

Ethical Practices and Performance of Private Security Firms in Nairobi, Kenya – A Case Study of Kong Security Services Company

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Abstract— This study evaluated performance of security firms in Nairobi-Kenya. The purpose of this study was to identify the effects of Ethical Practices and Performance, the effect of an organization's code of ethics and performance, the effect of Staff Appraisal and performance, the effect of staff induction and performance, and the effect of client's involvement in ethical practices. Three theories anchored this study; the Ethical Theory, the Equity Theory, and the Deming Systems theory in total quality management that proposed the PDCA cycle to improve continuously. Ethical Theories are organized into three frameworks; Consequentialist, Duty, and Virtue. The Equity theory touches on employee compensation expectations, motivation, and rewards. The research design used was descriptive, which enables the description and observation of a subject without influencing it. The target population for this research topic was Kong Security Services Company in Nairobi, with a Staff of 1230 including managers, and supervisors. The target population was sampled through purposive sampling, which involved selecting individuals knowledgeable and experienced in private security management. The research sample was 84 respondents. Primary data was collected using a semi-structured questionnaire. A pilot study was carried out on 10 respondents out of the 84 respondents for analysis. The research questionnaires were then edited for accuracy, consistency, and completeness. Collected data was analyzed using thematic analysis a method used for analyzing qualitative. Data Analysis used in this study is Descriptive statistics, whereby data was summarized and presented through diagrams and tables. It is concluded that the Code of Ethics influenced the Performance, Staff Appraisal Influenced performance, ethical staff appraisal and performance, the study also concludes that there is a significant relationship between staff induction and company performance. The results indicate that there is a significant relationship between staff induction and employee performance, the study concluded that clients' Ethical Practices affect positively on company performance. The study found that the Code of Ethics, staff appraisal, staff induction, and clients' Ethical Practices, have a positive effect on company performance, which means that company performance is affected by the variables. The study results and findings are important to both county and national government, departments, ministries, and agencies in Kenya, this includes regulating bodies such as the Private Security Regulatory Authority, and Investors in Private Security. The findings and conclusion are beneficial to the Private security industry Performance in Nairobi, Kenya, and the entire Private security industry globally. The results of this study will increase the

existing literature on Ethical Practices and performance. They will enable researchers in the future to use this study to obtain information on their various research topic in this field.

Index Terms— ethical, practices, performance, private security.

1. Background of the Study

In this study, ethical practices refer to the Professional actions of the Employees, Management, and clients' practices, which have been linked to various outcomes including reduced Performance, loss of public trust, and legal and reputational risks, Waeraas and Dahle, (2020).

The code of ethics varies among different professions, there are ethical principles that are universal to all professions including avoiding harm to others, honesty, trust, respect for others, and lawfulness. Collings-Hughes et al, (2020). Security management is the protection of people and assets such as buildings, equipment, machines such as computers, and information communication systems through the development of policies and procedures or standards operation procedures (SOPs), to mitigate danger. Brauer, (2023) Security companies as thus contracted to provide security services to their clients, this is attained through the use of their staff or employees. The choice of a security company in Nairobi is influenced by its status as the capital city of Kenya, Nairobi is the main economic center in the East African Region that has a growing security industry contributed by the challenges of a rising crime rate like terrorism resulting to a demand increase of security services due to the worry of the quality of PSC and allegations of Unethical Practices that affects Performance. Smith C, (2022). The focus of the Research case study is Kong Security Services Company a typical PSC that has been operating for over a decade and providing a range of security service solutions.

The Private Industry in Kenya has over 2000 security companies, which indicates a very large Client Base and customer relations, In January 2023, the Private Security Regulatory Authority PSRA issued a notice of 1230 companies Authorized to operate, the industry employs close to 700 000 employees meaning that there are many clients related to the industry who play a vital role by being involved with the private

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security industry in decision making.

