

EMPLOYEE PERFORMANCE MANAGEMENT PRACTICES IN THE
PRIVATE SECURITY SERVICES INDUSTRY:
THE CASE OF SECURITY GUARDS

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A MANAGEMENT PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION.

FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI

2001

ABSTRACT

The human resource is generally acclaimed as the most valuable resource. 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 realisation of its objectives.

Every employee can make a difference to the overall success of their organization. The fundamental dilemma that is today facing both individuals and management is how to fairly and objectively manage their employees performance so as to maximise both personal contribution and overall profitability.

This survey research was undertaken to establish employee performance management systems in the private security services industry in Kenya. Survey participants included member firms of the Kenya Security Industry Association.

The results indicate that employee performance management practices are applied in the industry. The results of the performance management systems are used in making a variety of human resource management interventions and employment decisions.