SERVICE QUALITY AND CUSTOMER SATISFACTION IN REGISTERED PRIVATE SECURITY FIRMS IN KENYA

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DECLARATION

I, declare that this is my original work and has not been presented to any institution or university.

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DEDICATION

I dedicate this work to my parents, siblings and friends for their continued support.

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ABSTRACT

Service quality is among the main aspects that enhance customer satisfaction. Registered private security firms have made an attempt towards improving quality in the services offered though the existing studies have not clearly delineated the influence service quality aspects have on client gratification among registered private security firms. The study therefore sought to pinpoint the association amongst service quality and client satisfaction in registered private security firms in Kenya. The objectives included; to determine customers' perceived service quality in registered Kenyan private security companies; to establish factors of client satisfaction in registered Kenyan private security organizations and to establish the association amongst quality of service and satisfaction of customer. The research was directed by SERVQUAL and Gap model. The research implemented descriptive research design. Targeted research population was 171 corporate clients of registered private security organizations. Key respondents were operation managers of the respective firms. This research implemented descriptive and inferential statistics. In determining the relationship Pearson correlation was used whereas regression analysis was applied in establishing the influence of independent variable on the dependent variable. Findings of the research established tangibility, reliability, assurance and empathy had a positive and significant impact on customer satisfaction in registered private security firms. However, responsiveness had no influence on client satisfaction. This research advised that material associated with service quality such as radio calls should look appealing. Other than that, the security firms ought to provide services within the agreed period and have the customers' interest at heart. Also, security firms should make it a priority for their customers to feel secure in their businesses. Moreover, they should have convenient operating hours and up-to-date security instruments.

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ABBREVIATIONS AND ACRONYMS

ASIS	American Society for Industrial Security
KSIA	Kenya Security Industry Association
NGO's	Non-Governmental Organizations
PSI	Private Security Industries
PSIA	Protective Security Industry Associations
SERVQUAL	Service Quality

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Customer satisfaction is a priority in management of an organization because they are important stakeholders therefore delivering high quality services becomes a priority to the organization. An organization produces services to meet its customer needs. Customers want value in the services and products they get and quality has become a major factor of consideration by the organization. Customers are always aware of the organizations that offer quality products and services than others and they will always opt for them. Clients are key in the production line therefore; Quality should always be prioritized. Service quality is achieved by providing what the customer wants and what the customers are actually willing to invest their resources on.

An organization will always have the responsibility to identify the need of the customer and try to fulfill it as precisely as possible so as to satisfy the customer. Therefore, delivering high quality services becomes the organization's priority. Service quality aids in creating the link amid clients and the organization, therefore it benefits both the customer and the organization such that the customers receive what they actually want from the relationship existing which leads to customer retention and increase in profitability. Kotler (2006) states that the foundation of a business that is successful is created by the customers being satisfied by the services they receive. Once a customer is satisfied, they will always return to purchase the service. Customers that are pleased with the service offered will refer a friend to the same service therefore; customer loyalty and the firm's profitability will increase.

Service-based organizations, such as security industries are forced to give outstanding services to the customers so as to survive especially because globalization has become the current trend. Kotler and Keller (2006) state that regardless of a firm providing services that are of quality or not, will be measured on the response they receive from customers' satisfaction on the service. Oliver (1980) in his theory on Service Quality suggests, the clients will feel the standard of a service as being little, if the services they receive do not meet their expectations and the quality in a service increases when what they receive exceeds their expectation. Therefore, the expectations of a customer act as the beginning phase of ensuring that the service on offer is of top quality.

Satisfying customers by quality approach is attained not only through providing quality goods and services but by also providing cost-effective value-added products, which are designed by anticipating the customer needs and their future expectations and then designing the business processes to fulfill those needs and expectations. Commitment to continuously enhanced quality and value addition draws customers and their future expectations. In order to encounter the shortcomings of a global economy, service providers must balance the economic and profit aspects of their business with the intention of attaining total client satisfaction. For each of the service that is offered by the firm, it should be done so in such a way that the quality aspect is designed, built and maintained within the firm. Quality is a business strategy that is critical for success.

1.1.1   Service Quality

Quality of service mostly refers to a client's differentiation of their expectations of a service in comparison to an organization's performance. As well, it can be conceptualized as the customer's differentiation between the service presumption and the final service that is presented (Parasuraman et al., 1985).   The authors additionally elucidate that quality of service is an outcome of pre-purchase client belief as well as perceived process and output quality. As well, the authors recommended that there is need to contrast between the expectations of clients about the service and what they perceive about the service. In the event that the performance falls short of expectations, then the perception about the quality is below the required level hence customer dissatisfaction.

Service quality is the crucial component in managing rivalry. In the event that clients receive top notch services, there would be higher levels of client satisfaction and vice versa. Security firms have to ensure that they deliver quality services so as to remain competitive. Moreover, service quality is achieved when there is special emphasis on service quality particularly by the personnel in an organization. There are a number of quality aspects that were stressed on by Oakland (2005) and Kandampully et al. (2001). They include responsiveness, tangibility, reliability, empathy and assurance. Indeed, a firm's competitiveness is a result of the emphasis on service quality.

1.1.2 Customer Satisfaction

It is explained as the outcome of an interactive process involving procedures of the organization, its people and customer expectations. Service firms such as security firms give priority to the satisfaction of a customer so as to gain an edge over rivals and survive in the market. Lovelock and Wright (2007) Customer satisfaction serves a critical part caused by the big difference

between customers that are just content and those who are exceedingly content. Customer satisfaction is about both today and tomorrow. It is not only about products and services but people's perceptions of a company's products and amenities. Satisfaction of a client is achieved when companies define the needs of a customer from the opinion of the customer, and not from its own opinion therefore, the customer must be the center of all activities carried out in the firm. Bowen et al. (2001) state, a customer being content is not sufficient they must be very content since their satisfaction leads to their loyalty. For a service organization to remain alive in an aggressive industry, it needs to create and maintain strategies for its customers to be satisfied

Alma (2005) states that if the value of service acquired by client is equivalent or above what client perceive, the consumer would likely acquire the service repeatedly but in case the perceived service is below the expected service, the customer will be discouraged and this will result to disloyalty in that the customer will venture other options until there need is fully met. Organizations need to devise ways of doing their business by developing processes that enable them to nourish and transform customer relationships, thereby creating a surge for revenue growth and ultimately soaring bottom lines. The winners will be the organizations that learn to add value to the customers and empower employees at all levels.

Satisfying customers consistently is not an easy task. Most organizations experience dissatisfied customer at some point, which could be due to poor service, poor communication among others. An organization has to be aware of all possibilities and set measurable targets in each area. Important amongst all these, is the resolution of customer complaints. Many organizations have excelled in business, especially in the service sector, by means of fast response in service. When attained, customer satisfaction, it results to a lot of advantages. Customer complaint resolution time is an efficient means of telling customers that the company cares about them.

1.1.3 Registered Private Security Firms in Kenya

A security firm is an institution whose main role is to provide security services. Private security firms are fully owned by individuals or corporations. It is a key element of safety and protection across the world. Currently, private security firms are in charge of safeguarding institutions, protecting employees and property, conducting investigations, and many other functions. ASIS International (2009a)

Registered private security firms (PSI) are security institutions that are registered under a body that regulates them. This body acts as a guide to the security firms on how they should run their daily operations. A security firm that wants to be registered has to meet certain set requirements that have been set by the regulating body. Registering a security firm has many benefits to the not only to the firm, but also to the public. The main benefit to the firm is the ability to display the quality seal, this seal is an authoritative endorsement that a security firm operates with high standards and a strict code of practice. The public will benefit from the knowledge on which security companies meet the standards, and pledge to the charter and those which do not. KSIA (2005)

In Kenya, there are approximately 71 registered private security firms (Appendix II). Kenya Security Industry Association (KSIA) is mandated to register security firms. Other than that, KSIA is involved in the supply of security products and services. It is run by all members of the association through their elected governing council. Private security service providers in Kenya are governed by Protective Security Industry Associations (PSIA). Mutava (2018) indicates that Protective Security Industry Association is an Association of major security companies in Kenya and is recognized and registered by the Government of Kenya.

