



UNIVERSITY OF NAIROBI

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK.

**Effects of Sexual Harassment on the Performance of Female Guards
in Private Security Companies in Nairobi City County.**

By

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**A Research Project Report Submitted in Partial Fulfilment of the
Requirements for the Award for the Degree of Masters of Arts in
Sociology (Criminology and Social Order) at the University of
Nairobi**

November, 2018

DECLARATION

This research project paper is my original work and has not been presented for a degree in any other University

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Signature

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Date

This research project paper has been submitted for examination with approval by me as the University Supervisor (s)

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Date

DEDICATION

I dedicate this study to all female guards both in the law enforcement agency and the private security companies.

ACKNOWLEDGEMENTS.

My sincere appreciation first goes to God for his love most especially for the good health throughout my period of study. Secondly, I sincerely thank my supervisors; Prof. Octavian Gakuru and Dr. Jennifer Birech. Even at his hospital bed, Prof Gakuru could afford to follow on my research work. I appreciate my family members for their unwavering financial support and encouragement. I thank all my friends for their great support and encouragements. Lastly I thank all the respondents who went out of their way to give information concerning my study.

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ABBREVIATIONS AND ACRONYMS

PSCs	Private Security Companies
PSGs	Private Security Guards
PSMs	Private Security Militaries
CBD	Central Business District
NCC	Nairobi City County
ISS	Institute of Security Studies
NATO	North Atlantic Treaty Organization
US	United States
UK	United Kingdom
UN	United Nations
N.D	No Date
KNCHR	Kenya National Commission on Human Rights
KIPPRA	Kenya Institute of Public Policy Research and Analysis
GK	Government of Kenya
OECD	Organization for Economic Cooperation Development
KNBS	Kenya National Bureau of Statistics

ABSTRACT

Sexual harassment has been in a virtual assumption of not being in existence in our workplaces and the society at large but in reality the majority of the workforce is subjects to the vice. With global occurrences, the female guards are not exempted from such harassments. In Kenya, deployment is overly done with conditions not discriminating the gender bias hence providing a loophole for sexual harassment incidents. The stigma involved as a result of sexual harassment therefore, drains the cumulative workforce output otherwise known as performance. Thus, this study undertook an investigation into the effects of sexual harassment on performance of female guards in Private Security Companies as a case of Nairobi City County. The study was guided by three specific objectives; To assess the contribution of law and company policies in instances of workplace sexual harassments and how it affects the performance of female guards in PSCs; To examine how deployment of guards influence sexual harassment of female guards and how it affects their performance; To explore how the process of grievance management in instances of sexual harassment of female guards and how it affects their performance. The study was grounded on the argentic harasser and organizational theories. It applied descriptive research design, with a target population of 380 from 38 PSCs and sample of 25% of the sample size for observation. The data was collected using structured questionnaires targeting female guards and interview schedules targeting female line supervisors and managers. Data analysis was incorporated in a linear model and outcomes presented in graphs, charts, tables and narratives. The study found out that the Banking Institutions are the largest employers of private security services. The findings showed that a good number of the respondents were aware that there are policies or laws used to discipline the perpetrators. The study further found out that, female guards assigned to work in a group of their fellow female colleagues receive no cases of sexual harassment and they are more productive and less prone to sexual harassment cases as opposed to when deployed to a team of male guards. The study recommended that regulation on the institutionalization of code of conduct, and key policies in private security companies should be put in place by the relevant ministry. The study will benefit the Private Security Companies; provide solutions to sexual harassment incidents and act as precedence and textual reference study to researcher.

CHAPTER ONE: INTRODUCTION

1.0 Background to the Study

Security is the protection of life and property of a person against danger, damage, loss, and criminal activity. As a form of protection, security is made up of structures and processes that provide or improve the security sector as a condition (National Open University, Nigeria, 2008). The structures and processes of security are divided into public and private security. Kamenju, Wairagu and Singo (2004), state that private security industry consist of people and businesses offering services to clients or employers that entails safeguarding of property and persons and it includes the performance function.

In the past decades, the world has witnessed a rapid growth of the private security industry (Gumedze, 2008). Barton (2016) explains that private security history can be traced centuries back during pharaoh's era in Egypt when he hired private security guards for personal protection. In ancient times, the Romans could hire private security guards to protect their families and property. However, separation of private and public security happened in the 19th century irrespective of their existence during Pharaoh's era in Egypt and Ancient Roman. Barton (2016) further states that private security evolved from the need for additional individual protection of humans and property.

The global policy forum (2005) established that the use of PSCs has widely increased over the last two decades. It stipulates that the UN as one of the biggest global organization dramatically increased its use of PSCs and PSMs in the recent years hiring them for a wide array of security services, which shows the confidence accorded in private security. Jones and Newborn (2008), using census data as a guide to the numbers employed in private security companies have established that private security provision has been on the rise since the second world war, (1939-1945). Nadia Al-Fawaz (2015) of Saudi Arabia states that with the growing number of facilities in the kingdom like malls, banks, educational centres and health facilities, a

need for private guards has rose and specifically women. He further states that thousands of female applicants are needed following the large junk of clients in need of them, due to their patience amidst pressure and workload and their proven excellence in security thus confirming the growth of private security and its consideration of female guards.

In Africa, according to Gumedze (2008), private security has been on the rise. South Africa, has about 9,000 registered companies with an approximate of 400,000 officers working in these companies. Gumedze further, establishes that; In the Democratic Republic of Congo, (DRC) there are approximately 45 registered private security companies which have grown as a result of the international and multinational demands in the country. This gives a vivid picture of the growth of private security in Africa. Uganda has about 58 registered private security companies, which offer their services across Africa with about 17,000 officers.

In Kenya, a tremendous growth of private security businesses has been exhibited in the recent past. Noor and Wamugo, (2015), state that, the high demand of private security services has been fuelled by the many cases of terrorist activities in within Kenya and its neighbouring countries. Lavington Security Company is one of such company which has experienced the growth; in 2012 it had about 6,000 guards but by June, 2015, it had risen to about 12800 guards, (Daily Nation of June, 20th 2015). The expansion of many PSCs has further been influenced by the economic stability and the availability of mining sites across the country. However, despite the growth, there are many challenges associated with them. Bearpark and Schulz (2007), state that the common challenges that face private security firms include, unarmed security guards who might not deal with some cases, high levels of mistrust by the general public compared to public enforcement agencies and low wages and salaries to guards. Wairagu, Kamenju and Singo (2004) also indicate the challenge of regulation. Before the passing of the private security regulation Act, no. 13 of 2016 into a law in Kenya, there was no clear policy or law regulating the operations of the PSCs. In essence, lack of regulation saw the growth and expansion of many PSCs with no proper components and properties to offer private security services, thus becoming a

source of insecurity themselves in Kenya and a big challenge to other PSCs who are offering strict security services in line with the law, (Abrahamson & Williams, 2005).

According to Mkata and Sabala (2008), PSCs face challenges as organizations, and their workers experience an array of challenges either individually or as a group. A study by the British government, regulatory body and security industry authority quoted low salaries and wages as a challenge, (Murunga, 2011). In South Africa, the challenge of working hours and wages led the government in 1996 to legislate a law that compelled employers to limit working hours and increase salaries (Visser&Rinan, 1996). Mkata and Sabala (2008), state long working hours as one of the main challenges that the PSGs face in Kenya. Security guards often work at least for twelve (12) hours per day with no lunch breaks hence taking their meals while on duty and the salary does not consummate to the working hours. KIPPRA (2004), points out the problem of low pay. It further states another challenge that the PSCs retain casual employees for long irrespective of duration of their service to the company, which is against the employment Act, 226 that requires an employee after working for three months continuously to receive a promotion to permanent basis. However, the challenges that female guards face differ from their male colleagues. In essence, female guards are more vulnerable as compared to male guards. Heidensohn (1992), state that female guards work in a male dominated framework of security, which is a challenge on itself. As a result, this influences their work performance as female guards, hence unwanted discrepancies at the work place. He further posits that women play key roles in maintenance of order in the society but amidst playing these security roles, the female guards face many challenges which major among them is sexual harassment.

Sexual harassment is an illegal act of a sexual nature, which prompts an individual(s) to feel that his or self respect is tampered with where that reaction is reasonable in the circumstances. (Australia Sex Discrimination Act 1984). Dale (2004), states that issues of sexual harassment need serious attention in the security industry as they influence the performance of the female guards negatively in their workstations. Female guards have cited the factors, which influence their work performance, and major among them is sexual harassment. Sexual harassment causes psychological

effects, contributes towards absence and lateness to work and creates a hostile working environment. This therefore affects how the guard discharges her duties and shows how sexual harassment influences the output/outcome which is the performance of the female guards. In her study, Karega (2002) describes the challenge of workplace sexual harassment, in a case study of a textile industry whereby she found out that about 90% of women respondents have experienced or observed sexual harassment in the vicinity of their workplace. She found out that 95% of women who had suffered sexual harassment at their place of work were afraid to report because of fear. In addition, she found out that those who reported sexual harassment were at risk of being sacked or demoted. Therefore, the study gives good evidence of the existence of sexual harassment in different workplaces and the private security companies and in specific, the female guards are not an exemption.

Varnado (2016), points out that women who work as janitors and private security guards are more prone, susceptible, and vulnerable to sexual harassment. Karega (2002), state that women who become victims of sexual harassment, at workplace suffer from disorders like depression, psychological instability, feelings of helplessness, humiliation and shame which in turn influences their performance at work. The sexual offences Act chapter 62A of Kenya takes note of the sexual harassment in section 23 as a crime thus the appropriateness of this study in a Kenyan setup.

1.1.1 Evolution of Private Security Companies

Between the 14th and 18th century, a statute of Westminster was established whereby watch and ward-town watchmen were introduced because of the dissatisfaction of merchants who sort help from hired private security. In the 18th century, during the industrial revolution period, crime rates in cities increased and in return an increased private policing was established to counter the high crime rates. In 1850s, Pinkerton Agencies was established to offer private security services, which helped in guarding railroads and banks in prosperous parts of the U.S. Moving forward in the 1900s, many industries in the E.U countries started to seek the services of PSCs to protect their factories during the great depression and World War II. In and about the same

period, there was need to protect industries in the United States from cold war espionage and this fuelled the want of private security guards and forces hence more establishments of the PSCs.

In Africa, the growth of private security can be traced in the 1980s but its existence dates back to the 1960s. Uganda is one of the countries that saw the establishment of private security in the 1980s. Security 2000 was the first private security organization, which started its operations in 1988 (Kirunda & Goede, 2008). South Africa is another country that has embraced private security business with about 9,000 registered private security companies (PSCs) and about 400,000 PSGs (Eastwood, 2013). However, there is no clear trace of history of when the private security industry began in this country. In Nigeria, The National Open University of Nigeria (2008), state that the existence of PSCs, dates back to the Nigeria's independence in 1960, which confirms that private security in Africa existed in the 1960s.

In Kenya, private security business dates back to 1960s, (Abrahamson & Williams, 2005). They state that the high crime rates in Kenya led to the erosion of state capacities and services of PSCs that began in the late 1980s and continued through the 1990s, which clearly show when private security in Kenya experienced its main expansion, and continue to this period of the 21st century. In addition, most of the private security companies in Kenya operate in one locality, Nairobi, which is the capital city of Kenya and home of many industries and businesses, which seek their services, and they are estimated to be more than 500 PSCs out of about 2000 PSCs.

