from the results with 34(62.96%) respondents agreeing and only 8 respondents disagreeing. However, non- implementation of ICT was due to the poor strategies, lack of ICT personnel and non-embracement of new technology by the management across the studied private security firms.

Table 4.6 Statistical results on stakeholder relation with the police as a challenge of security service provision by private security firms in Juja town, Kiambu County.

Challenge to the provision of security services Cooperation with the police;	Not a problem	Neutral	A problem	Total respondents
Has led to the reduction in the rate of crime	12	8	34	54
Has improved service delivery	9	19	26	54
Has resulted to increased customer base	16	10	28	54
Has led to client retention	8	18	28	54
Has increased intelligence sharing	10	19	25	54

Source: Survey data (2014)

Figure 4.6 Graphical representation on stakeholder relation with the police as a challenge of security service provision by private security firms in Juja town, Kiambu County

Source: Survey data (2014)

Explanation of the results

Results obtained indicated that stakeholder relation with the police affected the security service provision by the studied private security firms. 34 (62.96%) respondents against 12 (22.22%) believed that it led to the reduction in the rate of crime. However 25 (46.3%) respondents believed that stake holder relation with the police has posed a problem with regard to intelligence sharing. This is attributed to mistrust between the police and the private security firms who are mostly viewed by the police as civilians.

V.   SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

Employee training
The findings on employee training were that employee training or lack thereof affects security service provision. The significant contributory variables include the irrelevance of the training in relation to applicability and insufficiency of training resources by the institutions**.**

Employee facilities'
The findings on employee facilities were challenges to the provision of security service in the private security firms. The study found out that the lack thereof was a challenge through variables which indicated that absence led to reduction in service delivery, reduction of service quality hence affecting customer's satisfaction.

Information Communication and Technology
Information communication and technology significantly affected the provision of security services by private security firms. Most respondents noted that absence of ICT in the firms hampered service provision.

Stakeholder relation with the police
Stakeholder relation with the police has been a challenge to the private security firms. The research findings noted that cooperation with the police has led to the reduction in the rate of crime, improvement of service delivery, increased customer base and retained the customer base.

Conclusions
This chapter gives recommendations and conclusions derived from the research study and suggest areas for further research. Many reasons were mentioned as challenges to security service provision by private security firms in Juja town, Kiambu County. These findings could have been influenced by the fact that private security firms are relatively new in the market. Therefore, the results might have been different or different outcomes might have been obtained. Several issues have hampered private security companies' ability to provide security services in Juja Town, Kiambu County. Failure to address these challenges will fail the firms to offer quality

services to their clients. Several interventions are needed to improve the communication process at the security firms to ensure service delivery. Measures are needed to ensure employees and management work as a team. This will improve employees' performance and hence the performance of the firms.

Recommendations
The purpose of the study was to establish the challenges facing the provision of security services by private security firms in Juja town, Kiambu County; Kenya. In view of the issues highlighted as the research findings in Chapter four, the following recommendations are suggested;

Employee training
The research found out that employee training was a challenge to the provision of security service provision. It was found out that employees were reluctant to share important skills on the job, some training was irrelevant and that training fails to reach to people who need it. The study recommends that the qualified personnel be selected for training and that a follow up by management be put in place to ensure that the skills are utilized and shared through group dynamics. The study further r suggest that management should conduct an evaluation on what training is essential to the organization and relevant to avoid waste of resources and time on irrelevant training.

Employee facilities'
Most of the respondents agreed that lack of facilities posed a challenge to security service provision. Non adoption of facilities has reduced that rate of service delivery, reduction of quality and customer dissatisfaction. The study recommends the adoption and purchase of modern-day facilities to equip the employees to enhance their performance.

Information Communication and Technology
The study recommends that management deliberately employs the adoption of ICT in their operations, that all employees from management to subordinate should be trained on modern technology such as the use of computers and that management should develop a website to reach more clients.

Stakeholder relation with the police
The findings of the study in relation to stakeholder relation with the police were that private security firms' relation with the police leads to crime rate reduction, improve service delivery and increases intelligence sharing.

Suggestions for further study
The research suggested the following topics as areas for further research;
- To determine the reason why most employees at the subordinate level are dissatisfied with the provision of security services while considering variance in age and adoption of modern technology.
- To determine the impact of emerging trends of crime such as cybercrime with the relevance of private security firms in Kenya.

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