The top most priority for PSIA is to ensure that there is adherence to high levels of professional standards while offering a service, provision of quality and affordable service together with ensuring there is compliance with government regulations. PSIA membership recognizes the need for joint effort with the government, parastatals, N.G. O's, the Private Sector and members of public in fighting crime. PSIA currently has 72 registered members. The overarching goal of the association is to ensure that all the players in the security sector are brought together so that they have an actual complimentary force to national security actors.

1.2 Research Problem

Satisfying customers is a powerful asset to any organization whose aim is to be competitive in the global environment. Kotler and Keller (2006) recommended that success and failure of an organization is attributed to customer satisfaction and customers are very careful of the quality in the services that they receive. Many organizations experience a breach between service expected and the perceived service by the customer. Managers are thereby tasked with the role of ensuring that this gap is minimized as possible. Weru (2009) states that in an extremely aggressive environment such as security firms, managing the organizations relationship with its customers is becoming increasingly important. In fact, several empirical works done on interlink amongst service of quality and client satisfaction in private security industries in different dimensions.

Kimani (2014) in his research on delivery of service quality by domestic workers in Nairobi concluded that different measures of service quality have different contributions to operational performance of domestic workers with the higher contributors being the measure of responsiveness. The study also concluded that customer expectations are the right standards for judging service quality. Marcel and Ton (1992) in their study on estimating the quality of service in a car service market in Netherlands indicated that, the overall perceived quality is about

summing the quality scores of three aspects (tangibles, responsiveness and reliability). Westerbrook and Newman (2003) in their analysis of shopper dissatisfaction in USA introduced a model for the connection amongst service quality and organizations reputation. The outcome was the features of service quality have immediate outcome on the organizations' character. A contextual gap is evident from the above studies on service quality.

Wandia (2013) in her research on the determinants of customer satisfaction at Equity bank limited in Nairobi Summarized that 69% of customer contentment at Equity bank can be achieved by perceived quality of service, meeting consumer expectations and trustworthiness of the bank. The study also indicated that the elements lead to an improvement in customer satisfaction hence the bank management should aim toward improving them. Phoebe (2017) on elements affecting the satisfaction of clients in public transport sector in Nairobi concluded that reliability and frequency of matatus are the main elements affecting customer satisfaction in Kenya and ought to be adopted so as to enable customer satisfaction. Kibet (2015) indicated that clients are not content with performance of insurance organizations with regard to perceived service quality, communication focus and client satisfaction. That study also shown communication and quality service are key factors to achieving customer satisfaction. A conceptual gap is evident from the above studies on customer satisfaction.

Weru (2009) in his research on the reaction by Kenya Kazi security firm to alterations in their operating environs, concluded that environment within which Kenya kazi functions has experienced major changes which includes increased competition from other similar industries, increased insecurity within the nation and technological challenges faced by the organizations workforce. Bett (2012) in her research on competitive tactics embraced by private security firms in the municipality of Kisumu summarized that the firms have taken into consider different

methods to face competitions. The adopted competitive strategy is mostly dependent the size of the firm. A contextual gap is evident from the above studies.

Evidently, there exist nexus amongst quality of service and client satisfaction. It is clear being a research with regard to an examination of linkage amongst service quality and satisfaction of customer in registered Kenyan private security companies. The gap that this study purposes to address is association amongst service quality and satisfaction of customer in registered private security companies in Kenya.

1.3 Research Objectives

The general objective of the research is to determine the association amongst service quality and customer satisfaction in registered Kenyan private security companies. The specific objectives were;

i. To establish customers' perceived service quality in registered private security companies in Kenya

ii. To determine factors of customer satisfaction in registered Kenyan private security firms.

iii. To establish the association amongst service quality and customer satisfaction in registered private security firms.

1.4 Value of the Study

This research is of importance for security firms at large. The knowledge of association amongst service quality and client satisfaction, is key when realizing business performance objectives. Its importance in competitive delivery of the security business strategy is critical in the global market.

To the marketing professionals, and intellectuals of marketing, the findings add on to the current literature and the debate on quality service and client satisfaction in security sector.

Theoretically, it builds on to current literature by providing scholars, and researchers with referencing material for continued research in this field of operations management. It is also of great benefit to security firms especially the mangers because they are mainly involved in planning, controlling and directing everyday activities of the firm. The association amongst service quality and client satisfaction provides a guide on best methods to be adopted to elicit improved client satisfaction, increase in market share and ultimately increase in profit levels.

CHAPTER TWO: LITERATURE RIVIEW

2.1 Introduction

The section involves analysis of theoretical works, service quality models, and client satisfaction. This section concludes with empirical works review, conceptual framework and literature review summary.

2.2 Theoretical Literature

Various theories and concepts developed by different scholars and their relation to the topic of study is what make up this chapter. The SERVQUAL and Parasuraman gap models were discussed so as to understand their contribution to quality of service and customer satisfaction in organizations.

2.2.1 ServQual Model

SERVQUAL is equipment for estimating the ways that customers understand the quality of a service. This model was created by Parasuraman et al. (1988) and has become regular indicator of quality of service over the years. They created SERVQUAL to ascertain the quality of a service. Ladhari (2009) mentioned that SERVQUAL model is an appropriate measure to employ when estimating service quality in a variety of organizations but that it is necessary to select the most crucial aspect of this model that is suitable for that specific service being weighed so as to guarantee dependable and well-founded outcome. These aspects are tangibility, reliability, assurance, empathy and responsiveness. These aspects center mostly on the human facets of delivery of service.

2.2.2 The Gap Model of Service Quality

Parasuraman (1985) created a service quality Gap model. This model offers a balanced view of the customer-organization link. Parasuraman (1985) outline quality of service as an outcome of

contrast amongst the expectancy and performance together with quality aspects as shown in

Figure 2.1
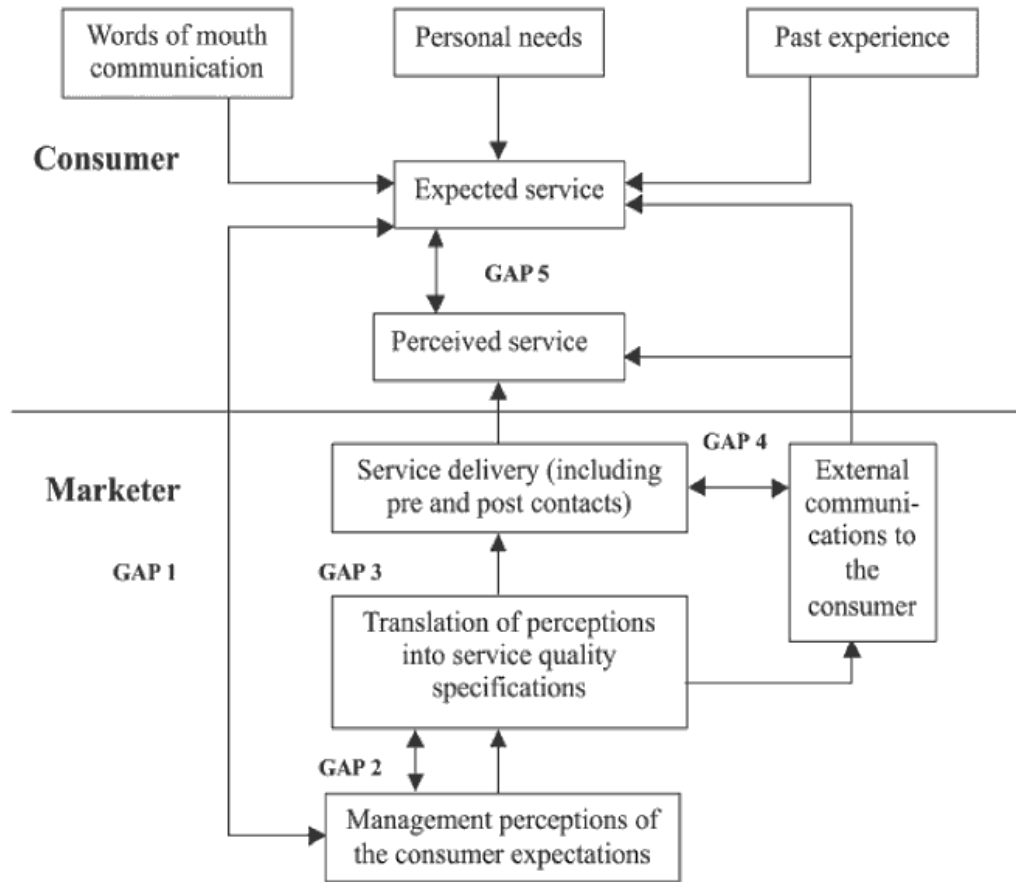
Source: Parasuraman *et al.* (1985)

