



PREPAREDNESS OF COUNTY GOVERNMENTS ON SECURITY MANAGEMENT IN NAKURU COUNTY, KENYA

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ABSTRACT

The objectives were; assessing the influence of county government security planning, staff training, provision of security management resources and county staff attitude on security management. The study was guided by Security Management Theory. The study adopted mixed methodology and thus applied concurrent triangulation design. The target population comprised of 176 security officers and 384 county staff totaling to 960 respondents from which a sample of 282 respondents were obtained using Yamane's Formula. Stratified sampling was used to create 11 different strata based on the number of sub-counties in Nakuru County. From each sub-county, two security officers and 24 county staff were selected using purposive sampling. This procedure enabled the researcher to sample 22 security officers and 260 county staff. Questionnaires were used to collect quantitative data from county staff whereas interviews were used to gather qualitative data from the security officers. Piloting of research instruments was conducted amongst 28 respondents from Nakuru County to establish validity and reliability. Validity was ascertained through expert judgment. Reliability was determined using split-half technique and reliability coefficient, $r = 0.664$, was obtained using Cronbach Alpha which indicated high internal reliability. Data analysis began by identifying common themes. Qualitative data were analyzed thematically along the study objectives and presented in narrative forms. Quantitative data were analyzed using descriptive statistics such as frequencies and percentages and inferentially using ANOVA Test Analysis in Statistical Packages for Social Science (SPSS 23) and were presented using tables and charts. The study established security management preparedness entails planning, training of staff, provision of resources and attitude change among County Staff. However, such level of preparedness has not ensured a reduction in cases of insecurity in Nakuru County. Thus, the study recommended that Security Officers should formulate policies and plans geared towards ensuring that county governments have security preparedness plans which include setting regulations and availing resources to implement such security management plans. The County Governments should develop a security training module for the County Staff on how to handle security breaches. The County Staff should develop positive attitude towards security management since it is first step towards mitigating the security challenges.

Key Words: Kenya, Security, Nakuru County

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INTRODUCTION

Preparedness of county governments encompasses the body of policy and administrative decisions and operational activities which pertain to the various stages of security management (Borland, 2008). In organizations such as governments and County Governments, a safe and secure environment is a prerequisite for effective staff development and productivity as well as teaching and learning. According to Borland (2008), governments are generally considered to be safe havens for millions of staff and the greatest socializing institutions after the family. However, the recent experiences with natural insecurity, in-school violence, acts of terrorism, and the threat of pandemic diseases such as cholera, fire breakouts and flu demonstrate the need for governments all over the world to be prepared for all hazard crisis possibilities.

In the Netherlands, Cooper (2005) posits that there is a fundamental link between day-to-day preparedness of county governments worldwide. Cooper (2005) asserts that threats to the safety and security of staff and school property can arise from natural hazards such as earthquake, floods and storms or from human actions such as vandalism, arson and violence. In keeping with these assertions, while catastrophic events and human tragedies cannot be eliminated entirely, there is a role for facility designers, county governments, emergency response teams and post-crisis intervention in mitigating their negative impact. To corroborate these assertions, Downs (2010) asserts that, in Czech Republic, decentralized governance units that are well-prepared for an individual emergency involving a staff member are more likely to be prepared for complex events and insecurity. Downs (2010) indicates that such learning environments provide for staff' needs so that they can perform to the best of their ability (Downs, 2010). In other words, an unsafe working environment poses great threat and anxiety to the county staff. In most countries in Sub-Saharan Africa, Moe and Pathranarakul (2006) assert that

level of emergency preparedness is especially critical in devolved units for a number of reasons since safety awareness and preparedness in governments are becoming major concerns.

In KwaZulu Natal Province in South Africa, for example, Roeder (2003) notes that, in the recent past, there have been perpetual reports on violence and fire outbreaks in different parts of the province. These reports are evidence that governments are not immune to destructive violence. Roeder (2003) reports that devolved units or governments that are safe and responsive have plans and procedures in place to deal with violent and disruptive behaviors including insecurity that may occur.