The Security industry operates in the same way other Business companies operate to be profitable such as KK Security, Bob Morgan, Riley Services, and Radar Security. These companies thrive in Business because of the type of clients that they deal with when offering their services, Services like Bank security require that they have an armed backup to protect the bank and money escort, armed backup is provided by government organs, and the clients are involved in the type of services and quality standard offered, this is influenced by incidents that affect the client's businesses and pressure from the clients. The Kenya National Police Crime Report notes that there were a total of 65,820 crime cases reported in 2018 compared to a total of 59,029 crime cases in 2017 making an increase of 12% in 2019 the attack at the Dusit D2 Hotel complex at 14 Riverside resulted in 21 Deaths after terrorists attacked the Hotel. After the terror attack, the Kenyan Public witnessed a wave of security changes putting more pressure on the government and security Companies. Kenya Police Annual Report, 2021.

The Private Security Regulatory Authority Act (2016) that security management is the Protection of Assets and people through a process of Identifying and mitigating danger, Security companies are guided under the PSRA Act No. 13, (2016) which enumerates the conduct of Private Security business management decisions. Ethical Practice in this Study refers to the Professional actions of the Employees, Management, and Client, unethical practices such as misuse of Authority, contravening professional standards, corrupt practices, and lack of transparency which has been linked to various negative outcomes including reduced Performance, loss of public trust, legal and reputational risks. Staff appraisal indicates the goals definition, Promotion, Skills development, increased productivity, trust, and mutual respect between the employer-employee relationships.

Staff Induction; A robust and relevant induction into the organization is essential to enable the ability of our new people to become part of a motivated and competent workforce. When new people are recruited, we need to help them to become acclimatized and be effective in their role in addition to being legally compliant through a planned induction program. Induction is a crucial part of the recruitment and onboarding process. A well-planned induction can help to ensure that new people feel valued and welcomed into the organization. It is an opportunity to promote the organization's Vision, Values, and Behaviors and outline how we will enable an inclusive and compassionate culture (the way we think, feel, and act), that enables us to deliver great services. It also enables our new people to commence any statutory and essential training requirements to maintain our safety culture. Induction supports our people in understanding their responsibilities and the organization's expectations. It supports the commencement of any probationary periods and allows the discovery of information for appraisals and career development to facilitate an inclusive culture of continuous learning and development. Spring-Peers N, (2020).

Staff induction is a program for newly hired or new staff

joining an organization to communicate important information to new staff about the company, their job, and the expectations to equip them with knowledge about the organization and enable them to a good start. Staff orientation can also be called orientation training. Training and education programs can also effectively address unethical practices in private security management. These programs can help an employee understand the importance of ethical behavior, and help to identify areas that have ethical dilemmas and develop strategies to address them Schyff and Botha, (2017). Training and education programs should be ongoing to ensure employees are continually reminded of their ethical responsibilities.

The private security regulation (Act No.13, 2016) Laws of Kenya, is an act of Parliament for the regulation of the private security industry, to provide a framework for cooperation with National Security Organs; and for connected purposes established in the context of controlling the Private Security companies operating in Kenya and overseas if registered in Kenya. The PSRA applies to private security practitioners, security officers/guards, and private investigators under the constitution of Kenya.

Customer pressure serves as the stimulus to indicate managerial implications for restaurant employee creativity that is specifically related to their green practices. More importantly, "restaurant ethical standards" and "employee green passion" greatly contributed to forming EGCB through their sequential mediation roles. Aboramadan and Karatepe, (2021); Bavik, (2019; Kuenzi et al. (2020). However, the study's findings showed that restaurant ethical standards inversely affected Business and instead contributed to developing positive employees. Cho and Yoo (2022)

There have been increasing concerns about ethical practices among Private Security Companies, which have been linked to compromised practices and accountability in the industry Mutula and Wamalwa, (2019). The Private Security Industry boasts over 2000 Security companies in Kenya. However, in January 2023 the PSRA issued a notice that only 500 companies were and are authorized to operate, this industry employs close to 700,000 people. Security companies such as G4S are originally registered in the UK to offer various integrated security solutions and are registered in Kenya. Client's involvement in Ethical practices, Frequency of unethical practices, Inactivity of Members, Effect on Revenue, Effect on cost, Effect on Profit.