Figure 2.1:The Gap Model

Gap 1: Knowledge Gap

The gap is also stated to as customer expectation- administration perception nitch. It is a contrast of the clients' expectation of the kind of services they will be offered and what kind of service is offered to them in that amenity. This space is caused by management not knowing exactly what their customers want. This could happen for various reasons including: lack of enough market analysis, absence of interconnection between the top management and the consumers of service, and failure to address customer complaints. This space can be dissolved by learning what the requirements of the customer are, through increasing the number of interactions between management and customers, performing intense customer research, acting on validated customer insights once received, and increasing the number of interconnections between the staff that offer the services and the management.

Gap 2: Policy Gap

It's the contrast amongst management's know-how of clients' requirement and the conversion of that knowledge into strategies that facilitate efficient delivery of services. This gap can be caused by a number of reasons including: inadequately described service levels, unavailability of customer service policies and irregularly updating service level standards. This gap can be closed through establishing service quality standards by setting quantifiable service quality objectives, training the respective head of departments to be service quality heads, updating plans regularly, and setting, communicating and reinforcing quality principles.

Gap 3: Delivery Gap

It is non-uniformity amongst service delivery plans and the actual service conveyance. This space can be caused by various reasons including: inability to compare supply and demand, insufficient human resources plans, and ineffective teamwork to convey the product or service. The delivery gap can be taken care of by ensuring that performance conforms to procedures put in place. This is attained by coaching employees, empowering the organizations employees, and providing the correct technology, and devices.

Gap 4: Communication Gap

It is the space linking what the customer is assured through advertisement and what actually gets done. This gap is very critical to the success of an organization because non- communication leads to a customer being dissatisfied therefore loyalty will be compromised and profit levels will eventually begin to drop. This gap can be caused by various factors including: overpromising the customer especially if the promise cannot be honored and communication imbalance between the various departments and advertising group. This space can be shut through ensuring that the amenities delivered matches the assurances made on the product. This can be achieved by managing customer expectations realistically, and getting input of the members of the workforce to the advertising campaigns.

Gap 5: Customer Gap

It's the contrast between what the client perceives and what they expect. This space occurs in the case where customers do not understand the service quality. It can be caused by a customer misunderstanding quality of service. A high client gap could cause the downfall of a business through loosing many consumers fast. Though the organization had no idea of the gap, the truth was that their customers wanted their perceived gap to be filled. The Gap model of quality of

service states the sole solution to end this space is to shut the other four spaces in the model. The length of existence of one, or more of these four spaces, will control the length to which customer feel that the quality of services on offer do not meet their expectations. An organization cannot directly close the customer gap.

2.3 Determinants of Service Quality

Tangibility- It is associated to appeal of a facility. It is a physical existence a facilities, personnel, and the way of passing out messages. Tangibility entails producing first hand impression about services or products. Customers' satisfaction is mainly achieved by service quality. Delgado and Ballester (2004) suggest that an organization should prioritize their customers' needs so as to achieve a unique and positive first hand impression, therefore achieving customer retention.

Reliability- It refers to a firm providing customers with accurate service at the first time with no errors and delivering its promise in a timely manner as agreed upon. Blery et al. (2009) explains dependability as capability of a service supplier to give the pledged services consistently. It simply refers to how a firm performs and completes their pledged services.

Assurance- This refers to the employee behaviors towards customer's confidence in the firm. An organization should always make the customers feel safe about their products and services. Employees of an organization should always be careful and be knowledgeable to give feedback to any quests presented by customers. Blery et al. (2009) indicates that, Assurance is brought by the amount of understanding and respectfulness showed by the workforce in providing the services and their capacity to infuse belief in the customer. Delgado and Ballester (2004) indicate that If the consumers are not pleased with the workers of an organization, chances are high that the consumer will not return to conduct further transactions with the organization.

Empathy- It implies to the organization understanding its customer's problems, and performing in their best interest to provide solutions also giving the consumers' individualized attention. It also implies to how an organization shows concern and provides their customer's personal attention so as to make them experience the feeling that they are of importance and are valued by the company. As per Blery et al. (2009) empathy is caring for the customers by offering them recognition at personalized level. Wieseke et al. (2012) analyzed the function of this dimension in quality of service and its implications on satisfaction of clients. The results revealed that clients served with empathy visit more and are highly forgiving in case of a misunderstanding.

Empathy often generates a heartwarming link with the customer, providing customers the feeling of being of value to the organization therefore resulting in the retention and formation of other customers. Juneja (2011) in his research regarding linkage amongst quality of service aspects and contentment of customer in Bangladesh banking area, established that, customers can be retained through empathy. Delgado and Ballester (2004) indicate that, if the customers feel they obtain personalized attention then, probability is high that they will return to the organization and conduct their businesses, therefore resulting to customer loyalty and growth in the organizations profits.

Responsiveness- It denotes readiness of the workers of a firm to help consumers of the service by offering quick responses to their requests as well as informing customers the period that a certain service will be given. Delgado and Ballester (2004) indicate that responsiveness is a key dimension, because each customer perceives to be valued more if they get outstanding quality in the service.

2.4 Empirical Literature Review

Quality of service and satisfaction of consumers are closely interconnected. In security industry, service quality is a crucial aspect of premium client experience. Majority of the firms keep track of the quality of their services on a constant basis so as to make certain that there is utmost satisfaction of customers and to enhance loyalty and retention of clients. Firms that intend on instituting a lasting impression and association with their customers need to make it their top priority to satisfy their customers.

Gitomer (1998) indicated that customer's satisfaction is reached by correctly addressing the customer wants and needs and giving services that measure to the market guidelines. Various organizational scholars have acknowledged service quality as instrumental in ensuring there is both satisfaction and retention of customers. Cronin et al. (2000) recommended that quality of service is an impetus for contentment and retention of clients. Muyeed (2012) recommend that quality of service is a critical component of client contentment. In fact, it plays a prime element for service firms in augmenting their earnings and market share.

Firms that give its customers high service quality tend to have its customers highly content. The standard of a service has become an important part of satisfying a customer in a competitive organization. In linking service quality and client contentment, scholars are exact in regards to definition and computation of both constructs. Wilson et al., (2008) indicates client satisfaction mostly is broad, while quality of service pays attention precisely on aspects of service. Gera (2011) explored the association linking service quality, satisfaction, value, and behavioral goals in banking context in India and indicated that service quality was observed to greatly influence the satisfaction of customers and their value perceptions.

