

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF SELECTED PRIVATE  
SECURITY FIRMS IN NAIROBI CITY COUNTY, KENYA**

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**OCTOBER, 2021**

## DECLARATION

I declare that this project is my original work and has not been presented for a degree in any other university. Therefore, no part of this project can be reproduced without my approval or that of Kenyatta University.

  
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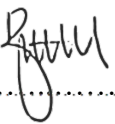
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## **DEDICATION**

This research project is dedicated to my parents Dorcas and Geoffrey Omakori, my loving wife Risper and sons Brayden and Leon whose support, encouragement have enriched my soul and inspired me to pursue and complete this research project.

## **ACKNOWLEDGMENT**

I hail all praise and thanksgiving to GOD Almighty for inspiring and providing all I needed to complete this project. Secondly, I sincerely thank my supervisor Dr. Reuben Njuguna for his timely and warm complements, comments, direction and guidance at every stage of this project. Finally, am grateful to the school of business teaching staff fraternity for making provision of academic materials to enable me complete this project. To all and those who assisted me and their names are not mentioned here, I say, thanks a lot.

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## **ABBREVIATION AND ACRONYMS**

<b>G4S</b>	Group 4 Security
<b>ICT</b>	Information Communication Technology
<b>KK</b>	Kenya Kazi
<b>KSIA</b>	Kenya security Industry Association
<b>PSF</b>	Private Security Firms
<b>PSI</b>	Private Security Industry
<b>PSIA</b>	Protective Services Industry Association
<b>RBV</b>	Resource-based view
<b>SPSS</b>	Statistical Package for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

- Leadership Approach:** It concerns the leaders actions of formulating plans and motivating the employees to improve performance. The leadership approach is an aspect of strategy setting and making decisions that improve outcomes of the firm
- Organizational Performance:** It is about the results obtained from all the implemented activities and strategies. It is measured in terms of satisfaction of clients, delivering quality services, growth and expansion of activities and high operational performance
- Organizational Structure:** It is how organizational elements are arranged by looking at interconnection of systems, people, cultures and values. It is also about coordination of activities and sharing of roles, responsibilities and authority.
- Private Security Firms:** It is privately owned and run enterprises that offer security services to individuals and businesses.
- Resource Availability:** The materials, equipment and tools accessible to the firm, which if exploited improve the performance. The firm must access financial resources, human resources, physical resources and apply them in the organizational processes for success.
- Security Firms:** These are firms that are founded to supplement the security system of individuals or premises. The security firm trains guards and stations them in different facilities as contracted by the third parties to offer guarding services
- Strategy:** The formulated plans on how to use firm resources, systems, capacities and capabilities to attain the firm's objectives

**Strategy Implementation:** It is the process of executing the developed plans and involves converting the plans into actions to deliver organizational goal

**Structure:** It is clearly defined format showing how the firm's leadership, communication system, distribution of work assignments, resources and coordination of activities for success of the firm.

**Technology Adoption:** Use of modern systems, equipment and tools that are based on modern technologies for delivering quality services to the customers and the market

## ABSTRACT

Private security firms face challenges with their performances due to inability to implement strategies. The firms face competition from established security firms and have to operate in a field that is not well-structured and working with unregistered and crook members. The worsening security issue in the cities also poses a challenge to the security firms as they are tasked with securing their clients and premises. The firms have also insufficient technical expertise, little resources and funds to access modern technological systems and applications, meaning to improve their performances, these firms must consider strategy implementation and its factors. The study main objective was to investigate the effect of strategy implementation on performance of selected private security firms in Nairobi City County, Kenya. The study's specific objectives was determining the influence of leadership approaches, organizational structure, technology adoption and resources availability on performance of selected private security firms in Nairobi City County, Nairobi. The study was supported by resource-based view theory, agency theory and dynamic capabilities theory. The research adopted descriptive design and targeted all the 30 registered private security companies that have been operational in the last five years. The researcher targeted all the 312 staffs and got 30% of them to make it to the final sample size which was 96 respondents. Primary data was collected using questionnaire and it was quantitative in nature and it was collected using the drop and pick later method. The instrument was pilot tested to check that it was valid and reliable and analysis was done using descriptive, regression and correlation methods and findings presented in tables and charts. The findings from the correlation analysis show that the  $r$  values ranged between 0.5 and 0.9 and coefficient of correlation was at 0.777 an indication of a strong and positive correlation of between strategy implementation and performance. The coefficient of determination was found to be 0.672 meaning that 67.2% of variation in performance in the private security firms was due to strategy implementation factors that included leadership approaches, organizational structure, technological adoption and resource availability. The study therefore concluded that strategy implementation led to performance of the private security firms in Nairobi County. The study thus recommends that private security firms to employ elements of strategy implementation when seeking to enhance their performances in terms of customer satisfaction, growth and expansion to employ strategy implementation measures.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

