INVESTIGATION OF HUMAN RESOURCE MANAGEMENT APPROACHES IN THE PRIVATE SECURITY INDUSTRY: THE CASE OF SECURITY GUARDS

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DECLARATION

This project is my original work and has not been submitted for a diploma in other university.

Signed ........................................

JOSHUA KELI WAMUA
Date 05/02/09 ........................................

This project has been submitted for exam purpose with my approval as a university supervisor.

Signed ........................................

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Date 71.8/01 ........................................
ABSTRACT

The human resource is generally claimed as the most valuable resource in any organization. It is through the human resource that a company can make the most telling contribution to its competitive-edge and ultimately, its bottom line profitability or realization of the objectives. Every employee can make a difference to the overall success of their organization. The fundamental dilemma facing both individual and management is how to fairly and objectively manage their employee’s performance to maximize both personal contribution and overall profitability.

The survey was to investigate the human resource management practices that are employed in private security service sector in Kenya. Target population was the members of Kenya security industry association. The researcher collected data by use of questionnaires on ‘drop and pickup later’ basis. The researcher used sample and random sampling method to accommodate the large population. Few respondents represented each department. The research agued to establish performance standards set in the security industry, indicators of performance used, the security guards reward strategy and measures taken to correct non performance in the security industry.

The question about performance standards set in the industry, respondents showed that employees’ performance management practices are applied. Most of them indicated that line managers are responsible for setting this standards, followed by security guards supervisors and human resource staff respectively.

On the side of indicators of performance used in the security industry, respondents reported that regular supervision of security guards on duty by the supervisors. The supervisor uses that opportunity to consult with the client and obtain feedback on the guards’ performance.
In terms of performance evaluation majority of the respondents indicated that evaluation takes place on daily basis and therefore ongoing management activity. The only time HR appears to be involved were there is negotiation taking place within the union.

The reward strategy laid in the security industry was mostly guarded by either collective bargaining or government minimum wage guidelines. However some respondents indicated that performance results are used in making incentives decisions like recognition and bravery awards.

For the case of measures taken to correct non performance they reported that various employee decisions are made on grounds of non performance. this included identifying training and development needs ,transfer from assignment or location demotion ,cautionary measures like warning and termination of employed for non performance staff.

In summary the performance management systems are focused on measurement rather than development. emphasizing on evaluation and expectations puts employee on the defensive and de-motivate them. as a result the full benefits of an employee performance management are lost on both the employer and the employment decisions.

In conclusion the organization uses employee performances management systems as a HR tool. Security guards performances are planned, monitored, appraised and evaluated. The systems are used in making a variety of employee employment decisions.

There is a need for further research on performance management in the security industry. It would be of interest to know what the security guards themselves think of how their performance is managed, the purpose and benefit of performance management.