According to Roeder (2003), most violent situations can be avoided if training of social skills becomes part of proactive safety procedures. In other words, government administrators have a responsibility to ensure that the working environment is conducive for productivity. This can be accomplished by working through an establishment of clear rules and procedures. In the same vein, in Tanzania, FEMA (2010) notes that, in the event of an insecurity, staff are the most affected, management programmes disrupted thus affecting a fundamental right of staff to produce and the citizens to enjoy prudent delivery of services. These findings affirm the fact that security in any government is not a stand-alone capability and should thus, be handled critically, continually reviewed and scrutinized regularly. Guidance for standard operating procedures in response to different types of insecurity and emergencies in devolved governments is a pre-requisite for localization at the lower levels of governance. By planning in advance and anticipating any form of insecurity, governments can ensure that the decisions made by different county governments on the day of crisis are not only made quickly and effectively, but they will be correct and automatic responses arising from pre-planning for such eventualities.

In Kenya and Nakuru County in particular, security is not only a fundamental right for every citizen in the

devolved governments, but also an indispensable element for productivity of every citizen and staff at their workplaces (Belmont, 2007). Crucial as it is, however, since devolution, management of security within the county governments and incorporation of the county staff in security matters have received the least support (Belmont, 2007). The provision of security services is regulated by scattered legislations without a clear policy. However, issues of importance such as safety of citizens and staff within the county governments have not been given adequate attention.

In Laikipia District, Mwangi (2015) established that staff are vulnerable to different forms of threats. As Nderitu (2015) notes, despite the stringent safety measures put in place by county governments in collaboration with the national government, cases of insecurity and threats to human life and property are still high. To mitigate on these cases, every county government in Kenya has launched a policy on security detailing how safety of staff and citizens is to be guaranteed. The launch of such policies on security operations underscores the government commitment to the safety and overall welfare of staff. However, much needs to be done to mitigate security threats to staff through carefully thought-out measures and strategies. Thus, the study sought to assess the influence of the preparedness of County Governments on security management: a case of Nakuru County, Kenya.

Statement of the Problem

County governments play an important role in ensuring safety of staff and citizens in general. However, in Nakuru County, the situation is quite different with cases of insecurity being on the rise. For example, a report by Nakuru County Security Committee Report (2017) shows that there has been an increase of 12.9% in cases of violence, muggings, rape, riots, stock theft and other forms of insecurity in Nakuru County. Efforts to mitigate on these challenges and worrying trends have not yielded much progress. Despite these statistics, few empirical studies have interrogated the levels of security preparedness by County Governments and

how such preparedness influence security management in the county. Hence, this study sought to assess the influence of preparedness of county governments on security management: a case of Nakuru County, Kenya.

Objectives of the Study

The study was guided by the following objectives;

- To assess the influence of county government security planning on security management in Nakuru County, Kenya.
- To establish how county staff training on security influences security management in Nakuru County, Kenya.
- To determine how county government security resource allocation influence security management in Nakuru County, Kenya.
- To examine the influence of county staff attitude towards security on management of security in Nakuru County, Kenya.

The study answered the following research questions;

- What is the influence of county government security planning on security management in Nakuru County, Kenya?
- How does county staff training on security influences security management in Nakuru County, Kenya?
- To what extent does county government security resource allocation influence security management in Nakuru County, Kenya?
- What is the influence of county staff attitude towards security on management of security in Nakuru County, Kenya?

The study tested the following hypotheses;

- **H₀₁**: There is no significant influence of county security planning on security management in Nakuru County, Kenya.
- **H₀₂**: There is no significant influence county staff training on security management in Nakuru County, Kenya.

- **H₀₃:** There is no significant influence of resource allocation on security management in Nakuru County, Kenya.
- **H₀₄:** There is no significant influence of county staff attitude towards security on management of security in Nakuru County, Kenya.

LITERATURE REVIEW

This section highlights the views of other investigators. This chapter is based on the influence of county security planning, staff training, provision of security management resources and attitude of county staff on security management. It also provides theoretical and conceptual frameworks and a summary of the literature review indicating the research gaps to be addressed.