Today, the expansion of private security in Kenya is mainly due to high crime rates, combined with the inability of the public security services to provide adequate protection to the citizens and their property. Towns and cities are the most affected with the high crime rates. Nairobi being one of the big cities in Kenya, with many industries and businesses and a population of about 2 million people, it experiences a high risk of crime and terrorism threats. According to Abrahamson and Williams(2005), Nairobi being a home of many international offices such as embassies, Commonwealth offices, and regional headquarters for the United Nations

(UN), it then provides a substantial and particularly lucrative market for guards hence the high number of PSCs thus the appropriate location for this study.

1.2 Statement of the Problem

PSCs are part of the security systems which offer security services privately as opposed to public security offered by the government security agencies. A variety of potential and actual challenges affect the operations of the security systems and the employees, (guards) are the most affected which transforms to poor individual performance and the end result is poor institutional performance. In PSCs, Guards are the main employees and generally they undergo through many challenges in the course of their work. Among them is lack of observation of their rights as the companies turn their attention to profits, (Singo et al, 2015). The challenge of Lack of clear laws and company policies in PSCs leaves the guards aggrieved when they are faced with issues like poor salary, lack of leaves and holidays, sexual harassments for female guards, long working hours without breaks among others. Laws and company policies encompass how grievance management is rolled out in case of any grievances and the policies point out how deployment is done to avoid some issues against the work ethics and spells out how work is done. With lack of such, grievance management will not be successful and deployment will give an open gap for some other challenges like sexual harassment which normally affects the female guards.

However, with all the challenges the guards face generally, some are more pronounced in the female guards as opposed to male guards. Sexual harassment is the most pronounced as supported in the UN report of 2012-2013 in other institutions rather than the PSCs which shows that 90% of all reported sexual harassment cases were from women and girls and 10% from men and boys. The female guards are not an exception with them not included in the study which gives the researcher an opportunity to study them, hence the research gap. Alanna, 2015, states that sexual harassment happens not only in homes but also at workplaces where female guards are parties. Through a survey she carried out, she found out that 1 out of 3 women is sexually harassed at her workplace. With such global occurrences of sexual harassments, there is a strong reality that the performance of the victims is likely to be

affected negatively which then translates to poor individual performance of female guards and the end result is poor institutional performance. The study therefore, seeks to fill the gap by engulfing itself on matters sexual harassment and its effects on the performance of female guards in PSCs.

1.3 Research Questions

- i. What are the contributions of state laws and company policies in instances of sexual harassment and how does it affect the performance female guards in PSCs?
- ii. How does the deployment of guards influence workplace sexual harassment of female guards and how does it affect their performance?
- iii. How does the process of grievance management in instances of sexual harassment of female guards influence their performance?

1.4 Research Objective

1.4.1 General Objective

The general objective of this study is to examine the effects of sexual harassment on the performance of private female guards in private security companies.

1.4.2 Specific Objectives

- i. To assess the contribution of laws and company policies in instances of workplace sexual harassment of female guards and how it affects their performance.
- ii. To examine how deployment of guards influence workplace sexual harassment of female guards and how it affects their performance.

- iii. To explore how the process of grievance management in instances of sexual harassment of female guards influence their performance.

1.5 Justification of the Study

The study's importance lies in addressing the sexual harassment incidents and solutions to such by the research outcome among other means as subsequently discussed. It is of great essence to the Gender Mainstreaming, social pooling and capital allocation considerations including the legislative inclusions on how to address sexual harassment in the security sector. In addition, these study findings will benefit the Government of Kenya, (GK), the respective private security companies (PSCs) and other related multilateral institutions that provide security and have employment placements that consider women or female parties as their resource. Subsequently, the study is essential to the scholarly school of thoughts and research areas as reference material with instrumentation of subject recommendations and overall solutions towards the sexual harassments involvements in the security sector. Further, the study is of great benefit to the policy and strategy arm formulations in the security areas and other related areas that align into addressing the sexual harassments in the concerned areas.

1.6 Scope and Limitations of the Study

The study was conducted in Nairobi City County's Private Security companies deployed to address homeland security to portfolio clients and individual persons for a period of three months from May-July, 2018. The study covered a target population of 380 respondents in 38 PSCs, with a sample of 63 respondents for examination and outcome development. Owing to the gender sensitivity of the research paper focus, the guards involved posed as a challenge towards getting adequate information for fear of the information provision and breaching the contracts of employment. In addition, the sparely distribution of the female guards in NCC occurred as a logistical challenge to realize the response by the focus group thus being costly. The busy schedule of female guards in their work places also posed as a challenge for it took

long to discuss with the guards and to have their consent to help in the study by filling the questionnaire.

1.7 Definition of Key Terms

Security-It refers to the progressively stability in a community or environment in which the inhabitants live without disruptions or external aggressions that may cause injury or unfortunate loss (Fischer, Halibozek & Green, 2008).

Private Security Company-It refers to an entity that is in charge of providing protection to inhabitants or designated entity or and an institution for safeguarding of property and other components therein (Fischer, Halibozek & Green, 2008).

Gender-It refers to the specific role, nature or association in human or non-human to which it defines the behaviour and societal value description (Schulz & young, 2008).

Security Guard-It refers to a human personnel involved in the protection of the society, components or the cumulative composition of the society inhabitation (Fischer, Halibozek & Green, 2008).

Female Security Guard-It is human personnel in the opposite gender of male entitled to providing security services to parties (Schulz & young, 2008).

Sexual Harassment-Sexual harassment is unwelcome conduct of a sexual nature, which makes a person feel offended, humiliated and/or intimidated where that reaction is reasonable in the circumstances. (Australia Sex Discrimination Act 1984).

Performance-The process of carrying out and accomplishing a task or function.

Grievance-being not satisfied or a feeling of injustice having a relationship with one's terms of work or concerning work which is brought to the attention of management or leadership. (Chand, 2016).

Deployment-Sending staff to certain places to carry out certain jobs. (Dictionary of Human Resources & Personnel Management).

CHAPTER TWO

LITERATURE REVIEW AND THEORITICAL FRAMEWORK

2.0 Introduction

This chapter outlines and discusses the literature review, the conceptual framework, and theories related to the effects of sexual harassment on performance of female guards in Private Security Companies in Nairobi.

2.1 Literature Review

Sexual harassment at the place of work is an act defined by making unwanted sexual related signs or remarks (Gateway, 2005). These sexual acts affect both men and women where the female guards are part. The workforce is at the receiving end in several cases as compared to the employing fraternity.

2.1.1 Factors Influencing/Causes Sexual Harassment

This section discusses the causes or the factor influencing the sexual harassment cases in the society.

2.1.1.1 Lack of Policy

Gateway, (2005) opines that sexual harassment is as a result of the absence or weak company policies pointing down to sexual matters which might turn to harassment. Some companies have failed to include the sexual harassment policy in the code of conduct due to self gain or avoid dealing with such cases when they arise. To some companies, it's as a result of ignorance that such policies lack and they care less of how the female guards and employees in general are treated at the place of work.

2.1.1.2 Authority

The leadership of a company has the power and discretion to make at least all decisions whether they affect the subordinates positively or negatively. Robbins (2008) while writing about authority at the workplace and sexual harassment, points out that employees, where female guards are part of, look up to those in authority for direction and they take them as their tools of learning more about their work. It has however not been the case in that the leadership turn to the female guards and harass them sexually or allow room for them to be harassed.

Rudman et al (1995) postulates that women's sole purpose on this world is to serve men and make them popular and that is the definition of success but contrary to that, he was actually creating room for sexual harassment and the fact is that female guards and women in general are the victims at the work place and in society. Similarly, Lunenburg (2010) points out that those in management or in leadership take more blame for sexual harassment and the poor [performance caused therefore.

2.1.1.3 Socialization

Gateway (2005) state that, cultural inclinations and lack of respect to human life especially women, open the gap for sexual harassment. Such socialization processes like polygamy on the side of men affects women not only in their homes but also even in their work places.

Socialization is part of even deployment where the management will post the female guards to a place of work for his gain or to expose her to the sexual harassment following cultural inclinations and avoiding the moral respect of the individual. Osternburg and Ward, (2014), note that sexual harassment is a major vice that affect the output of the female guards working under PSCs as in any other organization. In Kenya, deployment of security guards to different working stations is overly done without taking much consideration to gender bias thus providing loophole for sexual harassment cases and the stigma therefore brought by such cases drains the workforce cumulative output otherwise known as the performance. The female guards are

deployed among the male dominated workstation hence creating an avenue for sexual harassment. In a survey by Brandon, 2017, at the workplace, found out that men sexually harassed 79% of the women interviewed. The sexual advances, which amount to harassment, emanate from the male colleagues, the male employers and male clients and customers in the workstation of the private female guard. Brandon, 2017, confirmed this through his survey where he found out that 51% of the harassers were their superiors like managers and supervisors, 27% by senior employees, 19% by co-worker and 8% by junior employees.

2.1.2 Effects of Sexual Harassments

This section discusses the effects that occur to persons, organizations or parties involved in the sexual harassments.

2.1.2.1 Unemployment

For long time, managers have provided oversight role and appraisal to the employees they are tasked to manage in an institution (Rubin & Borgers, 1990). With changes in the organizational and human focus towards others, sexual harassments is no longer a woman's only issue but to involve men too. The fear of losing a job or wage allowances maybe an attribution to give in however, in the long run it does happen to reduce the full employment of the labour as the threatened parties do not offer their full into the organizational performance. for example the security sector, in easy nature, the women in lower cadre are subjects of sexual harassments as they are tasked forcefully to give in to demands or risk losing their job placements and the converse for the concerned gender is true (Osternburg & Ward, 2014).

2. 1.2.2 Diminished Health Situations

Victims of sexual harassments are subjects of physical, verbal and psychological incurrences; with majority experiencing long periods of poor health situations (Osternburg & Ward, 2014). A victim involved in such harassments may increase high levels of diminishing health status with a possibility of lack of compensations,

inadequacy in time for operational health checks and continuous violation of rights that may contribute to general psychological drain. In studies conducted, a sexually harassed person presents a slow growth in the organizational contribution and performance in cumulative ratio as compared to other staff members (Beech et al, 2009).

2. 1.2.3 Emotional Change

Changes in ones emotions are direct replica of the continuity in poor or good performance at a work place (Murrell & Dietz-Uhler, 1993). Continuous violation of one's gender rights such as sexual harassments has been argued to changing one's behavioural nature towards the members of the society. Studies conducted have revealed such may lead to low interactions, volatility in management of colleagues, reciprocation in defence and performance generally is observed to diminish thus implying a low organizational performance (Pryor *et al*, 1993). Lack of morale at a work place is indirectly proportional to high performance of organizations or the employee.

2.1.2.4 Financial Challenges

The stretch in which one endures in battling a challenge may require financial support with other sources channelling such into one pool limiting others (Rubin & Borgers, 1990). In the long run, involved victims assuming involved in addressing health issues and other legal matters may need more capital which one may lack. Battling financial challenges against addressing the sexual harassments, collectively may contribute to high financial drain in future may pool the inadequacies. Most victims involved in sexual harassments are sometimes dismissed unfairly with no such possibility of compensation worsening the party affect in the adequacy of finances (Reilly et al., 1992).