Westerbrook et al. (2003) in their study on dissatisfaction in the American shopping malls concluded that the notion of service quality should be overally approached from the customers view because customers have dissimilar values, non-identical found of judgment, and contrasting situations such as age, culture gender, cost and timing. Macharia (2012) on the linkage amongst quality of service and the contentment of customers in Kenyan retail banking, concludes that, there was clear indication that happy clients will tell other potential clients about the services they get, therefore helping to recruit other customers to the organization. The study results were consistent with literature as pointed out by Kotler et al. (2006) that the success and failure of an organization is determined by how their customers are satisfied, and that consumers are very sensitive to keen on service of quality they obtain from a service provider.

Ojo (2010) study on nexus amongst quality of service and customer contentment in telecommunications sector in Nigeria summarized that clients are contented because of quality of service hence there is a correlation between the two. The study summarized that organizations ought to put more emphasis on service quality, since it influences the contentment of clients. To ensure a great measure of customer satisfaction, companies need to have know-how of clients' expectations and the solution to those expectations. Claudia et al. (2017) study on influence of client satisfaction, quality of service and apparent quality of service on behavioral intents in retail industry, summarized that perceived quality of service to a great degree impacts satisfaction of consumers. Also perceived value and quality service are the key influencers of consumer satisfaction. Additionally, satisfaction of customers, retail quality of service and perceived value significantly affect behavioral intentions towards the act of buying.

Mburu (2013) studied the factors affecting client satisfaction and its association with quality of service in the sector of banking. The findings indicated that customers tend to be more satisfied in instances whereby the services were of top quality and they interacted well with the staff of the organization. Wanjau et al. (2012) investigated on quality of service and consumer contentment in Kenya's health industry and found inefficient transmission mediums, little technology acquisition, insufficient workforce and inadequate finances were the key service quality elements influencing customer satisfaction. Omonge (2010) in his study on mobile phone subscribers ' quality of service and customer satisfaction in Nairobi, found out that the most critical aspect of service quality to focus attention on was reliability, then receptiveness, technical value and reassurance. Receptiveness was extremely corresponding to compassion and dependability and was therefore removed as an estimate of quality of service. In summary, it was established customers' view on the quality of service given by Mobile Network Operators failed to reach their expectations since all measures have negative values.

In her studycase on influence of quality of service on client retention within banks, Daniel (2016) noted that there was an outstanding connection between ServQual dimensions and measures of customer retention. The study indicates that management should be aware of quality of service and other elements that may result in client retention. Kangogo (2013) in his study on the aspects that impact client satisfaction in hotel sector in western Kenya and their performance indicated that, clients acknowledged to be well content with the beverage quality, reception, reservation, and, food quality. The results also indicated that the satisfaction of customers has a productive impact on market share and that a shortfall in customer satisfaction leads to customers and employee turnover

2.5 Summary of Literature Review

The existing works shows a varying noteworthy of service quality aspects determined by the kind of firm that's to be researched on, and the kind of services it gives. Quality of service features of responsiveness, reliability, tangibility, assurance and empathy have demonstrated to be suitable structure for measuring extent of service quality in security firms with few exclusions. More studies therefore need to be conducted to bridge the gap amongst quality of service and client contentment.

2.6 Conceptual Framework

The various service quality dimensions which include, tangibility, dependability, responsiveness, assurance and empathy constituted independent variable while dependent variable was customer satisfaction.

Independent Variable   **Dependent Variable**

| Reliability |

| Tangibility |

| Responsiveness | | Customer satisfaction |

| Empathy |

| Assurance |
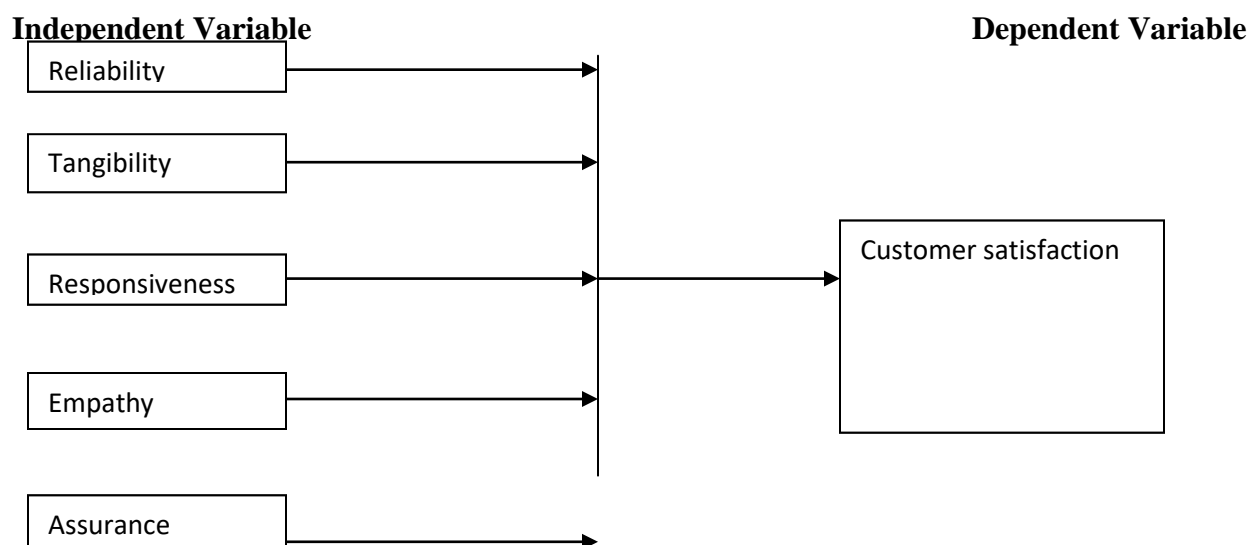
Source: Author (2019)

Figure 2.2: Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This section outlines methodology used by the research. This section uses the structure: research design, study population, study sample, information gathering and analysis.

3.2 Research Design

This research embraced a descriptive research design which was useful in determining the type of the problem and gaining a thorough comprehension of the research problem being studied. It assisted in comprehending the association amongst service quality and client satisfaction. De Vaus (2006) stipulate that descriptive design is intended to provide thorough information about subject characteristics within a field of study; therefore, it helps in identifying the relationships between variables.

3.3 Population

The populace of this research were cooperate clients of registered Kenyan private security organizations. According to Kenya Security Industry Association, there exist 71 registered private security companies in Kenya.

3.4 Sample Design

Sampling was done at two levels. First level was a sample on the registered private security firms and the second sample was on the cooperate clients of registered private security firms as per Table 3.1 A sample of 7 security firms was guided by Mugenda and Mugenda (2003) and advised that a sample of 10% is ample for a survey research. Krejcie and Morgan Table was implemented in determining clients sample size.

Table 3.1 Sample Design

Security firm	Number of cooperate clients	Sample size
Total security surveillance	56	52
Bob Morgan	90	73
Lavington security	78	66
Senaca EA	58	52
Brinks security	40	36
Radar limited	38	36
Securex limited	45	40

Sample size, n = 355

The key respondents were the operation managers of the respective security firms. To avoid bias in the selection of clients, simple random sampling was used.

3.5 The Data Collection

Primary data was used in this research. Information was assembled from 42 operation managers from different firms using closed ended questionnaires. Orodho (2004) indicates that questionnaires are suitable in obtaining relevant research information about any population and can reach a large number of subjects capable of reading and writing independently. This study adopted a drop-and-pick approach whereby the sampled respondents were given questionnaires. This approach reduced data collection time and provided more feedback. The questionnaire having been grouped into five sections; First section of the questionnaire had info on respondent's background. The second part of the questionnaire contained information on

customer service perception levels. The third section involved factors that determined customer satisfaction, and the forth section involved questions that were open ended.