County Government Security Planning Security Management

Insecurity can strike any organization including county government and during an actual emergency; quick and effective action is required. Alexander (2002) posits that this action often depends on having made and implemented effective preparedness plan. The effectiveness of a county government's security preparedness plan is measured in the precious lives of citizens, county staff and administrators that are left unharmed following an incident of violence, an injury, a natural insecurity or other hazard (Alexander, 2002).

Cognizant of these assertions, Baltas (2004), in a study conducted in Paris in France, indicated that there should be policies, plans and guidelines on security preparedness. Baltas (2004) asserts that such guidelines could include risk and vulnerability assessments, institutional framework and an effective information system. Baltas (2004) identifies designing of guide maps designating planned evacuation routes, assembly areas, utility shut-off valve, first aid stations and designated areas for prolonged staff care, arrangements must be made to provide for accountability of staff and citizens. In the same vein, Baltas (2004) indicates that such plans should clearly communicate

evacuation alarm information in the plan, allocate resources for emergency for the smooth running of the system, governments with staff with special needs must direct special attention to the disposition and needs of these staff, copies of each security plan should be distributed to every staff member, one copy filed and another sent to local law enforcement and also on all notice boards and a state of high alert should be in place. In other words, county governments, while preparing the security plans should determine which natural and technological insecurity are possible in their areas. These findings affirm the fact that county governments that are well-prepared for an individual emergency involving a staff member are more likely to be prepared for complex events such as community security.

To corroborate these findings, studies focusing on recent national insecurity have concurred that there are several important deficiencies in the level of government's preparedness for emergencies. In the United States of America, in a 2007 survey of more than 2100 superintendents, most (86.3%) reported having a security-response plan, but fewer (57.2%) had a plan for prevention (Patkus & Walpole, 2007). Most (95.6%) had an evacuation plan, but almost one third (30%) had never conducted an evacuation drill.

According to Patkus & Walpole, 2007, almost one quarter (22.1%) had no security plan provisions for staff with special health care needs, and one quarter reported having no plans for post-insecurity counselling. Almost half (42.8%) had never met with local emergency medical services officials to discuss emergency planning

In most countries in Sub-Saharan Africa, county security planning is considered a facet of larger community planning and, therefore, requires coordinated planning and allocation of community resources. Action Aid (2014) notes that even if there is coordination of security planning, community members at large may not be aware of a school district's and/or an individual school's emergency plans. In a study carried out in Nigeria,

Kumar (2011) asserted that without community understanding of the estate security plan may amplify the crisis by their well-meaning efforts to reach their staff.

In other words, without participation in security planning, county governments cannot be expected to assist with a coordinated and integrated response and recovery. Kumar (2011) indicated that during the preparedness stage, the county governments identify county crisis teams and clearly delineate the roles that staff would play during emergencies. In keeping with these Kumar's findings, Comolotti (2009), in a study carried out in Tanzania, reported that one of the most important aspects of preparedness is addressing governments' understanding of the emergency plan and the reunification process.

Comolotti (2009) noted that work stations should be equipped with "jump-and-go" folders that contain emergency contact information, individual health plans, name tags, and other critical information for all staff and citizens if there is an evacuation. These findings attest to the fact that county governments should be informed annually and reminded in advance of high-risk seasons about the emergency plans, including the differences between lockdown, shelter-in-place, evacuation, and relocation.

Besides, county governments need to clearly understand that well-meaning attempts to approach a department in crisis could direct resources away from staff, undermine emergency efforts, and increase risk to staff and members of the entire community. In Kenya, county governments are expected to have a security management plan and according to RoK (2008), the plans state that incompatible materials are not to be stored in close proximity to each other, doors, windows and corridors are not obstructed by stored materials, regularly remove all combustible rubbish and secure flammable liquids in approved containers.

According to RoK (2008), electrical wiring should be checked by an electrician regularly, secure entry points to premises, including windows and roofs, secure waste bins separately from buildings, install smoke alarms and heat detectors, install fire warning alarms, open corridors with designated fire exists properly marked at each end, always unplug electrical appliances, install intruder alarms and access control and the outside of premises should be well lit. However, RoK (2008) as did other empirical studies failed to indicate how each component of the security management plans would guarantee safety of staff and citizens within the county government.