2. Statement of the Problem

Ethical practices and Performance include actions that do not contravene moral and professional standards, such as corrupt practices, misuse of authority, and lack of transparency in operations. These practices have been linked to various negative outcomes, including reduced organizational performance, loss of public trust, and legal and reputational risks. It not only undermines the trust and confidence that clients and the public have in the private security industry but also threatens the safety and security of individuals and businesses. Moreover, it compromises the integrity of the entire security sector and undermines efforts to combat crime and

terrorism. Therefore, there is a need to understand how ethical practices influence Performance in private security management and to identify measures that can be implemented to address the Improvement of Performance. Liu *et al.*, (2020).

In addition to the legal and financial consequences, unethical practices can also harm decision-making in private security management. When security personnel engage in unethical practices, they may be more likely to make decisions that prioritize personal gain or the interests of the company over the safety and well-being of their clients Abrahamsen and Williams, (2021). Unethical practices can also erode the culture of trust and professionalism within a private security company Personnel, Liu *et al.*, (2020). This, in turn, can affect the quality of decision-making and compromise the ability of security personnel to respond effectively to emergencies and security threats.

Private security companies must take responsibility for ensuring ethical practices in their operations. They should establish and enforce clear standards for ethical practice, provide training for security personnel, and create accountability measures to deter undesirable behaviors that can affect the reputation of the company, leading to reduced revenue, low profits employee turnover, and negative effects on Return on Investment (ROI).

A. *The Research Objective*

The study's main objective is to identify Ethical Practices and the Performance of Private Security Firms in Kenya: A Case Study of Kong Security Services Company, Nairobi.

Specific Objectives

- i. To establish the effect of the Code of Ethics at Kong Security Services Company.
- ii. To examine the effect of Staff Appraisal at Kong Security Services.
- iii. To determine the effect of Staff induction at Kong Security Services Company.
- iv. To explore the effect of clients' involvement at Kong Security Services Company.

The research study findings are intended to inform Private Security Management on the causes of unethical practices in managing their business operations while dealing with clients and employees of the company.

This research will be a pointer to academicians to carry out further research in the area of unethical practices in the Private Security Sector in Kenya, the East African Region, and globally, which can be carried out in security management decisions and their implications for the private security sector of the economy. Society, in general, will also be made aware of the need for ethical practices carried out in the Private Security industry, how practices affect individuals, and, the effect of the decisions that have been influenced by ethical practices.

B. *Significance of the Study*

The research study findings will contribute to the Private Security Regulatory Authority (PSRA) Policy formulation and are intended to inform Private Security Management on the causes of ethical practices in managing their business

operations while dealing with clients and employees of a company. Regarding the difficulty of defining unethical behavior, several studies have attempted to operationalize this factor and then test its relationship to a variety of dependent variables noted in this review. In a sense, this review is discouraging in that the number of empirical studies is distressingly small. In another sense, this review is exciting in that it identifies a large number of opportunities for fruitful research in an area in which we still know so little and need to know so much.

This research is a pointer to academicians to continue further research in the area of unethical practices in the Private Security Sector in Kenya, the East African Region, and globally, which can be carried out in security management decisions and their implications for the private security sector of the economy. Society, in general, will also be aware of the need for ethical practices carried out in the Private Security industry, how practices affect performance, and, the effect of the decisions that have been influenced by ethical practices.

The study seeks to identify the relationship between Ethical practices and the Performance of private security firms in Kenya. This will contribute to the existing literature on private security management by providing evidence-based recommendations for enhancing ethical standards improving the quality of services provided by private security companies and informing on the effect of ethics and performance.

The researcher concentrated on Ethical Practices in the Performance of Private Security firms, a case study of Kong Security Company, Nairobi. The research gaps show that there is a need for a research study that includes, the clients' influence in decision-making, the employee's influence, and the managers' practices. Previous researchers missed mentioning the Security Sector as a business or a function of business and Performance. Ultimately, the findings of this study will be useful not only to the selected private security company in Nairobi but also to the wider Private Security Industry in Kenya and other countries facing similar challenges.

3. Ethical Theories

Consequential ethics is a normative ethics theory that attempts to solve the ethical inquiries on what is right or wrong. Consequential theory defines whether to act or not to act, do something or not to do, grounded on the anticipated outcome of the deed. If the anticipated outcome is good then it is ethical or right, if it's bad then it is unethical or wrong to act or do. Suikkanen J. (2009).