2.1.2.5 Global Consequential Trends' Changes

The continuous sexual harassments cases in the PSCs may present an unending wave of global distortions that may cause the changes in the operationalization of the firms (Reuters, 2016). This may include the employee absenteeism and legal challenges involving the court representations and too the financial inadequacies if with the ripple effect of the cumulative occurrences do happen to a given firm (Gutek, 1992). The continuity may also lead to minimal resource mobilization with available being stretch to meet the situation which further may lead into critical loss of portfolio business and the going concern of the PSCs.

2.1.3 Forms of Sexual Harassment

Sexual harassment can be defined in terms of different forms. A study by Maricana and Rahman (2002) points out that non-verbal sexual harassment is the major form of sexual harassment, while physical related follows , verbal sexual harassment closes on the forms and how they affect female guards and there performance.

2. 1.3.1 Verbal Sexual Harassment

Aquinas (2007) states that verbal sexual harassment entails uttering of suggestive compliments to women for example about their dressing , their physical appearances, or sexual related terms suggesting that you need them sexually. Khan and Mawire (2005) contrary to Maricana (2002) who said that nonverbal sexual harassment is the most common, they say that verbal is the most common one.

2.1.3.2 Physical Sexual Harassment

Physical sexual harassment entail unwelcomed touching, standing or sitting too close forcefully with the intention of having bodily attachment against someone else's body without her consent and permission according to Aquinas (2007). It can also take the

form of using force to have sexual intercourse with the woman by using false means like gifting her, asking her out for a night, asking her to come to your office and locking the door.

2.1.3.3 Non- Verbal Sexual Harassment

Aquinas (2007), explains that this type of sexual harassment entails sexual insults, suggestive sexual noises, sexual signs and gestures, displaying sexual pictures and posters in a manner that it is meant to embarrass a woman, setting sexual screensavers, sending sexual emails or texts.

2.1.4 Types of Sexual Harassment

This section discusses the types of sexual harassments that have been proven and the literature contribution by various scholars.

2.1.4.1 Quid Pro Quo Sexual Harassment

Quid pro quo is a latin term which means “this for that” (getlegal.com, 2016). The claim provides that when the overall decisions involving employment are into place, the submission to such is based on an individual willingness (Visser & Rinan, 1996). This harassment form constitute signs of sexual harassment when: the conduct of the management or those in charge is meant to affect the employment of the female guard or woman at the work place for the simple reason that she has turned down the offer of sexual intercourse asked for.

2.1.4.2 Hostile Work Environment Claims

The hostility and offensiveness may arise to offer such claims when they happen in the work areas and other unwelcome advancements or any other sexual suggestive language may lead to making the individual find the work setting as hostile in nature (Visser & Rinan, 1996). Judicial entities use other determination factorials to

determine the hostility of the work place or environment. In addition, these claims may lead to reducing the workers' morale in particular in the security sector where the working is essentially difficulty or rather strenuous.

2.1.5 Strategies Employed to Curb Sexual Harassments

There are different ways of curbing sexual harassment in organizations, and Hunt (2007) names them; company policy on sexual harassment, grievance procedure in dealing with sexual harassment issues at the work place and treatment of victims in cases where sexual harassment has taken place.

Armstrong (2009) in supporting Hunt, points out that a company policy is the body and reference of all issues in the company where sexual harassment is part of them. A vivid picture and plan of the grievance procedure is also one of the best ways to know how the issue of sexual harassment started and how it will be dealt with using the code of conduct set by the policy in place. With such tools in place, its more likely that the employees will work effectively knowing that they have a way of reporting and their issues are solved and actually the performance will be excellent.

2.2 Theoretical Review

This section includes theories and other theoretical contributions into the study case.

2.2.1 Theory of Sexual Harassments

The strict measurements in various workplaces are in testimony of the occurrences of the past occurrences that require immediate address. The prohibition is such an awareness necessity to aid the systemic halt to such progressive odd practices at the areas of work. Such is the subordination or the submission of women to men. Famously a practice in the United States, men undertook a compelling assertion that all women required to be subordinates to men instead of the equal rights participatory and power holding.

Martha Chamallas notes with respect to law in the United States that “After over two decades of enforcement of sexual harassment laws, the results are decidedly mixed. There can be little question that, for many people, particularly the targets of harassment, a change in consciousness has occurred. What was once quite universally regarded as private, petty conduct (for which the target herself was often deemed responsible) can now be argued to be a serious infringement of a worker's civil rights. On the other hand, the development of the law of sexual harassment has not escaped some of the stultifying influences of the law of rape. Many opinions in this unusually active area of litigation embody traditional views of proper behaviour for men and women and fail to see the connection between sexual harassment and women's subordination and most importantly their output. Below are the theories which deemed most relevant to the issue of sexual harassment and how it affects the performance of female guards in their workplace.

2.2.2 Aggressive/ Argentic Harasser Theory

Ricky et al (2004)'s Aggressive/ Argentic Harasser Theory states that sexual harassment takes into account on perpetrator's intention of risking one's wellbeing by coercing the person to accept his or her wants so as to accomplish some self feelings. The gain is to the perpetrator who leaves the victim in denial. The perpetrator is referred to us the harasser in this theory. Sexual harassment is among the perpetrators motivation in the workplace. The perpetrator or harasser's actions of a sexual nature are likely to affect the outcome of the person being harassed. Female guards fall victims of sexual harassment following the motivations of their male counterparts who include their supervisors, employers, co-workers, customers and clients upon which they are threatened of the consequences if they do not comply.

The theory is applicable and relevant for this study having insights of sexual issues and in specific sexual harassment and its effects on the performance of the person affected. The perpetrators want to push the female guards to sexual harassment incidents which are likely to affect them psychologically, physically and mentally. This in return leads to low self-esteem which translates to poor outcome in terms of personal performance and thus impacts the institutional performance.

2.2.3 Organizational Theory

The Organizational theory is linked to early works of max weber in the 1800s-1900s during the period of industrial revolution. Weber believed organizations were led in a bureaucratic manner with hierarchies which represented an organization form. In Weber's believe on organizations is that the workers roles are highlighted in the work framework provided by the management. Fredrick Taylor, (1915) also opined that remuneration, human resource selection procedure, and work ethics and conduct play a major role on matters of general performance of the organization and the employees.

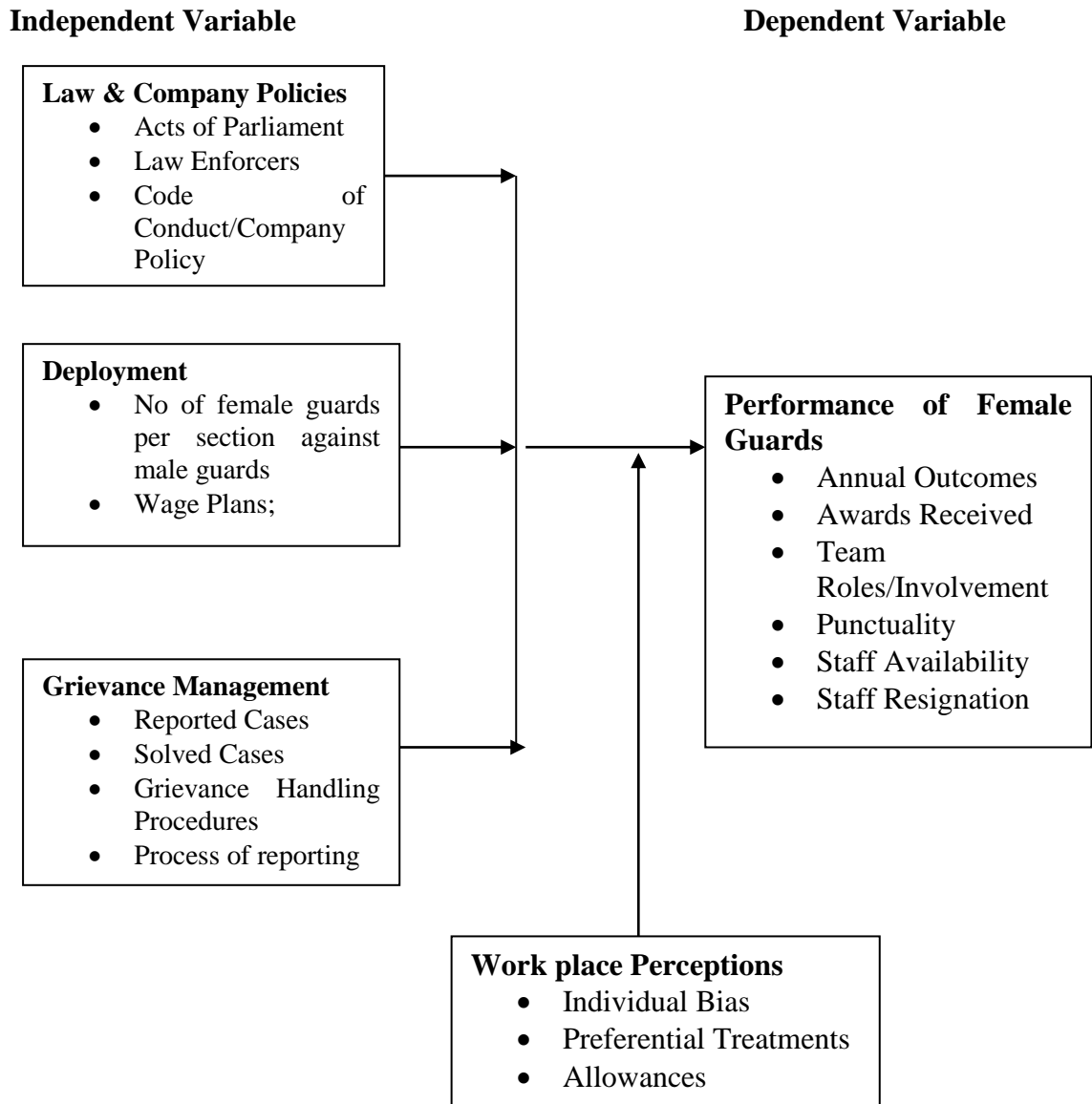
With this grounding of the organizational theory from the early scholars, modern theorists have further explained it referring to the employees and employer where they have explained matters of power and sexual harassment. The theory states that, the hierarchy of an organization plays a role in defining sexual harassment. It is evident that most of those in power in many organizations are men and many women on the subordinate. With this, the likelihood of sexual harassment is high and women are the victims. This happens and is the case in PSCs from my observation. The theory further says that even those who are in the same rank are involved in matters of sexual harassment to show their powers as they descend to a hierarchical power. Borrowing from the sociocultural theory, it states that the society has placed women on a permanent position of subordinates hence they are in a verge of being sexually harassed and their performance is affected negatively. The matters of deployment, working environment, policies and laws of the company give a leeway to the sexual harassment. It is therefore noted that with the presence of sexual harassment in an organization, not only will the performance of the organization be affected but also the performance of the employees.

While the argentic harasser theory expounds on the motivation towards sexual harassment, organizational theory brings the whole concept of the hierarchy and power and how they open up a gap for sexual harassment thus relevant to my study.