County Staff Training and Security Management

No matter how much effort has been put into creating the perfect security plan, it will largely be ineffective if the staff are not aware of it or if it cannot be found during cases of insecurity. Downs (2010), while investigating the implementation of safety standards guidelines in governments in Czech Republic, found out that staff in decentralized governments were not trained on security management nor was the community. These findings affirm the fact that a concerted effort must be made to educate and train staff in emergency procedures, otherwise in the event of insecurity, a period of panic and uncertainty may crop up before any action can be taken. Panic, may also grip inexperienced, untrained rescuers as well as ill-equipped personnel. Consistent with these assertions, Asian Security Preparedness (2008), in a study carried out in Cambodia, suggested that each staff member should be made aware of his or her responsibilities and the lines of authority should be known and written at strategic places.

County governments should have an emergency team organized in accordance with incident command system principles and be prepared to engage in unified command processes (Asian Security Preparedness, 2008). For example, clearly identify the person who can sound a fire alarm, order an evacuation, or contact outside assistance. At night, the security personnel should be provided

with telephone extensions or mobile phones to enable them contact emergency services. Search and rescue teams should be well trained to handle insecurity.

In UK, Bennett (2010) suggested that government staff should be empowered to implement any of the emergency procedures, for example, calling the fire brigade or police. In other words, they should be able to give the name of the premises, road or street. In a broader sense, Danielson, Chung and Shannon (2009), while conducting an observational study in Morocco, admonished that security preparedness and awareness can be incorporated into training.

In Ethiopia, IFRC (2000) indicates that county governments should invite qualified personnel in various fields to give talks and demonstrations to staff on security preparedness. Training of staff should be focused on the four recognized phases of emergency management for governments; namely prevention/mitigation, preparedness, response and recovery (IFRC, 2000). In Kenya, Fire Fighter Forum (2009) recommend that the Government should strive to assist the national and local authorities to adequately prepare for security by introducing security management training in all training institutions. Practice drills and exercises should be conducted frequently at least twice a term.

In a study conducted in Kibwezi Sub-county, Karanja and Mutua (2011) recommend that practice drills should be taken seriously because through practice, the county staff will learn what to do and how to behave during an emergency. The escape route should be known and the assembly point identified. Practice drills reduce time wastage during an actual evacuation. Nakuru County is not an exception. Nderitu (2009) noted that rehearsal drills in insecurity preparedness must be done. The rehearsal re-emphasizes points made in separate training programs and test the systems as a whole and invariably reveal several gaps that otherwise might have been overlooked.

Rehearsal optimizes the effectiveness and efficiency of response. Nderitu (2009) noted that the more frequent the rehearsals, the more internalized the process and by extension the better the performance. In other words, crowd control should become a major component of security personnel training. First aid skills enable members of the county staff and the general community to handle the effects of insecurity. The county staff should have first aid training so as to assist during emergencies (Mwangi, 2008). The Republic of Kenya (2001) asserts that staff should be trained on how to handle emergencies including fires and injuries. However, Nderitu (2009), Mwangi (2008) and RoK (2001), besides underscoring the fact that county staff have attended not training courses on security preparedness, it is not clear which kinds of skills, content and experience acquired would influence management of different types of insecurity in the county governments; a research gap which study sought to address.

County Government Resource Allocation and Security Management

Security management in county government often involves huge upfront costs, for example, investment in production, training of workers, marketing and research development. The success of security management in county government also depends on availability of resources. Kadel et al (2008) point out that staff need to have an incentive to invest in security management in county government only if it can later realize success that justify the initial investment in the security management.

Security management in county government as stated by Kadel et al (2008), involves different costs and these costs are both direct and indirect. Kadel et al (2008) further indicate that indirect cost is more significant than direct costs. Organizational cost can arise from the transformation from the old security management practices in county government to the new security management practices such as buying of modern security

management resources such as CCTV and other types of surveillance cameras.