The Utilitarian Approach; Utilitarianism was originally promoted by the Greek philosopher Epicurus of Samos, (341-270 BC). Bentham, (1748-1832), a British philosopher improved Epicurus's standard by claiming that, good or bad actions depend on pleasure, John Stuart Mill, (1806-1873) modified Bentham's idea by claiming that happiness is better than pleasure. Utilitarianism is an approach to ethical decision-making concerning a large group of people, this concerns good and bad results from our actions. Utilitarianism relates to an individual feelings that something good, or something bad will be the result, also the best or does the least harm, leading to a

balance of good over harm. The Egoistic Approaches; Egotism is a result of an individual action that leads to self-interest and goodness, Thrasymachus, claimed that ‘justice is nothing other than the protection of the stronger and the good for another’.

The duty-based approach also called deontological ethics, is a non-consequential ethical approach associated with Immanuel Kant, who emphasized ethical decision-making from a religious view. Kant pointed out that doing what is right is about having the proper intention in performing our actions and obligations which are the same for all rational beings this means that they are universal. Kant formulated three categorical Imperative formulae;

A. Code of Ethics and the Performance of Private Security Company

The Code of Ethics is influenced by Ethical leadership that begins with the top management and is regarded as being positive with leadership styles such as transformational and cultural change, Ouma C. (2017). Conditions in marketing such as the placement of a large company’s Headquarters affect PSC this resulted from the early 20s when private security companies that were operating in Iraq and Afghanistan were accused of operating without a code of ethics therefore leading to a negative reputation. Organizations' Code of Ethics and Practices is practiced for employee professionalism and integrity, violating the code of ethics can lead to punishment such as being terminated from employment, withholding of rewards from the company, and loss of trust. Implementing the code is a common approach used by private security companies to address unethical practices. The code of ethics outlines the ethical principles that employees are expected to follow and provides guidance on appropriate behavior, Arboleda and Espinosa, (2018). The code of ethics should be clear, understandable, and effective so that the employees know what is expected from their actions.

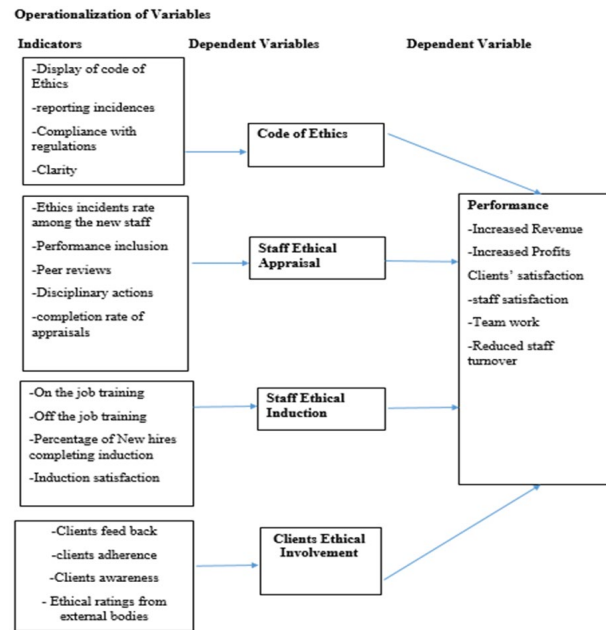


Fig. 2. Operationalization of variables
Source: Author (2024)

B. Summary

The Performance of a security company compared to other services industries and businesses is dependent on Profits for its investment, Profitability has a direct relationship with the costs and expenditure of the company. Companies expand their revenue by an increase in business and developing an organizational culture favorable to a work environment that discourages employee turnover through training and motivation of the employees which leads to staff retention, Private security companies invest in Human Resources through the training of employees and management, modern society is phased with challenges occasioned by the increase in crimes and the need for a better life and better security measures. The quality of the services determines the cost of the services and influences the performance of the sales and revenue collected. Causes of employee turnover include overwork caused by long working hours and inconsistency in leadership or management styles Lack of team member recognition in actions that are extraordinary few opportunities for professional development and promotions or little to no career advancement the issue of low salaries, low pay raises, inadequate benefits, and security company culture.