There is pressure for organizations to keep up with the competition, the well-informed and choosy customers and the expanded markets to international scene, hence the adoption of different mechanism to handle the situation. At the same time, organizations seek to enhance their performances to ensure they can sustain their operations and become successful. But these organizations grapple with poor performances and the challenges of limited resources, competition, large variety of products and customers and markets demanding unique products (Salum, 2018). This has led managers in different organizations to seek for ways to change the performance outcomes and hence some have adopted different strategies and implemented them. To improve performance outcomes, Sari and Amalia (2019) shared that firms have taken to strategy implementation that is an aspect of the formulated strategies and their action plans. Strategy implementation is a critical element for attainment of success in organizations through achievement of goals and objectives. The formulated strategy indicated the capacity of the firm to discharge its mandate and attain the overall firm objectives. Aguoru, Orsaah and Umogbai (2018) revealed that it is the responsibility of the top managers to formulate strategies, assign duties, allocate resources and communicate on the timelines and expectations in a way that will result in improved performances. Implementation of strategy results in value for the firm by improving the performance and gaining competitive advantage over others in the same field or sector.

When discussing about strategy and its implementation, Moloji and Marwala (2021) noted that strategy formulation and designing is the easy part but its implementation is the difficult and complex part. Successful strategy implementation, need resources both financial and human capital that have experiences, knowledge and skills; and also requires the support and commitment of leaders in the organization. Another requirement is an enabling environment, structures and cultures that push for successful implementation of strategies. Furthermore, implementation of strategies is about getting all stakeholders on board such that each party does

its part. It is also based on use of modern technological tools, systems and applications that ease communication, tackling the plans and management of the entire production processes of the strategy (Mwanthi, 2018).

Organizational performance involves all actions and their implementation towards attaining a set objective. It is measured after passing of some identified time and its importance is in informing the organization and the leadership on what actions to change when the performance is below the standard set or what to enhance when the performance is at per or above the standard set (Nkaari, 2018). To overcome competitors and succeed, organizations must put in place measures to ensure its improved outcomes. Some of the measures include formulating a well-designed strategic plan, search for and allocate the needed resources, materials and equipment and use experienced and trained personnel to handle the tasks (Lynch & Mors, 2019). Organizational performance can be seen from the managerial lenses by focusing on quality of output that is linked to everyday decisions or theoretical lenses focusing on how effective the strategies are in influencing performance levels or empirical framework where the different constructs are used to capture the performance (El-Kassar & Singh, 2019). Performance measurement equally considers the industry and products that are handled, thus elements such as satisfaction, quality, and timeliness or in terms of financial aspects like returns, market share and sales volume.

Strategy implementation is likely to improve performance as shared by Onserio (2018) who also noted that as organizations become successful and they experience growth, it attracts new entrants that make the sector or industry very competitive. One way to differentiate between sector players is through successful implementation of strategies but that has remained a challenge. For successful implementation of strategies, there is need for close monitoring of the process, evaluation of each phase, control, communication and resource allocation. Momanyi, Senaji and Were (2018) shared that the factors that affect strategy implementation include human resources, financing, stakeholder support and socio-cultural aspects. At the same time, Mailu, Ntale and Ngui (2018) noted that the culture, structure and resources of an organization led to improved organizational performance. The performance is a measure of competitive ability of the organization to survive and thrive in the current business environment. It is not always about

the outcome, but involves the action and the results of the action and capacity for it to be repeated for sustenance of operations.