At first, a temporary loss in productivity may be experienced and further additional organizational cost may be experienced once the basic functions of the security management in county government are in place (Miller, 2014). Time spent by the county staff could also be a significant indirect cost because time is spent leading, planning and organizing the integration of new systems into current security management practices. In addition, the result of implementing newly adopted security management approaches in county government may force staff to spend time revising, approving and subsequently amending their security management strategies in county government strategies.

In a study conducted in Palestine, Koc (2013) established that ability of the county staff to understand security management process and their willingness to engage in it are critical conditions for the success of adoption. Koc (2013) further indicated that if all the elements of security management described are in place and are functioning well, security management in county government investments constitute high-quality collateral.

To corroborate these findings, in a study conducted in Melbourne, Bakinsky (2010) revealed that perceived cost can also be viewed from two perspectives, cost involved in acquiring the new technology on security management in county government and cost savings that will be achieved both by the staff and departments concerned with security management. Consistent with these assertions, Foster (2013) indicated that availability of funds for enhancing new security management strategies in county government is an important factor in the adoption process.

Given these scenarios, the higher the costs of security management, the slower the pace of security management practices and innovation expansion is likely to be. In the Netherlands, the

cost factor was studied by various researchers and found direct and significant relationship between cost and security management in devolved units of government (Bass, 2013). In Africa, most decentralized governments have a weak financial capacity to invest in security management and equipment their financial capacity is limited to the basic requirements of security management (Baykan, 2012).

In a study conducted in Ethiopia, for example, Peach and Reddick (2006) revealed that there is a statistically significant relationship between financial capacity and security management in local government which implies that financial capacity of any government determines its ability to adopt security management mechanisms. Peach and Reddick (2006) further revealed that most staff believe that the cost of security management tools and equipment is high, discouraging investment in them. These findings affirm the fact that availability of funds has had an impact on security management in county governments.

To corroborate these assertions, Masemola (2009), in a Malawian journal, indicated that lack of funds, poor or lack of infrastructure and personal factors were the main challenges to security management in county governments. Masemola (2009) noted that many developing countries still have poor infrastructure which results in higher costs of security management. Masemola (2009) further indicated that, owing to the additional charges involved, success in security management in county government is yet to be fully realized.

In Kenya and Nakuru County by extension, the complexity emanates from cost-benefit analysis in the security management and is contradicting since efficiency-inefficiency doubt is inbuilt (GoK, 2008). While the control-chaos philosophy has perverted the minds of adopters of security management strategies in county governments, the decision to adopt or to use is challenging. However, identifying the influence of perceived ease of using security management practices in county government and

compatibility on adoption/usage in Nakuru County context is important.

As stated earlier, availability of infrastructure and financing of security management in county government is crucial. In Nakuru County, Mohamed (2011) noted that many regions have a very low base from which to implement security management in county government. However, Mohamed (2011) has not indicated how different types of security management resources provided by county government influence security management; a research gap which this study sought to address.

Attitude of County Staff towards Security and Security Management

Attitude and support of the county government contribute immensely to the successful adoption of security management strategies. Whether the first or the second track should receive stronger donor support depends on the situation at hand. In a study conducted in New York, Kelly (2010) established that attitude of county government staff towards security and safety is critical to the success of security management. In the same vein, in a longitudinal study conducted in Sri Lanka, Law, Chan and Pun (2006) established that, in evaluating success of security management and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes, induction and decisions of those who are responsible for the execution of security undertakings. Law et al (2006) further posited that attitude especially that of county government staff is one of the fundamental dynamics influencing the security management. To lend credence to these assertions, Landes and Sumption (2007), in a study conducted in East Asia and Pacific Region, revealed that county governments' support through positive attitude of their staff toward security management is considered as a county government's overall affective reaction to security management.

Landes and Sumption (2007) further argued that county governments support and attitude of the

staff towards security management is made up of beliefs about engaging in the behavior and the associated evaluation of the belief. Landes and Sumption (2007) indicated that the more favorable attitude or support the county government staff provides towards adoption of security management, the more likely that county governments are to embrace security management. These findings affirm the fact that changing attitude of county staff and improving county governments' support influence the adoption of security management.