2.3 Conceptual Framework

The study sought to investigate independent variable against the dependent variables being the law enforcement, deployment and grievance management against the performance of the female guards who have been subjects to harassments.

Figure 1 Conceptual Model



Source: Researcher, (2018).

2.3.1 Law and Company Policies

Security sector is law enforcement and policy based sector. Presence of regulations, laws and policies are in place to guide and protect operations in the sector. Sexual harassment is punishable by law. Company policies are in place to prevent the occurrence of crimes and other unethical behaviours within institutions. Policies in companies are implemented by administrators in charge however; mode of implementation has an influence on the performance of employees and organizations.

Sexual harassment is an offence against rights of male or female. Company code of conduct has to embrace through strict interlinking with the law to ensure female guards' rights are never violated. Individual law enforcers are tasked with comprehending the applicable company policies and code of conduct in line with

2.3.2 Deployment

Security operations involve pairing and working in multiple units. Sufficient and adequate resource allocation of personnel is critical in facilitating delivering services. Female guards like male counterparts are subject of professional and quality service delivery as majority are sexually harassed thus not delivering as expected. The unit allocation depends on the speed, quality and outcome of service delivery. Wage plans in security companies vary with area of responsibility, service experience and skills gained. Discrimination in pay is a concern in the security sector as majority staffs are subject to delivery than have clear information on the resource allocation in their areas of operation.

2.3.3 Process of Grievance Management

Grievances are common in work places. These issues affect the performance of institutions and cause injury to performance of individuals if not handled well. The handling of grievances is significant in motivating the performance of employees. Female guards in private security companies are subjects of grievance concerns. Grievances on racial, gender and sexual related concerns are reported. The inability to address grievances raised may demotivate the morale to delivering quality services.

2.3.4 Work Place Perceptions

Employee perceptions are common at work places. Sense of inequity, biased payment plan, biased reward and unrecognised work output are common perceptions held by employees. Private security companies deploy their staff in varied areas of operations with unique operational characteristics which would rise to staff perceptions. Female guards being minorities and subjected to specific rights would be subjected to preferential treatments as compared to their male counterparts. This is a source of perception in delivering their duties.

The perceived nature of employees on how they treat each particular incident in the organization contributes to individual and organizational performance. Reward processes in organizations are a concern in the security services area. Discrimination in payment of rewards based on gender and personal engagements than skills and knowledge is a concern in the security sector.

2.4.5 Performance of Female Guards

Security companies employ both male and female guards and staff to deliver services to their clients. Institutions place their expectations of delivery on the staff appointed to deliver their respective roles. Institutions are charged with the role of ensuring adequate capacity and sufficient resources are available to sustain proper security service delivery. Private security companies employ huge amount of resources to ensure efficiency and productivity is of high standard scale.

Through employee awards and promotions, institutions strive to motivate their employees in order to deliver quality services and increase commitment and retention levels. Private security companies deploy their staff using the team model where each employ is under an appointed team leader. The team performance are assessed and appraised for efficient and professional delivery of services. Female guards are seen as minority in service in the private security companies. Their service is subject to review, pairing in team is rationalise and in most situations biasness is a common in the deployment. All these contribute to performance of the guards and lead to quantification in assessing the institution performance.

2.5 Summary of the Literature Review

In the above discussed literature review, this study looked into filling the gap thereby foreseen. The study found limited coverage in the sexual harassment in the security sector in record however with universal coverage of such in varied sectors in exclusion of the security sector. In addressing such, the study sought to provide contribution through the findings of the study in addressing the performance of the security guards in the private security companies in Nairobi City County owing to sexual harassments.

2.6 Research gaps

Kenya national commission of human rights, (KNCHR), 2014 did a study and gave a report on the state of security in Kenya whereas the present study focuses on security from the perspective of PSCs and specifically looking at the challenge of sexual harassment on the performance of female guards.

Karega, (2002), did a research on the violence against women in workplace in Kenya; an assessment of sexual harassment in the commercial agriculture and textile manufacturing sectors in Kenya whereas the present research underlines the factor of sexual harassment and its effects on the performance of female guards in PSCs.

The institute for security studies, (ISS) studied the general challenges affecting private security companies whereas the present study studies the challenge of sexual harassment and how it affects the female guards employed in PSCs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter gave a detailed approach of the methodology which was applied and components used in this research including the overall data collection, instrumentation and analysis along with ethical considerations.

3.1 Research Design

The study used descriptive research design. The design gives an in-depth understanding of an individual or group of individuals by explaining what and how questions of a phenomena. In descriptive research design, the subjects under study are completely natural and in unchanged natural environment. In this study where the female guards are the main respondents and target population, the study was done without manipulating their characteristics and those of their working place.

This design was considered appropriate for this study because of its relevance in relation to the objectives of the study, and how useful it was in describing the variables with any manipulation. The amount of quality information yielded from this design is valid and reliable, while the interviewer bias was reduced because respondents complete identically worded self-reported questionnaires (Kothari, 2007). The survey further enabled the researcher to collect sufficient information on particular subject matters as it is offered in depth outcomes.

3.2 Description of the Site

The study was carried out in Nairobi City County, which houses headquarters of both national government and majority of private sector corporations and organizations. It is also the headquarters of many international organizations and foreign missions operating in Kenya and in the region. Nairobi is the largest City in Kenya and East Africa with a population of approximately 3.2 million people (KNBS, 2016). Nairobi

City County was the choice for this study by the researcher because of its role as a commercial hub, and holds many commercial buildings that enjoy the service of PSCs of guarding. At least every building in the Nairobi City County and commercial organization enjoy at least one service from PSCs. The guards are both of female and male gender. The concentration of PSGs in the Nairobi City County gave the researcher a motivation and prime site of study.

3.3 Unit of analysis and Observation

Baker (1985) refers to the unit of analysis as social entities whose social characteristics are the focus of the study. Single et al. (1988) expounds the unit of analysis as the object, which enables a researcher to make factual realizations and generalizations about a certain subject under study. Mugenda et al. (2003) also notes that a unit of observation is the subject, object or item from which we measure the characteristics or obtain the data required in carrying out the study.

The unit of analysis for this study was sexual harassment and it is based on female guards who are the units of observation within NCC in the sampled private security companies. The respondents were sampled from 38 registered private security companies in Nairobi County.

3.4 Target Population

A target population is a well-defined set of people, services, elements and events, groups of things or households that are being studied (Kothari, 2004). The target population must have some observable characteristics to which the researcher intends to generalize the results of the study, (Mugenda & Mugenda, 2003). Therefore, this study targeted female guards from different PSCs offering their guarding services within NCC. Kenya Security Industry Association (KSIA) enlists private security companies in Nairobi. Currently there's a total of 38 member companies (KSIA, 2017). The respondents were classified as the management [managers and line supervisors] and female guards who are the main respondents. This study targeted two (2) senior managers, three (3) line supervisors and five (5) female guards from each firm making a total of 380 respondents.

Table 3. 1 Target Population of Study

Respondents	Frequency	Percentage
Senior Managers	76	20.00
Line Supervisors	114	30.00
Female Guards	190	50.00
Total	380	100.00

3.5 Sample Size

Sample size is the unit segment of the targeted population in a study that's examined to provide a look or trend of the entire population (Kothari, 2014). Sample sizes differ with specific objectives or items under study (Mugenda & Mugenda, 2008). A sample size provides an overall view of the target population and various specific objectives carry different sample sizes. Sample size is essential as it offers the overall description of the whole population or subject under observation (Koul, 1984).

In this study, systematic random sampling method was used to determine the sample size from a target population of female guards, managers and line supervisors within NCC. The researcher targeted samples from each of the 38 security firms in Nairobi. According to Mugenda and Mugenda, (2003), when the population is less than 10,000, a sample size of 10%-30% is a good representation of the target population. Thus, using 25% sample of the target population as the sample size, this study obtained 15 sample units of the management and 48 female guards making it a total of 63 samples thus 63 respondents for observation. From the target population above, it was established that we had 20 women senior managers and 40 women line supervisors. The female in the management were used because at one point they were also in this position of female guards and they have the knowledge of both sections.

Table 3. 2 Sample Size of Female Guards in Nairobi City County

Respondents	Frequency	Sample (%)	Sample Size
Senior Managers	20	25	5
Line Supervisors	40	25	10
Female Guards	190	25	48
Total	380		63

3.6 Sampling Procedure

Sampling is a process by which a relatively small number of individuals, objects or events are selected and analysed in order to find out something about the entire population from which it is selected (Singleton et al, 1998). According to Babbie (1990), sampling is where one selects a sample based on one's knowledge of the population, its elements and nature of the research. In order to gather a wide perspective of the nature and extent of sexual harassment, the systematic random sampling technique was used.

This study conducted a systematic random sampling on all security firms targeting female guards who were the main subjects of study. The researcher selected samples in the 38 firms systematically and without bias. One sample was selected from every company safe for companies with big numbers of female guards as shown in the list provided, in the area of study where 2 samples were selected for study. To be specific, in 10 companies, two, (2) samples were used. The researcher by the help of different company officials, obtained a list of all guards, that is female guards and systematically using an interval of seven, (7), selected the respondent(s) who were set aside for study. This small number of interval was selected mainly because some companies had few female guards and to be actual the least number was seven. The management, (managers and line supervisors) were purposively selected for the purpose of the study using purposive sampling. These types of sampling techniques involves examining a given set of the population that have a particular set of characteristics, and in the case of this study, the researcher examined a sample of 15

members from the management who are the managers and line supervisors and 48 female guards working within NCC under different PSCs as provided in appendix 6. Female guards were the main sampling units.

3.7 Data Collection Methods

Methods of data collection are the ways to obtain relevant qualitative and quantitative data or information for a particular study from relevant sources (Koul, 1984). Data collection is an important aspect of any type of research study and on this particular study, qualitative and quantitative was used.

3.7.1 Qualitative Research Method

Qualitative data collection method is used to gain an insight and depth understanding of underlying reasons, opinions, and motivations of key participants in a research or investigation. It provides clear insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem under study.

In this research, qualitative data collection method was of great significance in that this is a social research which is investigating different aspects of sexual harassment which affect the performance of female guards working in different PSCs in Kenya. It helped the researcher with the perspective of the key informants who have vast knowledge and understand well the issue under study.

3.7.2 Quantitative Research Method

This is data that can be quantified and can be subjected to statistical manipulation. It deals with numbers and thus in this study the number of female guards and the management, and other aspects and items are quantitatively analyzed and thus of significance in the analysis and tabulation of the raw data collected.

3.8 Instruments of Data Collection

This study used an interview schedule and a structured questionnaire as a main instruments and tool of data collection. The interview schedule was designed to obtain data from the management (managers and line supervisors) whereas the structured questionnaire was used to detail the performance of female guards in relation with sexual harassment in private security companies.

An interview schedule is an important data collection instrument as it is used to obtain specific and detailed information about a given subject. Therefore, an interview schedule gathered in depth insightful responses on the effects of sexual harassment on the performance of female guards in private security companies. The structured questionnaire is an important tool of data collection in that it could use to reach a big population of respondents in a low cost, relatively easy to administer and the best thing is it is the same for all respondents who are the female guards. The administration of the tools was done through hand delivery within ten (10) working days with the help of an assistant researcher for response after which collections was made and the responses used for analysis.