3.6 The Data Analysis

This study used descriptive analysis in coding, summarizing and analyzing the data. The tabulated research information was examined using descriptive and regression statistics. Data on objective one on customer's perception on service quality in registered private security firms was examined by use of descriptive statistics, data on objective two on establishing the determinants of customer satisfaction was examined by use of descriptive statistics and data on objective three on establishing the link amongst service quality and client contentment was examined using regression statistics.

SPSS software was used to analyzed the data. Data collected was systematically arranged conferring to the three research questions under study by ensuring that the correct values are entered for the different variables under analysis, data cleaned and tabulated. The model of regression used for this study is shown below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_4 X_5 + €$$

Whereby;

Y = customer satisfaction

X_1 = Tangibility of a service

X_2 = Reliability of a service

X_3 = Assurance of a service

X_4 = Empathy of a service

X_5 = Responsiveness of a service

$\beta_0\beta_1$ β_2 β_3 β_4 are representing the coefficients providing associations amongst customer satisfaction (dependent variable) and service quality (independent variable).

ε = Error term

β_{ij} = Regression Coefficients

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1 Introduction

This study had three objectives of determining customers' perceived service quality in registered Kenyan private security companies, determining factors of customer satisfaction in registered Kenyan private security firms, and establishing association amongst service quality and client satisfaction in registered private security companies in Kenya. This section includes data analysis, findings and the description of study's key aspects.

4.2 Response rate

171 questionnaires were presented to operation managers of the respective organizations. The response rate to this study was 80% where a total of 137 questionnaires were successfully filled. Clarke and Kwan (2002) recommend that a response rate of at least 80% while Mugenda and Mugenda (2003) indicate that the proportion of response above 70% is rated very well, 60% good and of 50% is considered adequate. The 171 filled questionnaires were therefore sufficient in providing meaningful information sought by this study. The researcher therefore continued to analysis of data.

4.3 Biographic Information

This part discusses the general information regarding the filled questionnaires. It involves the respondents' gender, and the years of service in the organization. The results are discussed in Table 4.1 and 4.2.

4.3.1 Gender

The results on employees' gender are shown in Table4.1

Table 4.1 Gender

Gender	Frequency	Percent
Male	80	58.4
Female	57	41.6
Total	**137**	**100**

Source: research findings (2019)

From the results in Table 4.1, the highest gender that filled the questionnaire was male respondents with a percentage of 58.4 then female respondents with a percentage of 41.6. This indicates that both male and female operations mangers have been hired by different firms. The results also indicate that the researcher was not biased in terms of gender when issuing the respondents with questionnaires.

4.3.2 Years of Service

Those who filled out the questionnaires were asked to provide specifics of how many years they worked in the company. Table 4.2 highlights these results.

Table 4.2 Years of Service

Year of Service	Frequency	Percent
0-5years	48	35
6-10years	46	33.6
10-15years	24	17.5
+15years	19	13.9
Total	**137**	**100**

Source: research findings (2019)

Results from the Table 4.2 shows most respondents (35%) were employed in their organizations for a time between 0-5 years followed by 33.6% who had served their companies for a time of 6-10years. 17.5% of the respondents had served for a time of 10-15 years while 13.9% had worked for a time frame of more than 15 years. These findings show respondents were well aware of the

organizational practices and elements that improve quality of service and client satisfaction. By their years of experience, they had an in-depth understanding on the data sought and were capable of giving out credible information that was relevant for analysis and discussions.

4.4 Perception on the Quality of Service

Objective one delved into customers' perceived service quality in registered private security firms in Kenya. Determining customers perceived service quality is key in determining their level of satisfaction. This study assessed the customers' perception on quality of service. The study used descriptive statistics to asses customers' perception on service quality.

4.4.1 Tangibility Aspect

The respondents were requested to assess their perception on the tangibility aspect of service quality provided by their various security firms and the results are as shown below:

Table 4.3 Tangibility Aspect

Tangibility aspect	Mean	Std. Deviation
The guards are neat and well-dressed	3.77	1.007
Materials associated with service quality such as radio calls look appealing	3.79	1.114
Up-to-date security instruments	3.55	1.078
Mean	**3.7**	

Source: research findings (2019)

Research findings established that respondents were neutral on the tangibility aspect of whereby: guards were found to be well dressed and appear neat at (M=3.8, SD=1.0), materials associated with service quality such as radio calls looked appealing at (M=3.8, SD=1.1), and security instruments were up-to-date at (M=3.6, SD=1.0). Tangibility summed up to a mean of 3.7 a clear indication that the customers were in agreement that there is up-to-date security instruments, well dressed guards and appealing security materials such as radio calls.

Tangibility is a drive to the satisfaction of customers. It is necessary that customers have a positive first hand impression towards a service. Delgado and Ballester (2004) indicate that organizations should prioritize their customers' needs so as to achieve a positive first hand impression. These results are in agreement with Macharia (2012) whereby the respondents agree that the tangibility aspect contributes to their satisfaction.

4.4.2 Reliabilty Aspect

The different operational managers were required to assess their opinion of reliability aspect of the quality of service provided by security firms that guards them and the findings are as indicated:

Table 4.4 Reliability Aspect

Reliability aspect	Mean	Std. Deviation
Security firm executes their services right the first time	3.85	1.011
they offer services at the times promised	3.86	0.909
accurate records are kept	3.8	0.933
the firm is sympathetic and reassuring when a client has problems	3.86	0.979
Mean	**3.84**	

Source: research findings (2019)

From the results it was found respondents were neutral on reliability facet of service quality where: Security firms perfomed service right the first time (M=3.9, SD=1.0), security firms provided services at the times promised (M=3.9, SD=0.9), Accurate records were kept (M=3.9, SD=0.9), Security firms were sympathetic and reassuring when the customer had problems (M=3.9, SD=0.9). generally, the reliability aspect had a mean of 3.84. this suggets that security firms perfom amenities right at first time, records kept are accurate, and whenever a client encounters difficulties, the firm is considerate and reassuring.

Reliability is a vital drive to customer satisfaction. It is necessary to make customers trust that an organizaation will deliver what it has promised. When customers trust that an organization will ddeliver what it has promised to them, they tend to re-purchase the service and even introduce new customers. These results are in agreement with Mamo(2014) study on service quality doings and client satisfaction in Kenyan banks whereby respondents were in agreement with the dependability facet of service quality.

4.4.3 Responsiveness Aspects

The respondents were requested to assess their perception on responsiveness of service quality offered by their various security firms and the findings are as shown:

Table 4.5 Responsiveness Aspect

Responsiveness aspect	Mean	Std. Deviation
security firms are willing to offer assistance any time	3.91	0.903
they have the clients interest at heart	3.93	0.949
staff are never too busy to answer to your requests	3.8	0.971
security firms offer prompt services	3.91	0.839
they make information easily accessible to customers	3.85	0.944
Mean	3.88	

Source: research findings (2019)

From the results it was found respondents were neutral on the responsiveness facet of service quality whereby: Security firms were willing to offfer assistance any time (M=3.9 SD=0.90), security firms had the customers interest at heart (M=3.93, SD=0.95), Security staff were responding to the customers requests (M=3.80, SD=0.97), Security firms offered prompt services(M=3.91,SD=0.839), and security firms make information easily accesible to customers (M=3.85, SD=0.94). the responsiveness aspect had a mean of 3.88 which implies that the security firms are willing to offer assistance to its customers any time, security firms have the customers interests at heart, staff respond to customers requets, services are promptly offered, and information is made easily accesible to customers

Responsiveness shows how effective an organization is towards the needs of its customer needs. Loke et al. (2011) indicates that responsiveness results to an improvement in client satisfaction and a better association amongst a company and its clients. These results are in agreement with Mamo (2014) study on service quality doings and client satisfaction in banks in Kenya whereby the respondents were in agreement with the responsiveness facet of service quality.