In most countries in Sub-Saharan Africa, attitude of county government staff and other stakeholders is important in coordinating and supporting security management implementation (UNDP, 2008). In a study conducted in Kumasi Metropolis in Ghana, Holcombe, Wolery and Katzenmeyer (2012) revealed that, as key drivers of security management process, county governments facilitate and support the idea of security management. To achieve this, county government staff need to have positive attitude and appreciate that, the idea to implement security management is not only about security management use, but also about transformation of working atmosphere and attitude in their communities (Holcombe et al, 2012). By being role model in security management, visionary, planners and custodian of security management infrastructure, county governments should be committed, champion and have interest in the implementation of security management strategies in their communities.

In Kenya and Nakuru County in particular, Munyasi (2002) indicates that, to be able to lead the security management process, county governments should be dedicated to management of security, be creative thinkers, people centered, maintenance of professionalism and standard during implementation of security management strategies. Munyasi (2002) argues that in many instances, attitude of county staff towards security management in their locality through acquiring the needed infrastructure is critical.

However, very few, if any, used these facilities in significant way with county governments, therefore lacked necessary vision and knowledge to lead transformation through implementation of security management. Security management is becoming more essential to communities and success of such adoption is often due to existence of effective county governments. Despite these assertions, Munyasi (2002) has not indicated how specific component of attitude of county staff would be more effective in enhancing security management; thus, the study.

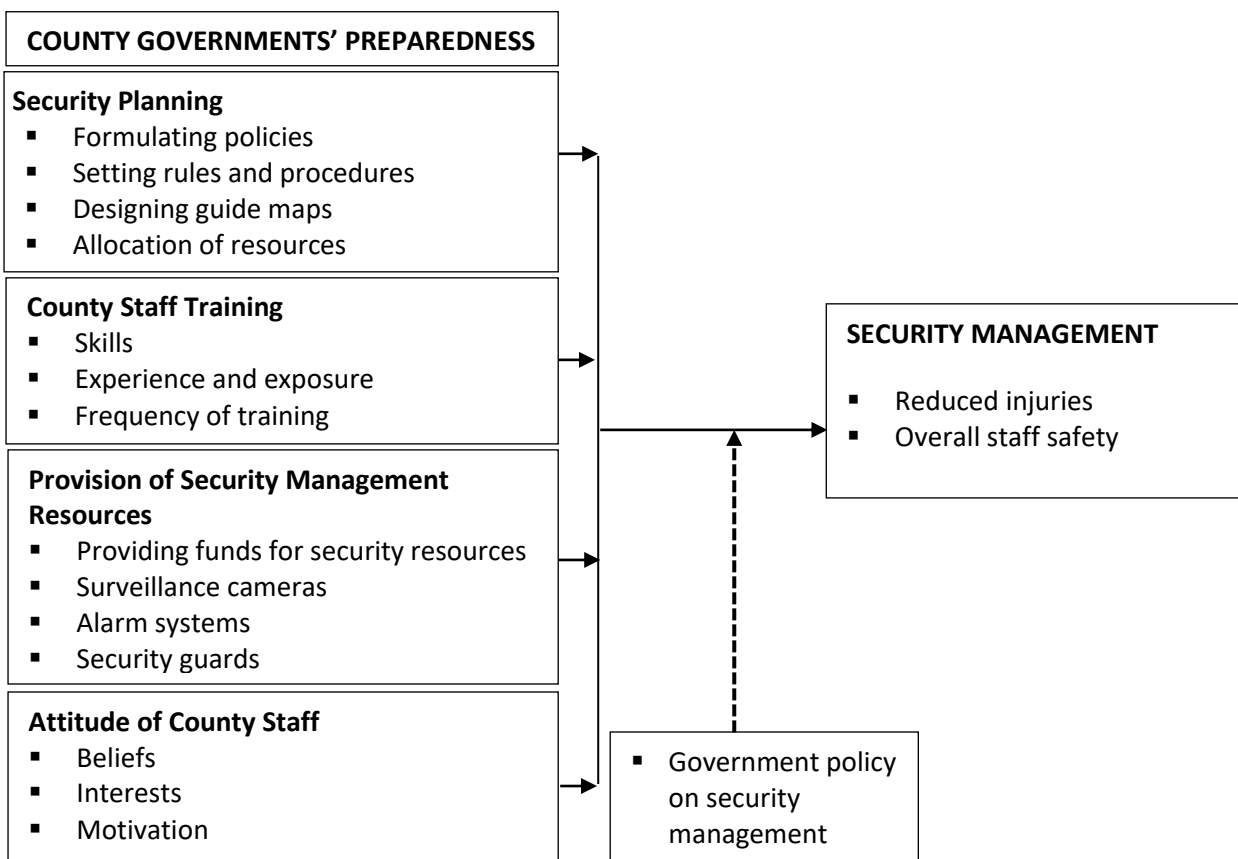
Theoretical Framework: Security Management Theory