4. Research Design

A descriptive design was adopted because it is useful in determining the situation regarding the Ethical Practices and Performance of Kong Security Company using a questionnaire, by asking questions from respondents.

The Researcher engaged with the employees who only work in Nairobi due to logistical issues of traveling and evaluation was from the respondents in Nairobi. This approach was suitable because it allowed a detailed examination of the private security company, its practices, and decision-making processes. Data was collected from semi-structured interviews with employees, managers, company clients, and clients.

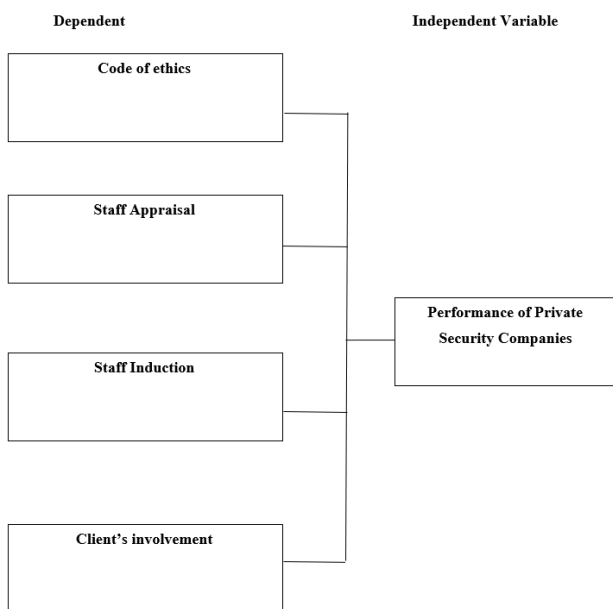


Fig. 1. The conceptual framework discusses the relationship between the variables
Source: Author (2024)

Descriptive research design enabled subject observation and description independent of any influence. It is used to obtain a better understanding of the subject under study. Descriptive research design is limited in geographic scope; hence tends to be logically simpler and easy to conduct besides providing the basis upon which other studies can be carried out Cooper and Schindler, (2016). The research adopted a descriptive research design to obtain the most relevant, recent, and in-depth information on the study topic. This also helped the researcher to critically analyze the problem in question with a view of drawing more specific and detailed information that was useful to the research study and more often than not it is used as a precursor to statistical research that provides valuable pointers as to which study variables are tested worthy quantitatively Cooper and Schindler, (2016). The reason for using a descriptive research design was to obtain information that describes performance at Kong PSC influenced by the Management, the employees, the clients, and the clients. This researcher used a descriptive cross-sectional study that uses the Likert scale to capture the attitudes of participants through a questionnaire and statements in the interview. Kong Security Services was the analysis unit and survey statements survey were the tools of data collection.

A. Sampling Techniques

The sampling technique used was Probability Sampling where each member of the Population had an Equal chance of being selected, Babbie and Mouton, (2020). Sampling techniques depend on several factors, such as research objectives, population size, population characteristics, and resource availability. The researcher applied Stratified random sampling, a process of sampling where a population is first divided into cadres or sub-populations, and then random sample techniques are applied to each subpopulation. This was followed by randomly selecting the participants from the selected strata.

The targeted sample was the staff at Kong Security Services Company of various categories such as Managerial and supervisory levels, and staff in the field performing guard duties or directly engaged in security matters. This was influenced by the special characteristics that the researcher sought from the leadership and the members of staff in Nairobi.

$$Yamane's\ formula: n = N / (1+N (e) ^ 2$$

n is the required sample size from the population under study

N is the whole population that is under study

e is the precision or sampling error which is usually 0.10, 0.05 or 0.01

$$1230/1+1230(0.1)^2 = 92.48$$

B. Data Collection Instruments

This is a tool for collecting and analyzing data in research. This research used questionnaires with open and closed-ended questions. A research instrument involves data collection relevant to the research question, objective, or hypothesis. The data collected may be in the form of numerical, textual, or visual information Cozby, (2017). The data collection method usually is determined by the research question, population, available resources, and feasibility of the research method.