3.9 Data Analysis and Presentation

Data analysis is the process of bringing order, structure and meaning to the mass of data collected (Marshall and Rossman, 1990). Hitchcock and Hughes refer data analysis as the ways in which the researcher moves from a description of what is the case to an explanation of why is the case. The purpose of analysing data is to obtain usable and useful information. The analysis irrespective of whether the data is qualitative or quantitative may describe and summarize the data, identify relationships between variables, compare variables, identify the difference between variables, and forecast outcomes.

Data was analysed quantitatively and qualitatively. Quantitative data was subjected to a Statistical Package for Social Sciences (SPSS) for its analysis and was presented inform of frequency tables and percentages and figures while qualitative data which

enriched it was analysed by identifying themes and presented in narratives. Further, Quantitative data was also presented in graphs and pie charts.

3.10 Ethical Consideration

Conducting research requires compliance and ethical consideration to enhance the quality and output confidence by the receptors of the study. Driscoll and Brizee (2012) noted that a research needs to have permission from the regulators to conduct such research and that they need not have any intention to cause any physical, virtual otherwise any injury or damage in the process of research. In addition, avoidance of personal issues and biases otherwise vendetta should not have a penetration into the research process as and for the whole process should include high standards of integrity and privacy and or the confidentiality levels.

A letter to conduct the research was given hereby from the University and mutual consent reached upon by the researcher and the respondents on the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter presents a summary of the findings collected from the target audience on the Effects of Sexual Harassment on the Performance of Female Guards in Private Security Companies. The data was obtained through the use of questionnaires which were the main tools for data collection used in the study. The data was interpreted in light of research questions and objectives.

4.2 Response Rate

The target population was comprised of a total of 63 respondents (senior managers, line supervisors and female guards). According to Mugenda and Mugenda (2003), a 50 percent response rate is adequate, 60 percent good and above 70 percent rated very well. Kothari (2004) agrees with Mugenda and Mugenda on matters of response rate. Based on these assertions; the response rate in this study was 76 percent which was very well. The results are shown in Table 4.1

Table 4.1: Response rate

Response Rate	Frequency (N)	Percentage (%)
Filled and returned	48	76
Unreturned	15	24
Total	63	100

4.3 Demographic Information

In this section, the researcher sought to get information on the respondent's age, highest academic qualification, and religion.

4.3.1 Age Bracket

The respondents were asked to indicate their age brackets in order to establish their ages. The findings are presented in Table 4.2.

Table 4.2: Age Bracket

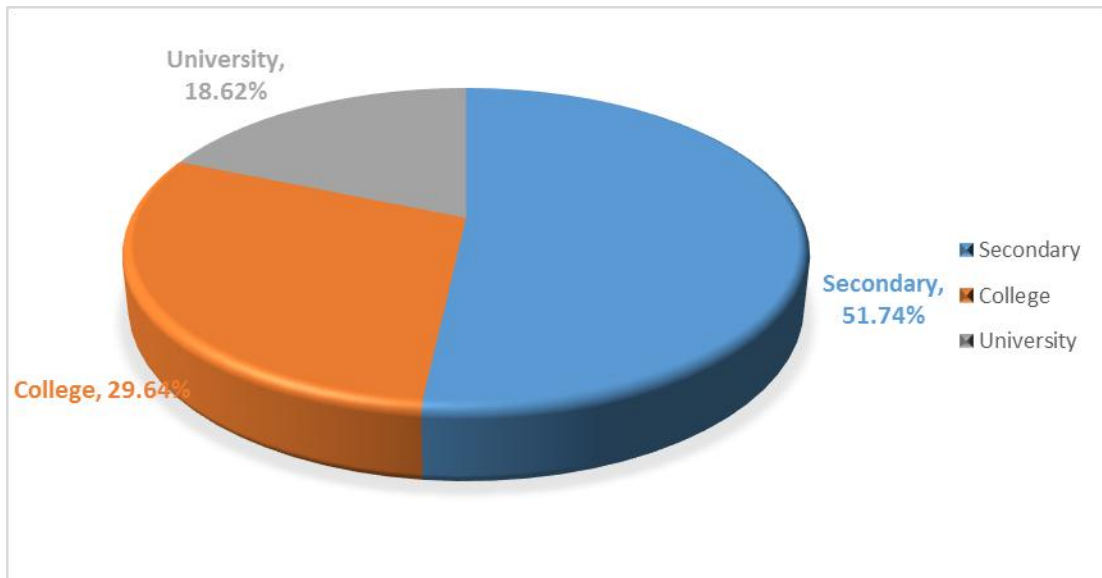
Age Bracket	Frequency (N)	Percentage (%)
18 – 28	22	45.83
29 – 38	12	25.0
39 – 48	9	18.75
49 above	5	10.42
Total	48	100.00

The findings of the study indicates that 45.83% of the respondents were aged between 18 – 28, 25% were aged between 29 – 38, and 18.75% were aged between 39 – 48 while 10.42% were aged 49 years and above. This implies that the majority of the respondents were youthful and unexperienced which means that they are prone to harassment from their seniors. It further implies that, most of them get into security work immediately after secondary school education and with no experience they are taken advantage of and they find themselves victims of circumstance in regard to sexual harassment.

4.3.2 Level of Education

The study sought to determine the level of education of the respondents. The results are as shown in figure 4.1.

Figure 4.1: Level of Education

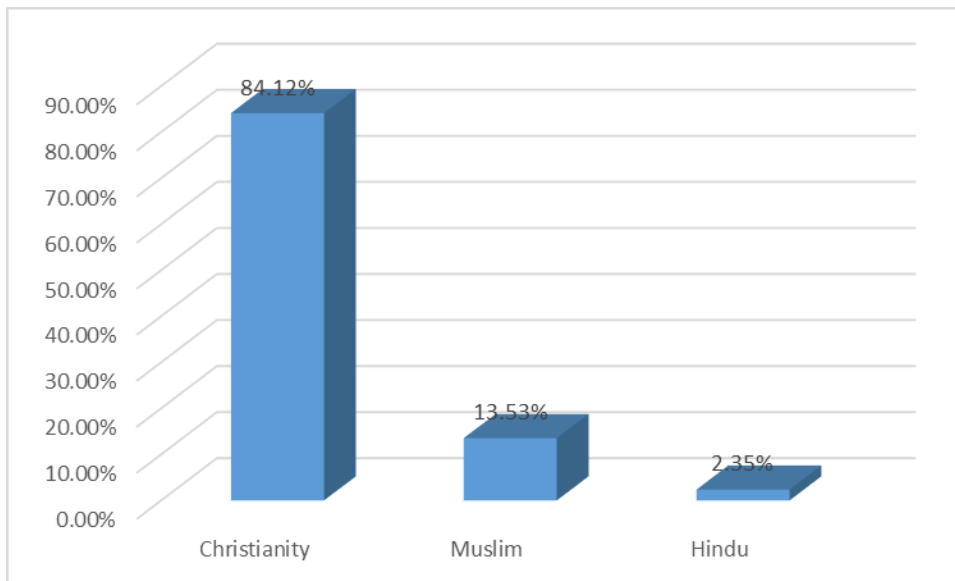


From the figure, the findings indicate that 51.74% of the respondents had secondary school level of education, 29.64% had college education while 18.62% had university education. The majority of the female guards in the private security companies are high school certificate holders. This implies that they are not that knowledgeable to be given office positions. From the findings, many of the top managers and supervisors are must have some college experience or have worked for some time in security institution. Those in the management are very few which means that they don't have the bargaining power which makes them vulnerable for sexual harassment.

4.3.3 Religion

The study sought to find out the religion of the respondents. The findings are shown in figure 4.2 below.

Figure 4.2: Religion



The study found out that, 84.12% of the respondents were Christians, 13.53% Muslims and 2.35% Hindus. This implies that the majority of guards are Christians. There are more Christian guards following the reason that a big number of consumers of PSCs services are Christians. In Kenya 80% of its population are Christians. With this, it's likely that we have many female guards who are Christians. Places where Muslims are concentrated, the guards in those areas are Muslims as and the same happens to Christians.

4.4 Female Guards in Private Security Companies (PSCS)

The study sought to find out more about employment of Female Guards in private security companies. The results are represented in table 4.4.

The respondents were asked to indicate their area of service. The findings are shown in table 4.3.

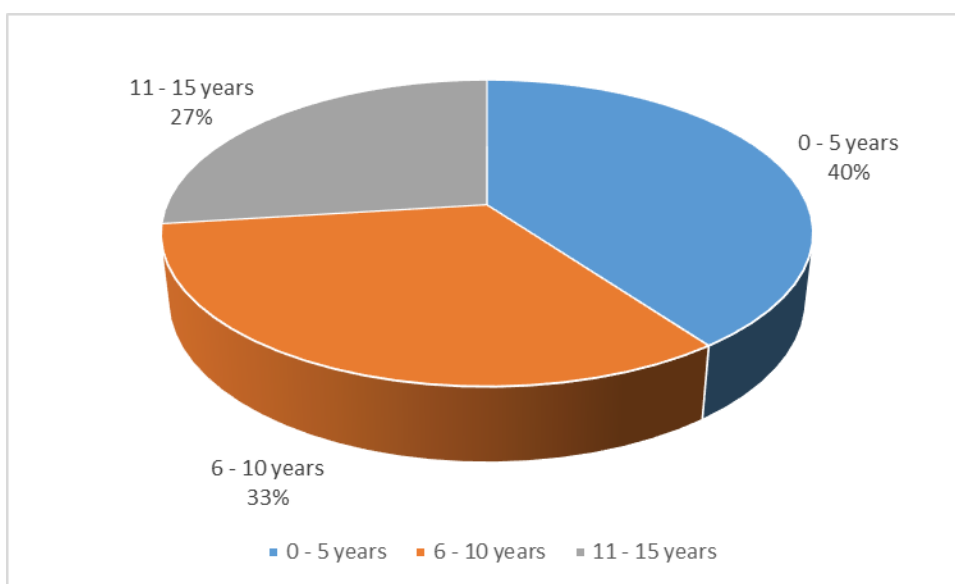
Table 4.3: Area of Service Currently

Area of Service	Frequency (N)	Percentage (%)
Government Institutions	8	16.70
Banking Institutions	15	31.25
Private Businesses/Enterprises	9	18.75
Religious institutions	6	12.50
Academic Institutions	8	16.70
Other Public Institutions/ Centers	2	4.16
Total	48	100.00

From the table, the study found out that 31.25% of the respondents work with Banking Institutions, 33.4% work with Academic Institutions and Government Institutions respectively, 18.75% work with Private Businesses/Enterprises, and 4.16% work with other public institutions/centers. Findings depict that Banking Institutions are the largest employers of private security however; it was evident that at least every institution needs the services of PSCs.

The researcher further wanted to find out the number of years the respondents have worked in their respective places of work. The results are shown in figure 4.3.