This study was guided by security management theory which was postulated by Ayoob (2002). According to Ayoob (2002), conventional insecurity theories take the state as the primary unit of

analysis and define the concept of security in external or outwardly directed terms, focusing on the threats that come from outside rather than inside the state. However, for most governments, security threats are internal. They originate from within their boundaries rather than outside them. Ayoob (2002) develops a broader definition of security that encompasses both external as well as internal dimensions.

Conceptual Framework

This was based on county governments’ planning, training, budgetary practices and county governments’ attitude which constituted independent variables whereas security management constituted the dependent variable. Government policies on security management constituted the intervening variables for this study as shown.



Independent variables

Intervening Variables

Dependent variable

Figure 1: The conceptual framework showing relationship between Variables

Source: Researcher (2020)

METHODOLOGY

In this study, mixed methodology was applied. This was relevant since this study involved collection and analysis of both quantitative and qualitative methods. According to Creswell (2014), in quantitative data, the researcher asks specific questions and collects quantifiable data from a large number of participants. In this case, data were collected using questionnaires. On the other hand, qualitative data were collected by relying on the views of participants and collecting data consisting largely of words from the participants. In this case, data were collected using interviews. The study was carried out in Nakuru County with an approximate population of 1603325 persons and covers an area of 2325.8 km², that is, a population density of 60 persons per km² (KNBS, 2019). The main economic activities in Nakuru County include; agriculture and trade. However, residents in this county experience numerous economic hardships with some of the residents living in relatively poor conditions. The target population totaled 960 respondents which comprised 176 security officers and 784 county staff.

FINDINGS

This section provided detailed summary of the research findings based on the objectives of the study which included; assessing the influence of county security planning, county staff security training, provision of security management resources and attitude of county staff on security management.

County Security Management Planning and Security Management

The study established that Nakuru County rarely formulates security policies despite having set rules and regulations on security management and well-designed guide maps. However, the study revealed that the county allocates limited resources for security management operations. This implies that one of the most important aspects of preparedness is addressing governments' understanding of the emergency plan and the reunification process by drawing a working security management plan.

From these study findings, it is evident that any government or authority should be informed annually and reminded in advance of high-risk seasons about the emergency plans, including the differences between lockdown, shelter-in-place, evacuation and relocation which is meant to guarantee safety of staff witnessed through reduced injuries and reduced loss of lives and property. This is indicative of the fact that security management plan is key to staff safety. In summary, drawing up of safety plans for county government is an important step towards ensuring staff safety. It is also critical to note that rules and regulations play an important role in security management. In Nakuru County, there are rules and regulations on how County Staff conduct themselves during instances of insecurity. This indicates that, while preparing the security plans, the county government ought to determine which natural and technological insecurities are possible in their areas. Besides, county government that are well-prepared for an individual emergency involving a pre-primary schooler or staff member are more likely to be prepared for complex events such as community insecurities. In other words, county government with such levels of security management plan as a strategy towards improving staff safety in the county.

County Staff Training and Security Management

From the study findings, it is evident that training of county staff on security management skills have, to some extent, influenced security management. However, it is evident that such training on security management has not been as effective as expected. Most county staff have not acquired first-aid skills, skills to detect security threats in time and thus lack of familiarity with different aspects of security management. These study findings thus point to the fact that professional skills in security is necessary if loss of lives and property are to be kept at a minimum. That is, technical training and capacity building is required to enable institutions adopt appropriate security management measures and practices.