In this study, data collection was by semi-structured questions with Managers and Staff of Kong Security Services Company the interviews were conducted via questionnaires that the researcher distributed directly to the participants as well as through a research assistant at Kong Security Services Company to distribute and collect the filled up questionnaires responses were recorded for analysis. The data was collected through closed and open-ended questions. A questionnaire is a research instrument that Comprises structured questions to gather information from respondents, Sproul, (2015). The use of a questionnaire was suitable for this study because it was simple and easy to give feedback and the employees gave honest answers, unbiased views, and detailed explanations. The questionnaire sections included; inviting the employees to answer questions, introductions, and open and closed-ended question types.

5. Research Findings

The research study sought to establish the ethical practices and performance of private security firms in Kenya, through a case study of Kong Security Services Company, The Research objectives used questionnaires; To establish the effect of the Code of ethics and the performance of security firms in Kenya, to examine factors that influence Staff Appraisal and Performance at Kong Security Services, to determine the Ethical Practices on Staff induction and Performance at Kong Security Services Company and explored the effect of clients' involvement in ethical practices at Kong Security Services Company Management.

The Questionnaire sought answers on how the Code of ethics Impacts the Performance of Kong Security Services Company, What the Effects of Staff Appraisal and Performance at Kong Security Services Company, how Ethical Practices on Staff induction affect Performance at Kong Security Services Company and lastly what are the effects on Ethics and Performance at Kong Security Services Company of clients' involvement in ethical Practices. The study results were collected from sampling and inferences made.

A. Effect of Code of Ethics and Performance

The Effect of the Code of Ethics and Performance was the

Table 1
Effect of code of ethics and performance

Item Statistics			
	Mean	Std. Deviation	N
The Code of Ethics affects company disciplinary action	1.1429	.51817	84
A Code of Ethics is available to all employee	2.0119	.61102	84
Employee rights are part of the code of ethics	1.1310	.53278	84
Code of Ethics affects equitable pay	1.0952	.45573	84

first objective Respondents were requested to rate the Code of Ethics on a scale of 1 to 5 where 5 represented Strongly Agree, and 1 represented Strongly Disagree. The analysis of the statement “Code of ethics affects company disciplinary action” resulted in a mean score of 1.14 and 0.518 standard deviation. The statement “Code of ethics is available to all employees.” This resulted in a mean score of 2.01 and 0.611 as standard deviation. A mean score of 1.13 and .532 as a standard deviation was achieved in the analysis of the statement “Code of ethics included employee rights” The statement “Code of ethics affects equitable pay” resulted in a mean score of 1.09 and a standard deviation of .455 these results are presented below. Therefore, code of ethics affects Company Performance. The findings are in agreement with the assertion by Mantik J, (2023) that a code of ethics is a tool for performance in an organization.

B. Effect of Code of Ethics and Performance

The research study sought to determine the Effect of the code of ethics and Performance at Kong Security Services Company. Regression analysis was performed with the statement ‘Code of ethics’ as the dependable variable and the performance of Kong security as the independent variable. The regression revealed that R= 0.663 which showed a strong correlation between the Code of Ethics and company performance. R2=0.433 which meant that 43.3% of the variation in company performance was explained by a single unit change Code of ethics, as shown in Table 2.

Table 2
Model of fitness on code of ethics

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.433	.45976

a. Predictors: (Constant), participant

The value f= 64.433 shows that the code of ethics statistically and significantly affects Discipline which means that the regression model is a good fit for the data.

The code of ethics determines Discipline at Kong Security Services Company. The level of significance is .000 which is less than 0.001 hence the regression model significantly predicts the dependent variable. The results are shown in Table 3.

Table 3
ANOVA results on code of ethics

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.620	1	13.620	64.433	<.001 ^b
	Residual	17.333	82	.211		
	Total	30.952	83			

a. Dependent Variable: Discipline

b. Predictors: (Constant), participant

Table 4
Regression coefficients for code of ethics

Coefficient						
Model		Unstandardized B	Coefficient Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.576	.091		6.302	<.001
	Participant	.469	.058	.663	8.027	<.001

a. Dependent Variable: Discipline

The study outcome showed that a decrease in staff discipline level at Kong Security Company has a significant impact on ethics and performance. The result indicates that there is a significant relationship between discipline and company performance; p>0.05 (p=0.01). Thus, the values of employee motivation are statistically significant (t= 8.027, p<0.001) which means a decrease in the mean index of staff discipline will decrease company performance by a positive mean index value of .469 (46.9 percent).