Figure 4.3: Number of years serviced by the respondents in their current



From the figure, 40% of the respondents have worked between 0 – 5 years, 33% have worked between 6 – 10 years, and 27% have worked between 11 – 15 years. The findings indicate that majority of the respondents have worked for less than 6 years. This implies that the cases of sexual harassment are within the company employees, which are the management and the subordinates. The bigger threat to female guards is within the organization. Their male colleagues and the ones in management. This is for the simple reason that in a daily basis, these people get to interact.

The study also sought from the respondents the number of companies they have worked for. The findings indicate that the majority of the respondents have just worked for one company. It's a small percentage that has worked for 2 to 3 companies. For those who have worked for more than one company were asked to indicate the reasons as to why they left. The findings are presented in table 4.4.

Table 4.4: Reasons to leave former PSCs

Why left former PSCs	Percentage (%)
Sexual Harassment	85
Low Pay	67
Lack of payment	56
Poor working environment	59
Parental Engagements	36

From the table above, the result indicate that 85% of the respondents left their former company to join the recent company due to sexual harassment, 67% due to low pay, 56% due to lack of payment, 59% due to poor working environment and 36% parental engagement. The findings are supported by the study done by Gateway (2005) which points out that sexual harassment are as a result of lack of policy. Lack of such policies, lead to the departure of the human resource to other companies which take into account their rights. Sexual harassment affects not only the performance of the female guards but also their physical and psychological wellbeing hence ruining their welfare and health.

4.4.1 Laws and Company Policies

The study was set to find out more about the laws and policies of the involved companies in regards to sexual harassment of the female workers. The findings are tabulated in table 4.5

Table 4.5: Laws and Company Policies

Statement	Confused	I don't know	Not sure	Not aware	Aware	Mean
Do the PSCs you work for have a working policy on sexual harassment	-	11	15	34	40	3.36
Are you aware of the policy?	-	-	20	53	27	3.50
Have you ever experienced sexual harassment in your working place?	-	-	9	48	43	4.18
Have you observed your female colleague being involved in sexual harassment?	-	-	8	23	69	4.59
Was there any policy or law used to discipline the suspect (perpetrator)?	-	11	15	34	40	3.81
Are you aware of the procedures followed when applying these policies	-	-	20	53	27	3.93
Are you aware of the code of conduct of your company?	-	-	9	48	43	4.77
Is sexual harassment amongst the items considered in the code of conduct	-	-	8	23	69	4.35
Are you aware of the sexual offences act No.3 of 2006?	-	11	15	34	40	3.71
Are you aware that sexual harassment is covered in this act of government, (state law)?	-	-	20	53	27	3.87
Have you ever experienced it being applied in case of sexual harassment in your work place?	-	-	9	48	43	3.64
Are you aware of the procedures/process followed in reporting sexual harassment in the law enforcement agency like the police?	-	-	8	23	69	3.74
Was your performance affected in the course of applying the law?	-	11	15	34	40	4.14

From the table above, the findings indicate that some of the respondents were aware that the PSCs they work for have a working policy on sexual harassment with a mean of (3.36). The findings indicate that the majority of the respondents have experienced sexual harassment in their working place, have observed their female colleagues being involved in sexual harassment, they are aware of the code of conduct of their company, sexual harassment is amongst the items considered in the code of conduct, and also that their performance was affected in the course of applying the law. This is represented by means of 4.18, 4.59, 4.77, 4.35 and 4.14 respectively.

The results further indicate that, a good number of the respondents were aware of the policy, that there are policies or laws used to discipline the suspect (perpetrator), were aware of the procedures followed when applying these policies, were aware of the sexual offences act No.3 of 2006, are aware that sexual harassment is covered in this act of government, (state law), they have experienced it being applied in case of sexual harassment in their work places, they are aware of the procedures/process followed in reporting sexual harassment in the law enforcement agency like the police. This is represented by the means of 3.50, 3.81, 3.93, 3.71, 3.87, 3.64 and 3.74 respectively.

Besides many being aware, there are a number of the female guards who were not aware and others not sure of the available policies and laws in regards to sexual harassment.

Further findings indicate that, to address sexual harassment the institutions should create strong sensitization on matters of sexual harassment policy which should be made available to all the workers to read and understand the consequences in case any is involved sexual harassment. An operation manager from Riley services limited had this to say in regard to policy and sexual harassment;

“There is a policy and code of conduct in this company and all employees both male and female are aware of it and should work in its accordance failure to which action will be taken. She further says that any officer who is found to have used abusive or threatening language on trying to molest his female colleague is liable to a disciplinary case which mostly leads to dismissal of the culprit.”

In regard to policy and state laws one supervisor said that;

“Our company policy addresses the plight of female guards to its fullest.”

The findings also pointed out that many victims of sexual harassment are cautious of coming forward with their complaint(s) because of fear of retaliation by the harasser. A female security guard from Riley services security working in a church compound told the researcher that;

“I hope you will help us as female guards, sometimes back I tried to report a supervisor who was molesting me by forcing me to sleep with him or else he will terminate my contract, but I was told by the manager that we should iron our issues out of work with the supervisor yet there is a policy in our company against sexual harassment.”

This is why it is important to remind all employees that retaliating against someone for failing a sexual harassment claim is not only wrong, it's against the law. It is prudent that All Upper and Lower-Level Employees Attend an Anti-Harassment Workshop(s) which should be organized by the company on a regular basis. Doing so will help management with clear and uniform understanding about this harassment and how to go about handling situations that may arise. Immediate action should be taken to investigate complaints of harassment and perpetrators brought to book as fast as possible. This will restore the confidence and motivate the victim to work knowing that her wellbeing in the company is paramount and this will definitely boost the performance of the employee and the overall performance of the company.

From the findings further, a supervisor working with absolute security limited noted that;

“The relevant management takes sexual harassment very seriously and our first goal is to prevent it from occurring. Our policy focuses on developing shared responsibility across this agency by creating a positive workplace culture where gender equality and diversity are appreciated, and all people are respected and valued.”

Some of the steps that have been put across to address sexual harassment of female guards in their workplace according to supervisors from Babs PSC had this to say;

“Create a safe work environment that is free from sexual harassment, expect leaders and managers to be role models with appropriate and acceptable workplace behavior according to the code of conduct and enforcing the policies without bias or favor, implement open communications, regular trainings and awareness on matters harassment, creating strategies to ensure that all of us—employees, managers and leaders—know our rights and responsibilities, have zero tolerance for, and prompt handling of, incidents of sexual harassment, model appropriate standards of conduct at all times, encourage the reporting of behaviors that breach the company policy and code of conduct, treat everyone fairly, ensure the well-being of the complainant and the respondent, and being respectful of their legal rights and natural justice and seek to resolve issues at the lowest appropriate level of intervention”.

A manager in charge of operations in Seculexx Security Company said that;

“They are working on a policy in their company that will make sure that all employees, including chief executives, are covered, whether they experience harassment by another employee, contractor, visitor, volunteer or member of the public. Visitors, clients, volunteers and contractors to the workplace will be covered by this agency's sexual harassment policy and the laws.”

All employees are advised that the employment is subject to strict observance of the code of conduct. No one is allowed to use any abusive or insulting language. No one is above the law. The law is equally administered to all regardless of the position. This is also followed strictly as per the labor laws and the constitution of Kenya 2010, where a manager from B.M security pointed out in an interview that;

“As an employer, we have a responsibility to maintain a workplace that is free of sexual harassment. This is our legal obligation, but it also makes good business sense. If we allow sexual harassment to flourish in our workplace, we will pay a high price in poor employee morale, low productivity, and lawsuits.” The following measures have to be taken, adopt

*a clear sexual harassment policy, train employees, and train supervisors,
Monitoring of workplace, taking all complaints seriously and managers.*

It's clear that all of these companies understand the effects of statutory compliance and regulations in case of sexual harassment. A supervisor from Riley services Limited had this to say in regard to statutory compliance;

“If we don't comply with the law, it will lead to termination and revocation of our license, which means we will be out of business.”

Many companies are trying as much as possible to avoid the blow of statutory compliance and regulations by minimizing the sexual harassment cases if not able to end the vice. Some key respondents argued that they have put necessary steps to make sure none of their workers is involved in the vice but did not clearly point out the steps. According to Osternburg and Ward, (2014), they note that sexual harassment is a major vice that affect the output of the female guards working under PSCs as in any other organization and this is the same conclusion by many key respondents who were interviewed. They pointed out that, sexual harassment not only affects the output of the female guards but also the cumulative performance of the company.

Changes in ones' emotions are a direct replica of the continuity of poor or good performance at a work place (Murrell & Dietz-Uhler, 1993). Continuous violation of one's gender rights such as sexual harassments has been argued to be changing one's behavioural nature towards the members of the society. Studies conducted have revealed that such may lead to low interactions, volatility in management of colleagues, reciprocation in defence and performance generally is observed to diminish thus implying a low organizational performance (Pryor et al, 1993). Lack of morale at a work place is indirectly proportional to performance of organizations or the employee.

Further, the cases of sexual harassment on female guards affect their work performance in that it causes emotional well-being of an individual and this may turn into physical deterioration. Sexual harassment can jeopardize the victim's emotional and mental health. It can lead to the loss of self-esteem and it may even compromise personal relationships. The end result of all these effects of sexual harassment is poor performance.

In conclusion, the authorities in charge and relevant agencies that are meant to sensitise the female fraternity, not only in workplaces but everywhere about the policies and the laws that protect them from sexual harassment have work at hand which need to be done as early as possible. Lack of sensitization and ignorance of company policies and state laws has opened the gap of sexual harassment of female workers in different workplaces hence affecting their work performance which even translates to their social ties like in the family. If good sensitization is done in different organizations and in specific PSCs in Kenya about sexual harassment of female guards and other workers in general and about policies and laws involved thereto, the organizations are likely to experience less cases of such vices and record good performances from their female employees and overall company performance.

4.4.2 Deployment of Guards

Issues of deployment of guards are more crucial in female sexual harassment incidents and how it affects their performance. The study sought to find out more about deployment of guards and how it contributes to sexual harassment and its impact on their performance. The findings are tabulated in table 4.6;

Table 4.5: Deployment of Guards

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Female guards prefer working in company with their male counter parts	42.9	35.7	9.5	2.4	9.5	2.91
Female guards deliver in their duties during day shifts than night shifts	21.4	52.4	11.9	14.3		3.80
Female guards sexually harassed have low motivation to deliver in their areas of operation	40.5	28.6	21.4	9.5		3.80
Female guards sexually harassed influence low output in their teams	26.2	33.3	4.8	2.4	33.3	3.40
Female guards who never report sexual harassment by senior managers are rewarded	35.7	31	26.2	7.1	7.1	2.88
Female guards have high motivation to deliver when their sexual harassment cases are resolved.	28.6	28.6	11.9	4.8	26.2	3.51
Female guards perform better when assigned to areas of choice and welcome low cases of sexual harassment	42.9	35.7	9.5	2.4	9.5	4.05
Female guards assigned in commercial places have better output and less prone to sexual harassment	21.4	52.4	11.9	14.3		3.11
Female guards assigned to government areas receive incentives hence high performance outputs and low encounters with sexual harassers	40.5	28.6	21.4	9.5		2.78
Female guards assigned in a group of many male counterpart/colleagues are likely to be sexually harassed	26.2	33.3	4.8	2.4	33.3	3.71
Female guards assigned to work in a group of their fellow female	35.7	31	26.2	7.1	7.1	4.00

colleagues receive no cases of sexual harassment						
Female guards assigned to deal with only female clients and customers are more productive and less prone to sexual harassment cases.	28.6	28.6	11.9	4.8	26.2	3.89
Female guards assigned to work in a male dominated field are more likely to be involved in sexual harassment incidents	42.9	35.7	9.5	2.4	9.5	4.24

From the table above, the findings indicate that the respondents were strongly in agreement that Female guards perform better when assigned to areas of choice and welcome low cases of sexual harassment, Female guards assigned to work in a group of their fellow female colleagues receive no cases of sexual harassment, female guards assigned to work in a male dominated field are more likely to be involved in sexual harassment incidents, and female guards assigned to deal with only female clients and customers are more productive and less prone to sexual harassment cases. This is represented by the means of 4.05, 4.00, 4.39 and 4.24 respectively.