Study findings affirm that effective security management depends largely on staff' technical skills and knowledge and thus efforts be made to enhance the understanding of technicalities involved in security management. Understanding is a key ingredient for trust; given most staff' lack of familiarity with different aspects of security management, improvements to legal, regulatory and institutional conditions will only be effective if they are accompanied by a programme for strengthening staff's understanding of security management.

These findings thus affirm the fact that the application of security management can be didactic, support problem-solving activities and provide a collaborative environment for management of security. Hence, these findings attest to the fact that county staff training influences management of security in the county. This implies that staff in security management can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of security management.

Provision of Security Management Resources and Security Management

From study findings, it is evident that availability of security management resources influences management of security. However, Nakuru County has very few surveillance cameras which have not reduced loss of lives and property. This means that new security management practices in such as buying of modern security management resources such as CCTV and other types of surveillance cameras have not helped minimize insecurity in the county. Study findings point to the fact that the success of security management also depends on availability of resources and point out that staff need to have an incentive to invest in security management only if it can later realize success that justify the initial investment in the security management. In sum, availability of funds for enhancing new security management strategies is an important factor. That is, different types of

security resources available in influence security management.

County Staff Attitude and Security Management

Both quantitative and qualitative findings indicate that staff attitudes towards security management. It is thus evident that county staff have positive attitudes towards security which has reduced loss of lives and county property. These study findings are indicative of the view that staff support through positive attitude towards security management is considered as a staff's overall affective reaction to adoption of the same. That is, the more favorable attitude or support the staff provides towards security management, the more likely that staff is to embrace security management. Besides, changing staff attitudes and improving staff support influence security management.

CONCLUSION AND RECOMMENDATIONS

Drawing from the above findings, it is evident that Nakuru County rarely formulates security management policies despite having set rules and regulations on security management and well-designed guide maps. However, the study revealed that the county allocates little resources for security management operations. This implied that one of the most important aspects of preparedness is addressing governments' understanding of the emergency plan and the reunification process by drawing a working security management plan. This is meant to guarantee safety of staff witnessed through reduced injuries and reduced loss of lives and property. This is indicative of the fact that security management plan is key to staff safety.

These findings attested to the fact that drawing up of safety plans for county government is an important step towards ensuring staff safety. From the study findings, it is evident that training of county staff on security management skills have, to some extent, influenced security management. However, training on security management has not been as effective as expected. Most county staff have not acquired first-aid skills, skills to detect security threats in time and thus lack of familiarity

with different aspects of security management. This indicates that having basic skills in security is necessary if loss of lives and property are to be kept at a minimum. In other words, training of county staff influences management of security in the county. It is also evident that provision and availability of security management resources influence management of security.

From these findings, however, Nakuru County has very few surveillance cameras which have not reduced loss of lives and property. This means that new security management practices in such as buying of modern security management resources such as CCTV and other types of surveillance cameras have not helped minimize insecurity in the county. The study also revealed that county staff do not manifest positive attitude towards security as a way of reducing loss of lives and county property. This implies that staff support through positive attitude towards security management is considered as a staff's overall affective reaction to adoption of the same.

These findings implied that, the more favorable attitude or support the staff provides towards security management, the more likely that staff is to embrace security management. Hence, study findings affirm that staff attitude is one of the

fundamental dynamics influencing the security management.

From the above findings and conclusions, the study made recommendations. For example, on county security planning and security management, the study recommends that Security Officers should formulate policies and plans geared towards ensuring that county governments have security preparedness plans which include setting regulations and availing resources to implement such security management plans. On training and security management, the study recommends that the County Governments should develop a security training module for the County Staff on how to handle security breaches. The County Governments should organize seminars and workshops where County Staff, Security Officers and members of the public are trained on effective approaches of handling security challenges.

On provision of security management resources and security management, the study recommends that the County Government should provide the basic security management facilities and employ more security officers. On county staff attitude and security management, the study recommends that the County Staff should develop positive attitude towards security management since it is first step towards mitigating the security challenges.

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