4.4.4 Assurance Aspect

The respondents were requested to assess their perception on the assurance aspect of quality of service provided by their various security firms and the results are as shown:

Table 4.6 Assurance Aspect

Assurance aspect	Mean	Std. Deviation
The behavior of security firm employees instill confidence in clients	3.84	0.994
Clients feel safe in their transactions	3.93	0.949
Workers of security firms are consistently courteous	3.79	0.958
Workers of security firms have knowledge to answer questions directed towards them	3.8	0.898
Mean	**3.84**	

Source: research findings (2019)

From the results it was realized respondents were neutral on the assurance aspect of service quality whereby: Behaviour of security firm employees instilled confidence in clients(M=3.84, SD=0.99), Customers felt safe in their transactions (M=3.93, SD=0.94), Employees of the security firms were consistently courteous (M=3.79, SD=0.958), and Employees of security firms had knowledge to answer questions directed towards them (M=3.80,SD=0.89). Assurance aspect had a 3.84 mean which establishes customers concured the behaviour of security firms employees instilled confidence in them, customers have confidence in their transactions, employees of security firms are consistently couteurs, and the employeesof security firms have knowledge to answer questions directed towards them. Assurance is when the customers trust that the organization will provide the best services. Khan and Fasih (2014) stipulated that when the workers of an organization extend courtesy when serving the customers,

indirectly, they tell consumers that they will give solution to their problems.they also indicate that customers trust to the employees of an organization leads to higher satisfaction levels and positively influences their intentions to purchase. These results are in agreement with Mamo (2014) study on service quality doings and client satisfaction in commercial Kenyan banks whereby the respondents were in agreement with assurance facet of service quality.

4.4.5 Empathy Aspect

The respondents were requested to assess their perception on the empathy aspect of service quality provided by their various security firms and the results are as shown:

Table 4.7 Empathy Aspect

Empathy aspect	Mean	Std. Deviation
Security companies give its customers individualized attention	3.66	1.031
The operating hours are convenient to all clients	3.78	0.96
Security companies understand the client's specific needs	3.76	0.929
Mean	**3.73**	

Source: research findings (2019)

From the results it was realized that respondents in agreement with empathy aspect of service quality whereby: Security firms gave its customers individualized attention (M=3.66 SD=1.03), The operating hours were convinient to all customers (M=3.78, SD=0.96), Security firms understand the clients specific needs (M=3.76, SD=0.93). overally, the empathy aspect of quality of service had a 3.73 mean which is an indication that customers agrre that security firms give them individualized attention, the operating hours are convinient to the customers and security firms understand the clients specific needs.

Empathy refers to the way a firm understands and gives solution to a customers problems. Khan and Fasih (2014) indicate that empathetic behaviour from the workers of an organization results to a positive percerpetion of the firm which in the long run facilitates performance. These results are in agreement with Mamo (2014) research regarding on quality of service practices and client satisfaction in Kenyan banks whereby the respondents were in unison with empathy facet of service quality.

4.5 Customer Satisfaction

The respondents were required to assess on elements that impact their satisfaction and the results are as shown in Table 4.8

Table 4.8 Customer Satisfaction

Customer satisfaction	Mean	Std. Deviation
Promptness of service	3.89	0.88
Courtesy of employees	3.98	1.734
Problem solving interest for complaints and requests	3.88	0.935
Capability of delivering what is promised	3.91	0.946
Consistency of service	3.99	0.809
Appearance of staff uniform	3.92	0.993
Value for money	3.88	1.032
Flexibility of employees	3.7	0.988
Convenient operating hours	3.88	0.895
Individualized customer attention	3.8	0.94
Timeliness of service	3.74	0.947
Interests of the customer come first	3.8	0.906
Service representatives knowledgeable on the products and services	3.84	0.859
Fast problem resolution time	3.74	1.071
Mean	**3.85**	

Source: research findings (2019)

From the results it was realized that some of the respondents were in agreement the factors that influenced their satisfaction whereby: Promptness of service (M=3.89, SD= 0.88),Courtesy of employees (M=3.98, SD=1.73), Problem solving interest for complaints and requests (M=3.88, SD=0.93), Capability of delivering what is promised (M=3.91, SD=0.94), Consistency of service (M=3.99, SD=0.80), Appearance of staff uniform (M= 3.92, SD = 0.99), Value for cash (M=3.88, SD=1.03), Flexibility of employees (M=3.70, SD=0.98), Convenient operating hours(M=3.88, SD=0.89), Individualized customer attention (M=3.80, SD=0.94),

Timeliness of service (M=3.74, SD=0.94), Interests of the customer come first (M= 3.80, SD=0.90), Service representatives knowledgeable on the products and services (M=3.84, SD=0.85), fast problem resolution time (M=3.74, SD=1.07). These findings show customer satisfaction had a 3.85 mean which implies that employees agree to promptness of service, courtesy of security employees, problem solving interests for complaints and request, capability of security firms delivering what is promised, consistency of service, appearance of staff uniform, value for money, flexibility of employees, convenient operating hours, individualized customer attention, timeliness of service, their interests come first, security service representatives are knowledgeable and the products and services and the problem resolution time is fast

Customer satisfaction with an organization's services is important to the success and the long term reputation of an organization. Majority of the customer centered organizations' have emphasized a better understanding on the wants of their consumers. Customer satisfaction is essential for an organization to survive. These findings are in agreement with Cronin et al. (2000) who indicated that Service quality is a drive of customer satisfaction that influences customer loyalty. It also agrees to Muyeed (2012) study that indicated service quality is a dire

element of consumer satisfaction; a prime element for service firms in augmenting their earnings and market share.

4.6 Correlation Analysis

Correlation is a way of analyzing a probable two-way linear association amongst two measurable variables. The level of "correlation" is weighed by a statistic known as the correlation coefficient, which stands in as the strength of linear association amongst the two selected variables or how the variables in question co-vary.

Table 4.9 Correlation Analysis

		Customer satisfaction	Tangibility	Reliability	Responsiveness	Assurance	Empathy
Customer satisfaction	R	1					
Tangibility	R	.312**	1				
	Sig.	0					
Reliability	R	.335**	.424**	1			
	Sig.	0	0				
Responsiveness	R	.287**	.364**	.498**	1		
	Sig.	0.001	0	0.00			
Assurance	R	.270**	.341**	.268**	.421**	1	
	Sig.	0.001	0	0.00	0		
Empathy	R	.338**	0.167	.347**	.299**	.293**	1

** Correlation is significant at the 0.01 level (2-tailed).

From the table, the findings show tangibility had a positive ($r = 0.312$) correlation with consumer satisfaction, the relationship was significant, $p < 0.01$. Furthermore, correlation amongst reliability and client satisfaction is positive ($r = 0.335$) and noteworthy at $p < 0.01$. Furthermore, there was correlation between responsiveness and customer satisfaction ($r = 0.287$, $p < 0.01$). The findings also revealed that assurance was positively (at $p < 0.01$) correlated with customer satisfaction ($r = 0.270$). Finally, empathy had a positive and significant correlation with customer satisfaction ($r = 0.338$, $p < 0.01$). Overall, the findings are indicative of a positive correlation amongst the quality of service dimensions and client satisfaction. As such, results are in line with that of Macharia (2012) which suggested that receptiveness, assurance and empathy are positively associated with customer satisfaction. Moreover, Loke et al, (2011) were of the opinion that customers were satisfied and engage in repeat purchase in instances whereby there was emphasis on responsiveness, dependability, empathy, assurance and tangibility aspects.

4.7 Relationship between Service Quality and Customer Satisfaction

In determining the association amongst service quality and customer satisfaction, regression analysis was implemented. The results are discussed under the model summary, variance analysis, and regression coefficients.