From the findings, it was evident that Female guards deliver in their duties during day shifts than night shifts and they are less prone to sexual harassment hence good performance, Female guards sexually harassed have low motivation to deliver in their areas of operation due to low morale and fear of being harassed again, Female guards sexually harassed influence low output in their teams, Female guards have high motivation to deliver when their sexual harassment cases are resolved, Female guards assigned in commercial places have better output and less prone to sexual harassment, and Female guards assigned in a group of many male counterpart/colleagues are likely to be sexually harassed. This is represented by the means of 3.80, 3.80, 3.40, 3.51, 3.11 and 3.71 respectively. A supervisor in Instarect Limited who is part of the management had this to say;

“Female guards who have been sexually harassed register high rates of absenteeism and their motivation to work is affected hence poor performance.”

An operations manager in Pinkertons security said that;

“If the reported case is not solved or if solved but not to satisfaction of the victim, the performance of the victim deteriorates and some end up withdrawing from the duties assigned and even stop coming to work.”

The supervisor from Pinkertons further said that;

“Female guards assigned in a group of male counterparts feel secure but also they find themselves at the receiving end of sexual harassment which comes mostly as jokes from their male counterparts and it affects their cumulative performance; some female guards just take it as normal and work normally where as others are affected and as a result it affects their performance negatively.”

Further results indicate that, majority disagreed that; Female guards prefer working in company with their male counter parts, Female guards who never report sexual harassment by senior managers are rewarded and Female guards assigned to government areas receive incentives hence high performance outputs and low encounters with sexual harassers. This is represented by means of 2.91, 2.88 and 2.78 respectively.

A manager from Texas security who was interviewed in regard to deployment had this to say;

“There are no really measures adopted in allocating female guards’ roles and assignment and different areas of work. The policy cuts across, the only difference is that when at work, female guards deal with female clients and male guards deal with male clients.”

A supervisor from Radar security noted that;

“Many ladies are assigned to day time duties; it’s very rare for a lady to be assigned night shift assignments more so in risky areas.”

The supervisor from Radar security had the same sentiments as those of a supervisor from KK security who pointed out that, there are adopted procedures of handling reported grievances/cases concerning sexual harassment of female guards. He further said that;

“Ladies who have been harassed should report to the management and submit evidence if they have any. Then the relevant authorities will do their investigation and determine the case, which will see justice being served accordingly.”

Generally, it is noted that the performance of female guards who have been sexually harassed, is not constant or uniform in all cases. It varies from one individual to the other, depending with their self-esteem. Many who have been counseled and are in the processing of recovering are doing well in their duties as compared to those who have not sort any counseling services or their cases have not been dealt with. The deployment of the female guards to different working stations takes different dimensions which include; working period and time-(day or night), the working team that is the number of male against women and the clients/customers she will be dealing with among others. This will point out the risk factors towards sexual harassment which will imply how effective the female guard will be in discharging her duties.

In conclusion, it's evident that deployment of female guards to different places of work has an impact as far as sexual harassment is pronounced and a clear effect on their performance. Before deploying them the management should consider the risks involved therein and act accordingly to prevent the vice from taking place. For effective performance, the female guards, the management and the employer should work closely to avoid this vice of workplace sexual harassment. It is clear that women are more vulnerable and prone to sexual harassment which then calls for more vigilance and care when deploying them for maximum good performance failure to which individual performance will be affected and definitely it will translate to overall poor company performance.

4.4.3 Grievance Handling Procedures

The study was set to find out the grievance procedures and how grievances from female guards are handled. The results are tabulated in table 4.7;

Table 4.6: Grievance Handling Procedures

Statement	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied
Are you satisfied the way general cases are handled in your company?	4.8	26.2	45.2
Are you satisfied the way sexual harassment cases are handled in your company?	9.5	45.2	35.7
Are you satisfied how sexual harassment cases are handled in your working place when the offender is a manager or supervisor	7.1	33.3	50
Are you satisfied how sexual harassment cases are handled in your working place when the offender is your male colleague	4.8	4.8	26.2
Are you satisfied how sexual harassment cases are handled in your working place when the offender is a client/customer	11.9	16.7	50
Are you satisfied with the policies and laws put in place by the management to handle sexual harassment cases?	4.8	26.2	45.2
Are you satisfied the way verbal sexual harassment are handled by those in charge?	9.5	45.2	35.7
Are you satisfied the way physical sexual harassment are handled by those in charge?	2.4	33.3	21.4

From the table above, the findings indicate that, majority of the respondents were somewhat satisfied, and neither satisfied nor dissatisfied with; the way general cases are handled in their company, the way sexual harassment cases are handled in their company, how sexual harassment cases are handled in their working place when the offender is a manager or supervisor, how sexual harassment cases are handled in their working place when the offender is their male colleague, how sexual harassment cases are handled in their working place, when the offender is a client/customer, the policies and laws put in place by the management to handle sexual harassment cases, the way verbal sexual harassment cases are handled by those in charge and the way physical sexual harassment cases are handled by those in charge. This is represented with 2.44, 2.47, 2.49, 2.30, 2.47, 2.62, 2.31, and 2.31 respectively.

From the findings, it implies that the grievances are not handled to the satisfaction of female guards. The study sort to find out why and one of the female guards from Riley security had this to say;

“Sometimes we present our cases to the management but you find out that the perpetrator has good links with them and nothing is done. Sometimes some other perpetrators buy their way out by corrupting the management hence no handling of the grievance and if it’s handled you find yourself in the receiving end as the one who was wrong.”

Another female guard from Brinks security said that;

“At one point she was sexually harassed by her male supervisor using both verbal and touching her forcefully and when she reported to the managers, she was told she is beautiful and she should negotiate with the supervisor for he was a single man to marry her. It was the worst feeling from the people I thought I will run to but at last I had to step up and face the supervisor head on and told him to leave me alone, I was not interested with him and I told him that what he is doing is wrong and from that day he respected me.”

From the above experience it’s evident that some people who the female guards might be running to are the main culprits or they support other culprits and with this it’s very hard to get a conclusive grievance handling shoulder to lean on.

In some companies the procedure is not effective which in return opens the gap for continued sexual harassment of female guards and the end result is poor performance. A supervisor working with Fidelity Security Company said that;

“We lack clear procedures on how to solve issues of sexual harassment brought to us in our company; sometimes the perpetrator is your boss and we are left with hands tied. If it were you, what will you do? She paused.”

Cases of lack of clear laws and policies especially where the perpetrator is the employer affects how the grievance is to be handled and thus leaves the victim with no help if not able to seek the assistance of the law enforcement officer. It is then likely that the victims’ performance will be affected if she continues to work under such conditions.

The relevant managements and authorities need to be effective in grievance handling and procedures involved therein to motivate the female guards which in return will make them effective in their work. In regard to creating effective grievance management and procedures, some key respondents during an interview had this to say; a supervisor from G4S Security Company said;

“In our company, the victim is required to report the grievance to the management or drop the grievance at the suggestion box at the main offices or send it through a private email provided by the company. Then the relevant authority will take it over and deal with it accordingly.”

However another supervisor from Crest Security Company said that;

“In our company we take arbitration as the main procedure of grievance handling and if it does not work from our end we advise the female guard to seek assistance from the law enforcement agency.”

Another supervisor working with Saladin Security Company said that;

“In our company we encourage the female guards to report their grievance to the human resource officer and their female representative and with that the policy will be followed up accordingly. We encourage them to report to

their female representative because she understands the challenges ladies go through as opposed to a majority of male officials.”

Lack of channels of reporting grievances in many companies affects the guards, not only female guards but the whole fraternity of guards who opt to leave the company or stay under such circumstances but then produce poor results which affects their overall performance and in return the company's general performance. Issues of lateness to work, absence from work, and lack of motivation during working hours are some of the factors which are affected by lack of effective grievance management especially on matters of sexual harassment touching on female guards. Then, the end result is poor performance which leaves the company with poor results and sometimes leads to contract termination where the company has been given the contract to offer their security services. It is clear from the findings that if a security company does not take into account the rights of their employees in general, not only the female guards, the clients are likely to do away with it hence a big blow to the company and the workers. Thus grievance management and solving internal challenges related to sexual harassment should be taken with the seriousness it deserves and there must be clear guidelines on how the process is carried out. With good grievance management, good performance is likely to be exhibited from not only the female guards but the team of guards, male and female.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section contains the summary and conclusion of the study based on the findings already detailed in chapter four. It also provides recommendations based on the study's conclusions which can therefore lead to appropriate interventions to improve or salvage identified weaknesses in the area of study. The policy recommendations and areas of further research are also drawn.

5.2 Summary of the Study

The study found that the Banking Institutions are the largest employers of private security. The majority of the respondents have worked for less than 6 years which means that they may not know about the company they are dealing with which therefore makes them prone to harassment. The majority of the respondents of the study have just worked for one company, their current company. The findings shows that those who left their former companies, left due to the above reasons but the highest of the reasons was sexual harassment.

The findings indicate that some of the respondents were aware that the PSCs they work for have a working policy on sexual harassment and the company code of conduct. The majority of the respondents have experienced sexual harassment in their working place, or they have observed their female colleagues being involved in sexual harassment, they are aware of the code of conduct of their company, sexual harassment is amongst the items considered in the code of conduct, and also that their performance was affected in the course of applying the law.

A good number of the respondents were aware of the policy, that there are policies or laws used to discipline the suspect (perpetrator), were aware of the procedures followed when applying these policies, were aware of the sexual offences act No.3 of 2006, are aware that sexual harassment is covered in this act of government, (state law), they have experienced it being applied in case of sexual harassment in their work places, they are aware of the procedures/process followed in reporting sexual harassment in the law enforcement agency like the police.

The findings indicate that the respondents were strongly in agreement that Female guards perform better when assigned to areas of choice and welcome low cases of sexual harassment, Female guards assigned to work in a group of their fellow female colleagues receive no cases of sexual harassment, Female guards assigned to work in a male dominated field are more likely to be involved in sexual harassment incidents, and Female guards assigned to deal with only female clients and customers are more productive and less prone to sexual harassment cases.

The study found out that, female guards deliver in their duties during day shifts than night shifts, female guards sexually harassed have low motivation to deliver in their areas of operation, female guards sexually harassed influence low output in their teams, female guards have high motivation to deliver when their sexual harassment cases are resolved, female guards assigned in commercial places have better output and less prone to sexual harassment, and female guards are assigned in a group of many male counterpart/colleagues are likely to be sexually harassed. Many disagreed that, female guards prefer working in company with their male counter parts, female guards who never report sexual harassment by senior managers are rewarded and female guards assigned to government areas receive incentives hence high performance outputs and low encounters with sexual harassers.