When it comes to the security sector and its sector players, the current world has seen an increase and widespread functioning of privatization of security. In Eastern European areas, among the rich nations of Middle Eastern states and some African states, the idea of private military and police is huge and has grown to exponential numbers (Katzenstein, 2018). Across the globe, the workers' unions have made demands on the private security firms that it threatens the functioning and growth of the industry. The unions have made poor pay an issue to be considered by the security firms and its management but the firms have low margins and make an average net profit of 5% hence unable to meet the 50-80% demand for wage increases (Varin, 2018). In many countries, the security companies have had to have a collaborative arrangement and relationship with the unions so as to protect their labor force and focus their efforts in training and development and adapting measures that will enforce the sectors' codes of conduct. This idea of collaboration is applied with the thought that loss of staff with skills and experiences needed for the job, poorly reflects on the firm and the sector (Sari & Amalia, 2019). Many security companies are registered with the relevant authorities and bodies in their countries, but there are few unregistered firms that operate their businesses in an illegal way and adopt unscrupulous business practices like not paying the workers the minimum wages which has negatively affected the market. The unregistered and fly-by-night firms offer poor standard of services to the clients, which further devalues the image of the security sector.

In Africa, the private security sector conditions as Lemarleni, Ochieng, Gakobo and Mwaura (2017) report that the working conditions for the security guards is not conducive, with some of these guards working with no overtime, no insurance cover, annual leave and any social benefits. At the same time, they are only given a baton and whistle while working against the strong firepower that criminals come with including machetes and other crude weapons. The lack of ammunition for these guards has led to many of them suffering major injuries while some die in the line of duty. The sector reports that approximately 5-10 security guards are killed on a monthly basis in many of the African cities. In another survey done by Michira (2016), it was

observed that many employees in these private security companies in Africa exhibit these features: they are young, have little competencies, they are not well trained and equipped for the job and they are not motivated enough to deliver quality services. In addition, many of the African private security firms have majority of their workforce being young school leavers who are aged between 18-30 years.

In Kenya, insecurity and fear is a common feature among the citizenry and the UN noted that Nairobi the capital is among the most dangerous cities in the world. The insecurity in the nation's capital has deterred the growth of economic activities led by tourism and foreign investment in the country. The increased cases of crime and violence and where the public lack trust in the police forces, it has developed a breeding ground for the rise in numbers of private security providers. The country has more than 2000 registered private security companies (PSCs) and huge sections of different industries and the general population depend on private companies for security on a daily basis (Mwanthi, 2018).

There is recognition on the role played by the private security industry in Kenya including creation of conducive conditions for the growth, development and investment of the nation. But the sector still faces a lot of challenges including using unarmed guards and who must enforce security in a field full of criminals who are fully armed and can easily access firearms. There is also ineffective, inefficient and unstructured coordination with the police force and there is no cooperation between the two groups. There is fear that the poorly paid guards can be lured by criminal elements and work together, which in itself is a security concern for the private security firms' clients and the general public. At the moment, the private security sector is by large unregulated and has no set standard for their professional service delivery.

The national government has seen the potential risks in having an unregistered private security sector and plans are on to have legislation to handle the issue. The concept of legislation is seen and supported by majority of the security providers, but there are disagreements in terms of the form, impact and effectiveness of the perceived policy. The disagreements reflect the core issues

in the present structure of security market and the Kenyan politics on protection of the people and their property.

### **1.1.1 Organizational Performance**

The significance of strategic performance has grown in the substance in the few past decades. According to Momanyi, *et al.* (2018) the management that is result-oriented and focuses on reinvention advocate for increased performance measures that is geared towards accountability and efficiency. Many scholars do not adopt the school of thought on the significance played by performance but many of these scholars attach a high significance in measuring the organizational performance such as to understand how well the organization is doing (Abass, Munga & Were, 2017).