6. Summary of the Findings

This research study’s main objective was to establish the Ethical Practices and the performance of security firms in Kenya, a case study of Kong Security Services Company. The specific objectives are; to establish the effect of the Code of ethics and the performance of security firms in Kenya, to examine the influence of Staff Appraisal and Performance at Kong Security Services, to determine the Ethical Practices on Staff induction and performance at Kong Security Services Company, and to explore the effect of clients’ involvement in ethical practices at Kong Security Services Company.

A. Code of Ethics and the Performance

The first objective was to determine the Code of Ethics and Performance of Kong Security Company. The findings established that the overall aggregate mean score for the objective was 14.38 and the standard deviation was 4.061. This on average affirmed that the respondents acknowledged that the code of ethics contributed to the company's performance. The analysis indicated a relationship R = 0.354 showing a correlation therefore code of ethics and company performance are fundamentally related, R2 = 0.125 which meant that 12.5% of the variation in the company performance can be explained by a unit change in code of ethics application. The results indicate that there is a significant relationship between the code of ethics and company performance, therefore the values of the code of ethics are statistically significant an increase in the mean index of the code of ethics will increase company performance by a positive unit mean index value of 0.125 (12.5 percent).

7. Conclusion

A. Code of Ethics and the Performance of Private Security Company

It is concluded that the Code of Ethics influenced the Performance of Kong Security Services Company. A code of ethics and Performance is very important in a Company for its performance. This is achieved if the company Revenue is high and if the profits are increased, this will reduce employee turnover at the company. PSCs should seek to improve the working conditions to uphold the Code of Ethics and appreciate

the staff for the company to have a positive performance index. Private security company profit targets are dependent on the code of ethics performance, staff appraisal, staff induction, and Client involvement, Employee turnover is a determinant of the code of ethics, and this also applies to the return on investment. The study findings, therefore, establish a positive relationship between the Code of Ethics and Company Performances at the Kong Security Services Company.

B. Recommendations

The study recommends that Kong Security Services Company with managers will uphold an ethical environment for the staff and company performance. Emphasis on Ethics and Performance will ensure that the staff is aware of the code of ethics. On the first objective of determining how the code of ethics affects company performance at the Kong Security Services Company, Kong should ensure that the code of ethics practices level is highly maintained to maintain a high performance, the code of ethics should be made available to all staff and new staff during induction. Kong Security Services Company needs to train its staff during induction so that they are empowered with skills and knowledge about the company and working conditions.

The study investigated how appraisal affects company performance at Kong Security Services Company, staff appraisal should be consistent throughout all the staff categories and a meeting of the appraise and the appraiser is essential to facilitate a dialogue on areas that need to be addressed. Thus increasing their performance. On the third objective, Kong Security is recommended to ensure that appraisal is practiced at the place of work. On the fourth objective, when clients are satisfied with the ethical practices the company performance improves better, turnover rates decrease in the Security Company, higher profits, ROI increase, and reduced staff turnover. High turnover is an indicator that most employees are dissatisfied with the company position this increases expenses due because of new employee retraining, new hire process, and loss of revenue. Employee poaching the competitors must be investigated and a reason for the employee favoring the competitor must be addressed by Clients' ethical practice involvement as clients play a vital role in relating to management at Kong Security Services Company.

C. Areas for Further Research

The study focus was on the Ethical Practices and the performance of security firms in Kenya; a case study of Kong Security Services Company. PSCs in Kenya differ in the way they operate in different Urban Cities, towns, and rural counties. The Research was carried out in Nairobi a metropolitan City and a highly urban location set-up similar research in the rural counties can be carried out.

Further research may be carried out to look at other areas that

affect ethical practices and ethical decisions that influence performance in the Private Security Sector and the State security organs' ethical practices that influence and affect Ethical practices and performance.

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