The findings indicate that, many of the respondents were somewhat satisfied, and neither satisfied nor dissatisfied with the way general cases are handled in their company, way sexual harassment cases are handled in their company, how sexual harassment cases are handled in their working place when the offender is a manager or supervisor, how sexual harassment cases are handled in their working place when

the offender is your male colleague, how sexual harassment cases are handled in your working place when the offender is a client/customer, the policies and laws put in place by the management to handle sexual harassment cases, way verbal sexual harassment are handled by those in charge and way physical sexual harassment are handled by those in charge.

The study shows that, it's clear that all of these companies understand the effects of statutory compliance and regulations in case of sexual harassment. It will lead to termination and revocation of their license. This means they will be out of business. They are trying much possible to avoid the blow of statutory compliance and regulations by minimizing the sexual harassment cases if not able to end the vice. Besides, many argued that they have put necessary steps to make sure none of their workers is involved in the vice.

5.3 Conclusion

The study concludes that the respondents in this study reported a deep understanding of sexual harassment at the work place. There is evidence to show that sexual harassment seems to be affecting women more than the men. Thus, women tend to bear the burden and cost of sexual harassment. Consequently, some women develop fear, characterised with feelings of embarrassment and intimidation, which tends to affect daily living and their output at work. Such symptoms could further make them afraid of competition, withdraw from programmes and fail to use available facilities and opportunities putting them at a more disadvantaged position compared to their men counterparts. Yet, provision of a conducive competitive environment, is important for the achievement of gender equity and equality, usually enriched in Kenya's Constitution 2010, and Vision 2030. A key recommendation adopted at the CSW58 is to address violence against girls and women in the Post-2015 development Agenda. Thus, provision of a comprehensive empowerment programmes and guidance and counselling programmes may go along to help the disadvantaged women be able to cope with some of the challenges they encounter every day.

Besides many being aware, there are a number who not aware and others not sure of the available policies and laws in regards to sexual harassment. The authorities in judge and relevant agencies that are meant to sensitise the female about the policies and the laws that protect them from sexual harassment haven't done enough. This has led to the harassment of many ladies who are innocent and they have no idea what they should do when they are harassed.

For effective performance of female guards, the employer should work closely with them to understand the challenges they go through and how they can be addressed. This is because they are more prone to sexual harassment all-over they are assigned to work.

The study concludes that relevant authorities need to be effective in grievance handling and handling procedure to motivate the female guards which in return will make them effective in their work.

5.4 Recommendations of the study

The study recommends that:

1. The organizations should strictly adhere to regulations regarding recruitment, promotion, discipline, reward, and training so that women sexual harassment is put to a stop.
2. There should be pronounced policies regarding the institutionalization and regulation of the code of conduct.
3. Counseling services should be introduced in all security companies especially to take care of those who have been sexually harassed and other issues which affect the wellbeing of the security guards at their workplaces; further, awareness on matters of sexual harassment should be carried out regularly to educate the guards and other employees in the security companies.

5.5 Suggestions for Further Research

There is need to conduct a study on what motivates the perpetrators of sexual harassment and violence engages in such acts.

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APPENDIX 1; LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: RESEARCH ASSISTANCE

I Obino Stephen Michori, express interest in the above subject. I therefore seek assistance in my Research Study Titled “*Effects of Sexual Harassment on Performance of Guards on the Performance of Female Guards in Private Security Companies (PSCs) in Nairobi City County.*” for data collection and answering the questions in the questionnaire. Your assistance will be much appreciated.

Thank You.

Yours Sincerely

Obino Stephen Michori

C50/79606/2015.

University of Nairobi.

APPENDIX 2 ; QUESTIONNAIRE FOR FEMALE GUARDS

Instructions

This research instrument contains a questionnaire only. It is meant for academic purposes only, therefore, you are required to:

- a) Answer all questions in the questionnaire [As per each instruction on a question] appropriately.
- b) Tick at least one (1) or explain where applicable.

SECTION A: DEMOGRAPHIC INFORMATION [To Be Filled by All Interviewees]

What's your gender?

- a) Male []
- b) Female []

What's your age bracket?

- a) 15-25 []
- b) 25-35 []
- c) 35-45 []
- d) 45-55 []
- e) 55-65 []

What's your highest level of education?

- a) Primary []
- b) Secondary []
- c) College []
- d) University []

Which is your religion?

- a) Christianity []
- b) Muslim []
- c) Hindu []
- d) others (specify).....

PART B: PRIVATE SECURITY: EMPLOYMENT IN PRIVATE SECURITY COMPANY (PSCS)

What is the name of your PSCs (optional)	
Which is your area of service currently	<ul style="list-style-type: none"> ○ Government Institutions [] ○ Banking Institutions [] ○ Private Businesses/Enterprises [] ○ Religious institutions [] ○ Academic Institutions [] ○ Other Public Institutions/ Centers []

When did you start working in PSCs?	
For how long have you served in your current PSCS?	
How many PCSs have you worked in since you were employed in private security industry	
What motivated you to leave your former PSCs?	Sexual Harassment [], Low Pay [] Lack of payment [] Poor working environment [] Parental Engagements [], Others []

SECTION C: LAWS AND COMPANY POLICIES

In the order of 1=confused, 2=I don't know, 3=not sure, 4=not aware and 5=aware, please tick (where applicable) per each statement.

Statement	Confused	I Don't Know	Not Sure	Not Aware	Aware
Do the PSCs you work for have a working policy on sexual harassment					
Are you aware of the policy?					
Have you ever experienced sexual harassment in your working place?					
Have you observed your female colleague being involved in sexual harassment?					
Was there any policy or law used to discipline the suspect (perpetrator)?					
Are you aware of the procedures followed when applying these policies					
Are you aware of the code of conduct of your					

company?					
Is sexual harassment amongst the items considered in the code of conduct					
Are you aware of the sexual offences act No.3 of 2006?					
Are you aware that sexual harassment is covered in this act of government, (state law)?					
Have you ever experienced it being applied in case of sexual harassment in your work place?					
Are you aware of the procedures/process followed in reporting sexual harassment in the law enforcement agency like the police?					
Was your performance affected in the course of applying the law?					

SECTION D: DEPLOYMENT OF GUARDS

To what extent do you rank these statements in the scale of 5=Strongly Disagree, 4=Disagree, 3=Neutral, 2=Agree, 1=Strongly Agree?

Statements	1	2	3	4	5
Female guards prefer working in company with their male counter parts					
Female guards deliver in their duties during day shifts than night shifts					
Female guards sexually harassed have low motivation to deliver in their areas of operation					
Female guards sexually harassed influence low output in their teams					
Female guards who never report sexual harassment by senior managers are rewarded					
Female guards have high motivation to deliver when their sexual harassment cases are resolved.					
Female guards perform better when assigned to areas of choice and welcome low cases of sexual harassment					
Female guards assigned in commercial places have better output and less prone to sexual harassment					
Female guards assigned to government areas receive incentives hence high performance outputs and low encounters with sexual harassers					
Female guards are assigned in a group of many male counterpart/colleagues are likely to be sexually harassed					
Female guards assigned to work in a group of their fellow female colleagues receive no cases of sexual harassment					
Female guards assigned to deal with only female clients and customers are more productive and less prone to sexual harassment cases.					
Female guards assigned to work in a male dominated field are more likely to be involved in sexual harassment incidents					

SECTION E: GRIEVANCE HANDLING PROCEDURES

Per the provided options where: 1=Very satisfied, 2=somewhat satisfied, 3=neither satisfied nor dissatisfied, 4=somewhat dissatisfied, 5=Very dissatisfied, please, tick where applicable.

Questions	1	2	3	4	5
Are you satisfied the way general cases are handled in your company?					
Are you satisfied the way sexual harassment cases are handled in your company?					
Are you satisfied how sexual harassment cases are handled in your working place when the offender is a manager or supervisor					
Are you satisfied how sexual harassment cases are handled in your working place when the offender is your male colleague					
Are you satisfied how sexual harassment cases are handled in your working place when the offender is a client/customer					
Are you satisfied with the policies and laws put in place by the management to handle sexual harassment cases?					
Are you satisfied the way verbal sexual harassment are handled by those in charge?					

APPENDIX 3; INTERVIEW SCHEDULE FOR MANAGEMENT

SECTION A: DEMOGRAPHIC INFORMATION [To Be Filled by All Interviewees]

Name/contact (optional).....

Name of the private security company.....

What's your gender?

- a) Male
- b) Female

What's your age bracket?

18-28 , 28-38 , 38-48 , 48-58 , 58-68 , 68 and above

What's your highest level of education?

- a) Secondary
- b) College
- c) University

Which is your religion?

- a) Christianity
- b) Muslim
- c) Hindu
- d) others (specify).....

What are some of the procedures adopted in addressing sexual harassment by your institution?

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How is the enforcement procedures adopted in your institution applied in addressing sexual harassments of female guards?

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How is the working policy code adopted by your organization applied on female guards who are harassed sexually?

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What are the measures taken to protect female guards from sexual harassment cases by colleagues in your private security companies?

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How does statutory compliance and regulations affect your company when encountered with sexual harassments cases of female guards? Please explain in detail.

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How does the sexual harassment of female guards' cases impact the company performance in your industry? Please explain in detail.

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Do cases of sexual harassment on female guards affect their work performance?

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What are some of the measures/procedures adopted in allocating female guards' roles and assignment and different areas of work?

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What are the adopted procedures of handling reported grievances/cases concerning sexual harassment of female guards? Please explain in detail.

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How is the general performance of female guards who have been sexually harassed?

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APPENDIX 4; PRIVATE SECURITY COMPANIES IN NAIROBI CITY

1. Ismax Security Limited
2. AKKAD Systems Limited
3. Collindale Security Limited
4. Bob Morgan Services Limited
5. Ultimate Security Ltd
6. G4S Security Services Kenya Limited
7. Instarect Limited
8. KK Security Limited
9. Magnum Allied Systems Ltd
10. Pinkerton's Limited
11. Riley Services Limited
12. Securex Agencies Kenya Ltd
13. Security Group Of Companies Ltd
14. Watchdog Alert Limited
15. Total Security Surveillance Limited
16. Radar Security Limited
17. Fidelity Security Services Limited
18. Corporate Security Limited
19. Cobra Security Limited
20. Crest Security Services Limited
21. Brinks Security Services Limited
22. Cybertrace Limited
23. Texas Alarms Limited
24. Northwood Services Limited
25. Nine One One Group Limited
26. Absolute Security Ltd
27. Infama Ltd
28. Bedrock Security Services Ltd
29. Saladin Kenya Ltd
30. Envag Associates Limited
31. Babs Security Group Limited
32. Twenty Four Secure Security Company Limited
33. P. G. Security Ltd
34. FSI Worldwide Limited

35. Tandu Security Limited
36. On the Mark Security Limited
37. Homeland Security Limited
38. Apache Group Limited

Source: Kenya Security Industry Association (KSIA) (2017)