The researchers who are pro-performance like El-Kassar and Singh (2019) and Nkaari (2018) advocate for use of different performance measuring dimensions so as to offer a wide view on all the organization's projects and programs. Some of the performance measures cover output measures for rating service units, direct goods production capacity; productivity and efficiency measures are the ratios of output based on cost per unit spend on production of one unit of output (Mudany, Letting & Gituro, 2020). Service quality measures the adoption of various qualitative dimensions of production that is in the form of services. Alternatively, outcome measures look at the rate of achievement of the firms' goal, the value gained by the incurred costs, productivity and satisfaction of client hence the quality of services is viewed from the customers' and market perspective (Momanyi, *et al.*, 2018).

Performance is an important aspect of any organization both the profit making and non-profit ones. The managers in an organization must know the factors that influence their performance and take steps to manipulate them for increased productivity. In service-based industries, performance is measured using non-financial merits such as customer satisfaction, employee satisfaction, quality service delivery and effective and efficiency operational processes. While for the product-based organizations, the performance is in terms of quality of products, spread of the market share, brand appreciation and sales volume (Nkaari, 2018). In the security sector

which is service based and focus of this study, performance was measured in terms of quality of service delivery, growth and expansion and operational efficiency within the private security firms.

### **1.1.2 Strategy Implementation**

Strategy implementation has become a key area of interest in strategic management research because evidence suggests most strategic management processes fail at the implementation stage. Moloj and Marwala (2021) noted that after an exciting process of formulating a new strategy, the management often feels lost at the start of the implementation process for the new strategy. They get stranded on how to translate their great plans into actions. A study examining prominent chief executive officers (CEOs) failures, found that over 70% failed because of poor strategy implementation (Carruci, 2017). Abass, Munga and Were (2017) noted that between 60-80% of organizations, perform well in strategy formulation; it is the implementation process where they fail or perform poorly. Struggles and high failure rate in implementation discourage involvement of stakeholders and hinder the firms from achieving their goals.

Strategy implementation is about converting the strategic plan into actions and activities that guarantee the realization of organizational goals and vision (Nwachukwu, Zufan & Chladkova, 2020). It actualizes the activities and tactics stipulated in the strategic plan. Implementation is more complex than planning as it requires the organization to resource the strategy, configure the culture to fit the strategy and employ change management procedures. Many organizations today craft sound strategies, but of great concern is the high rate of failure during implementation. According to Aguru, *et al.* (2018) most strategies accomplish less than 50% of the goals that were planned for with as high as 90% of strategies failing to be implemented successfully. Organizational excellence can only be achieved through by formulating as well as implementing the right strategies. Strategy implementation is important for any sector as a way to improve its outcomes, since poor coordination, poor and improper communication and poor definition of strategy implementation tasks were among the challenges hindering strategy implementation in firms.

Strategy implementation is based on several factors and according to Mwangi and Kihara (2021) it includes access to excellent human resource, modern technologies and other resources. It is also about the adopted leadership style that is used in an organization that encompasses transactional, bureaucratic, transformational, autocratic and charismatic formats. The leaders must also be committed, supportive and visionary to direct the organization to success. Moloji and Marwala (2021) shared that leaders should be able to make plans to push the organization forward and they have the sole authority in making key decisions in formulating and implementing strategies. The study will also view strategy implementation under the organization structure that is based on responsibilities, duties and authorities and how it is spread across the organization. The structure of an organization Kirui, Ndia and Wasike (2018) revealed covers the values, culture, systems that ensure coordination and cooperation in handling different activities for the success of the organization. The adopted structure should be able to look at the daily work activities and coordination of the different work groups and departments in delivering on their mandates.

The third aspect of strategy implementation in this study will be on technological adoption, which looks at use of technological systems and applications to ease the production processes and deliver high quality of outcomes (Nwachukwu, *et al.*, 2020). Today's organizations invest in high-end technological systems to increase its operational capacities and improve effectiveness and efficiencies. The security firms have also adopted technology by having weapon detection equipment to keep their clients and the public safe; there are tracking devices and alarm systems installed in businesses and homes. Lastly, strategy implementation is an aspect of available of resources that range from physical and material resources, financial resources and human resources through their knowledge, skills and experiences.