4.7.1 Model Summary

The model findings of the regression model are displayed in table 4.10. R^2 value indicates how much variation in the result variable is attributed to predictor variables incorporated in the model. Adjusted R-squared takes care of the degrees of freedom.

Table 4.10 Model Summary

R	R Square	Adjusted R Square	Std. Error of the	Durbin-Watson

	Estimate			
.538a	0.29	0.263	0.30947	1.976

a Predictors: (Constant), Empathy, Tangibility, Reliability, Assurance, Responsiveness

b Dependent Variable: Customer satisfaction

Results show the five predictors of service quality (empathy, tangibility, reliability, assurance and responsiveness) explained 29% percent variation of customer satisfaction. ($R = 0.538$, $R^2 = 0.29$, Adjusted $R^2 = 0.263$). Coefficient of determination describes degree to which the variations in the response variable can be described by changes exhibited by independent variables. Furthermore, there was no serial correlation because the Durbin Watson value of 1.976 was below 2.

4.7.2 ANOVA Model

Variance analysis is key in analyzing the significance of the variation brought by the explanatory variables on the response variable compared to the variation brought by the residuals. It is through the ANOVA that random variability can be eliminated thus making it easier to identify significant differences as well as visualize the interactions between the variables of interest. On the other hand, the dispersions of the data points are determined by the sum of squares. Moreover, the quantity of independent factors less the limitations that have been estimated makes up the degree of freedom (df). The F-statistics is the level of the association amongst the variables that have been drawn at varied levels of a sub-divided populace. Finally, the difference amongst sample and estimated function value is referred to as residual of a sample. The association amongst the variables is typified by the relevance.

Table 4.11 ANOVA Model

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.12	5	1.024	10.691	.000b
Residual	12.546	131	0.096		
Total	17.666	136			

a Dependent Variable: Customer satisfaction

b Predictors: (Constant), Empathy, Tangibility, Reliability, Assurance, Responsiveness

The overall test of significance with $F_{(5, 131)}$ value of 10.691 with $p < 0.000$ indicated that this model fit was appropriate. Thus, the model was fit to predict client satisfaction established on the predictors of quality of service (See table 4.11).

4.7.3 Regression Coefficients

The regression findings are as presented in table 4.10. The independent variables that this research focused on were service quality dimensions which are tangibility, reliability, responsiveness, assurance and empathy. Dependent variable of this study was customer satisfaction. Table 4.10 highlights the findings.

Table 4.12 Coefficients of Estimate

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.812	0.287		6.314	0
Tangibility	0.105	0.038	0.211	2.732	0.007
Reliability	0.134	0.047	0.223	2.846	0.005
Responsiveness	0.073	0.052	0.118	1.403	0.163
Assurance	0.128	0.054	0.188	2.361	0.02
Empathy	0.095	0.047	0.159	2.023	0.045

Dependent variable: Customer Satisfaction

Tangibility had a positive and significant influence on consumer satisfaction ($\beta 1 = 0.211$, p-value $= 0.007$ which is less than $\alpha = 0.05$). It can also be observed that the calculated t (2.732) is higher than the critical t (1.96). The implication is that a rise in the tangibility aspect would lead to a rise in customer satisfaction (See table 4.12).

Also, reliability had coefficients of estimate that were noteworthy founding on $\beta 2 = 0.223$ (p-value $= 0.005$ which was less than $\alpha = 0.05$) hence the reliability dimension of service quality has a positive and noteworthy influence on customer gratification. The implication is that, for every unit rise in reliability, there is 0.223-unit rise in consumer satisfaction. Likewise, the influence of reliability is defined by the 2.846 t-test value which suggests the influence of reliability surpasses that of the error.

However, results indicated that responsiveness had coefficients of estimation that was insignificant based on $\beta3 = 0.118$ (p-value $= 0.163$ which surpasses $\alpha = 0.05$) indicating that responsiveness does not influence customer satisfaction. Consequently, an increase or decline in responsiveness results in no change in customer satisfaction. Besides, responsiveness had a t-test value of 1.403 that was below the threshold value of 1.96 indicative of no important influence on customer satisfaction.

In addition, assurance had coefficients of estimate that was significant grounding on $\beta4 = 0.188$ (p-value $= 0.02$ which is less than $\alpha = 0.05$) thus the conclusion is that assurance has a significant influence on client satisfaction. Consequently, there is 0.188-unit rise in customer satisfaction for every unit rise in assurance. Moreover, it is evident that the calculated t (2.361) is higher than the critical t (1.96) a confirming that assurance brings about customer satisfaction.

Finally, the regression findings indicated that empathy had coefficients of estimate that was noteworthy basing on $\beta5 = 0.159$ (p-value $= 0.045$ which is less than $\alpha = 0.05$) thus we conclude empathy had a significant influence on client satisfaction. This suggests that there is up to 0.159-unit rise in customer satisfaction for every unit rise in empathy. Finally, it can be observed that the calculated t (2.023) is higher than the critical t (1.96) implying that empathy brings about customer satisfaction.

Regression equation, $Y = 1.812 + 0.105X1 + 0.134X2 + 0.073X3 + 0.128X4 + 0.095X5 + \varepsilon$

Whereby; Y = customer satisfaction (the dependent variable)

X_1 = Tangibility of a service

X_2 = Reliability of a service

X_3 = Assurance of a service

X₄= Empathy of a service

X_4= Empathy of a service

X_5 = Responsiveness of a service

$β0$ $β1$ $β2$ $β3$ $β4$ are representing the coefficients providing associations amongst the dependent variable (customer satisfaction) and independent variable (service quality)

$ε$ = The error term

$β_{ij}$ = Regression Coefficients

The results additionally indicated that reliability had the most influence on customer satisfaction, followed by assurance, tangibility, empathy, and responsiveness. These findings are in agreement with Watiki (2012), and Omonge (2010) who concluded that reliability impacts the most with regards to customer satisfaction.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section involves study summary, deductions, and established recommendations. It also discusses various limitations of the research.

5.2 Summary

The objectives of the research which were to determine customers' perceived service quality in registered Kenyan private security companies, to determine factors of customer satisfaction in registered private security firms in Kenya, and to establish association amongst service quality and customer satisfaction are summarized and necessary recommendations made. Undoubtedly, service quality is crucial aspect in the day to day operations of a firm that achieves customer satisfaction. Registered private security firms provide quality service in an attempt to maintain and attract new clients through customer satisfaction.

From the findings, both male and female gender was well represented in filling the questionnaires. The findings also revealed that the staff had been in employment at the organization for an adequate period of time, therefore they had enough knowledge to be able to respond to the questionnaires. Objective 1 and 2 were analyzed with the aid of descriptive statistics. While regression statistics was implemented to analyze association amongst service quality and client satisfaction. SPSS software was implemented in analyzing the data. A total of 171 questionnaires were issued to the respondents while a total of 137 properly completed questionnaires were received by researcher. Response rate was 80% while the non-response rate was 20%. This research established a strong association amongst quality of service and customer satisfaction with responsiveness to customers' issues having the least influence on customer satisfaction.

5.3 Conclusion

In conclusion, strong association amongst service quality and client satisfaction is evident. The study is therefore in conformity with that of Ojo (2010) which alluded to the fact that the degree to which customers are contented is dependent on the quality of services offered to them. The author further elucidated being a strong correlation amongst quality of services and the satisfaction of clients among firms in telecommunication sector in Nigeria.

The findings also revealed quality of service aspect of responsiveness had no effect on consumer satisfaction. An increase or decline in responsiveness had no influence on client satisfaction. From the findings, a number of security instruments being used were obsolete. It was reinforced with a low of 3.55 mean. Results also show clients of the security firms are not quite contented with the individual attention they get from the security firms. This was supported with a low mean of 3.66 The study summarized by suggesting that organizations should put more emphasis on service quality, as a result of its impact on client satisfaction. Muyeed (2012) recommend that quality of service is a critical element of satisfaction of customer and is a prime tool for service firms in augmenting their earnings and market share

5.4 Recommendations

The focus of this research was on establishing the nexus amongst service quality and customer satisfaction in registered private security firms within Kenya. There is thus need to focus on link amongst customer satisfaction and quality of service in other firms other than those mandated to offer security services.

Also, the study recommends for security firms to use up-to-date security instruments in their operations and give their customers more individualized attention for customers to be contented. This research also recommends further research on the manufacturing firms rather than the service firms so as to understand the relationship amongst service quality and customer contentment in manufacturing firms.

5.4.1 Recommendations for practice

The customers gave a number of suggestions on how to service delivery can be improved on by private security firms. Among the suggestions are; introduction of bomb detectors in security operations, use of up to date security instruments, use of biometrics and face recognition technology, use of other instruments for security check-up in place of Identification Card.

5.5 The Study Limitations

Majority of the respondents were not at ease while responding to the questionnaire some with the fear that the information may be used inappropriately and against them, the researcher gave assurance that their response shall be regarded with high discretion levels and solely for educational purposes. Key respondents were the operation managers of the respective firms and due to their busy schedule, it was not easy getting them, which made the data collection process slow and tiresome. Drop and pick technique was implemented so as to give respondents ample time to fill in the questionnaire.

Time constraints and financial limits forced the researcher to perform her research within Nairobi county. The response given by the respondents however gave enough representation of an acceptable sample size for data collection, data analysis and conclusion. Time was a limitation to the researcher especially because of the need to balance conducting the research and performing other duties relating to work.

Finally, the researcher did not have direct control on the level of accuracy of the information given by respondents. This means that the level of accuracy of the information provided was fully the respondent's responsibility. In dealing with this challenge, the researcher asked the respondents to fill in accurate information which shall be handled with discretion and solely for educational purposes.

5.6 Further Research Suggestions

The research main goal was to establish the association amongst service quality and customer satisfaction in registered Kenyan private security firms. The study was solely centered on registered private security companies, there is essence to conduct studies on other firms other than security firms.

Studies should also be conducted on manufacturing firms other than service firms so as to be able to comprehend the association of quality of service and customer satisfaction in manufacturing firms.

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APPENDICES

Appendix 1: Questionnaire

This questionnaire is intended to facilitate the study on Service Quality and Customer Satisfaction in registered private security firms in Kenya. The questionnaire consists of three major parts as shown below, which focuses on the areas of interest to this research study.

I seek your genuine, timely participation and response in filling this questionnaire to aid in the success of this study. Your reply shall be rendered confidentiality it warrants and will be used solely for educational purposes.

General Instructions

The questionnaire has three sections, please try and complete all the sections

Please tick appropriately and write your answer where there is no option as applicable.

SECTION A:

BACKGROUND INFORMATION

1. Gender?

   Male ☐   Female ☐

2. Name of your company (optional) _____

3. Name of the security firm service provider (optional) _____

4. How long have you served in your company?

   0– 5 Years ☐   6 – 10 Years ☐   10 – 15 Years ☐   above 15 Years ☐

SECTION B:

PERCEPTION ON THE QUALITY OF SERVICE

This section entails your opinion in regards to certain aspects of service quality in the security industry

Please mark (X) in the applicable cell to indicate the extent to which you believe security industry has elements defined by the factors.

Please indicate on a Scale of 1 – 5 where: 1 = strongly disagree, 2 = disagree; 3 = neutral, 4 = agree; 5 = strongly agree

5	**Tangibility aspect**	1	2	3	4	5
	The guards are well dressed and appear neat					
	Materials associated with service quality like scanners, and radio calls look appealing					
	Up-to- date security instruments					
6	**Reliabilty**					
	The security firm perfoms the service right the first time					
	They provide services at the times promised					
	Accurate records are kept					
	The company is sympathetic and reassuring when the client has problems					
7	**Responsiveness**					
	Security firms are willing to offfer assistance any time					
	They have the clients interest at heart					
	Staff are never too busy to answer to your requests					
	Security firms offer quick services					
	They make information easily accesible to customers					
8	**Assurance**					
	The behaviour of security firm employees instill confidence in clients					
	Customers feel safe in their transactions					
	Workers of the security firms are constantly courteous					
	Workers of security firms have knowledge to answer queries directed					

	towards them					
9	**Empathy**					
	Security firms gives its customers individualized attention					
	The operating hours are convinient to all customers					
	Security firms understand clients specific needs.					

Source: Formed based on Parasuraman et al (1988) SERVQUAL model

SECTION C:

FACTORS INFLUENCING CUSTOMER SATISFACTION

Please indicate on a Scale of 1 – 5 where, 1 = strongly disagree, 2 = disagree; 3 = neutral,

 4 = agree; 5 = strongly agree

Please mark (X) in the appropriate cell to show the extent to which you agree or disagree with the below factors.

10	Customer Satisfaction Factors	1	2	3	4	5
	Promptness of service					
	Courtesy of employees					
	Problem solving interest for complaints and requests					
	Capability of delivering what is promised					
	Consistency of service					
	Appearance of staff uniform					
	Value for money					
	Flexibility of employees					
	Convenient operating hours					
	Individualized customer attention					
	Timeliness of service					
	Interests of the customer come first					
	Service representatives knowledgeable on the products and services.					
	Problem resolution time					

SECTION E

12. What security product or service would you like to be excluded or included in order to improve your satisfaction?

_____

_____

_____

13. Would you recommend a friend to the security firm guarding your organization? Why?

_____

_____

_____

14. Do you have any other comments or concerns?

_____

_____

_____

Appendix II: List of Registered Private Security Firms in Kenya

Absolute Security Ltd
Anchor Security Services Ltd
Bob Morgan – BM Security Ltd
Bobby Guards Ltd
Boera Main Security Services
Brinks Security Services Ltd
Captain & Captain Security Services Ltd
Car Track Kenya Ltd
Coast Guards Services Ltd
Coast Security Services Ltd
Cobra security services
Fidelity security services
Fimbo Security Services
G4s Security Company in Kenya
Gillys Security & Investigation Services Ltd
Glamour A & Security Services Ltd
Guardforce Security (K) Ltd
Hatari Security Guards
Hema Security Services
Johsan Investigation & Security Services
Jollic Security Guards
K K Security Guards
Kali Security Co Ltd
Kamaliza Guards Nairobi (Kenya) Ltd
Kamili Security Guards
Kamosec Security Services
Karen Langata Guards Ltd
Kasa Security Services
Kenda Security Services
Kenguards Ltd
Kentaza Security Guards Ltd
Kenya Homes Securities & Private
Investigation
Kenya Secularms Ltd
Kenya Shield Security Ltd
Kimble Securical Ltd
KK Security Guards
Kleen Homes Security Services
Lavington Security Guards Ltd
Lee Security Services Ltd

Lichi Security Systems Ltd
Link Security Ltd
Liomo Security Guards
Lumwa Security Services
Maasai Spear Guards Co
Magestic Security Systems
Magnet International Ltd
Marhan Security Guard
Mark Patrol Security Ltd
Marthen Investigations
Masaba Security Agencies
Milimani Security Guards Ltd
Mindest Security Services Ltd
Minion Guards Co Ltd
Mode 1996 Security Limited
Pada Security And Alarms Services
Patriotic Group of Companies
Pefami Security Service
Perimeter Protection Ltd
Pescoll Security
Pinkertons K Ltd
Pinnacle Systems
Porsh Security Guards
Power Security Services
Radar Limited
Riley Services Ltd
Securex Agencies (K) Ltd
Senaca Ea
Tandu Alarm Systems Ltd
Total security Surveillance limited
Tough Security Guards
Ultimate Security Ltd