This study explored the effect that these strategy implementation with the elements of resource available, technological adoption, organizational culture and leadership approaches to improve performance of the private security firms in Nairobi.

### **1.1.3 Private Security Industry in Nairobi City County**

According to the Ministry of Interior & Coordination of National Government, 2019, there were over 400 private security companies in Kenya. This sector has been consistently thriving as more firms and property owners are fully engaged into the business of hiring guards and installing security gadgets. According to the statistics provided by Wairagu, Kamenju and Singo (2018), private security industry has attracted a whopping 500,000 Kenyan citizens who are employed as security guards by private firms, as June 2018. Sources from Kenyan Government reveal that, on average, Kenya spends between 65 million-100 million per year on security equipment. Petersohn (2020) attribute the consistent growth of private security in the country to the need that arose because of the increasing criminal rates, coupled with the failure of the public security sectors to provide the most urgent and sufficient security to citizens.

According to Almanza –the Group CEO of G4S PLC, the global demand for security services is expected to rise averagely at 7% per annum in the 10-year period of 2013-2023, with the annual revenues in 2023 reaching a high of \$260 billion. These growth is mainly due to GDP growth in different economic environments and nations, investment in infrastructure, increased crime and conflicts, shift in customer focus in terms of risk and security, the technological changes and innovation, outsourcing objectives for business units and customer efficiency, standardization in regulations and regulatory environment, interest rates in play and policies effected by central banks in the role and functioning of cash handling sectors (Almanza, 2014).

The study by Ekwenye, Theuri, and Mwenda (2018) found that despite the growth of the number of private security firms in Kenya, the security situations in most areas has deteriorated. New trends of crime and violence have emerged including terrorism, mugging, carjacking, and kidnappings. Given that security and safety is the core service offered by the private security firms, rise in insecurity puts a blemish on the performance of these firms and consequently raise doubt regarding the effectiveness of strategy implementation in these organization. Thus the growth and development of a well-functioning private security sector requires a strong charter

for supervising and certifying the values whilst taking necessary procedures and caution in advancing the protection and security of security guards.

The increasing scores and trends in criminal rates in Kenya, and especially in urban centers and towns has triggered the immediate establishment of security firms in every corner, in bid to preserve the economy from declining because of theft (Wairagu, Kamenju & Singo, 2018). Inasmuch as the civic organizations together with the National administration organs have tried to inaugurate rule and command services, their efforts have borne little impact in alleviating the crime rates. Each day, there is increasing reportage of insecurity and criminality issues, a factor that bespeaks the huge problem that faces residents and businesses, especially in Nairobi City County. This progressively out-of-hand situation has necessitated the growth in private security firms. Nairobi City County, Kenya's capital, has witnessed a mushrooming of new private security firms, despite the existence of old ones such as G4S and KK Security among others. The private security sector employs many Kenya and it is currently employing 48811 people and indirectly supports 195,524 people (Security Research and Information Centre, 2016).

## **1.2 Statement of the Problem**

Organizations face issues with its performance due to insufficient of staffs with technical expertise and skills, the lack of sufficient resources, poor working conditions, leadership inadequacies and inability to access modern and advanced technological systems and applications. These issues also negatively impact on implementation of strategies and organizational action plans such that the resulting effect is in poor performances (Bruneau, 2020). When it comes to the Kenyan private security firms, Kamenju, *et al.* (2018) shared that there performance was poor due to insufficient training for the security guards, low staff morale as the security staff are treated poorly and paid poorly, lack of sufficient resources to acquire modern equipment, applications and systems like alarm systems, technological equipment for sending notification that will improve the performance. The sector has also seen dissatisfaction among the clients and poor quality services offered to the clients. Kimulwo (2020) noted that security firms needed more resources both financial and human, support and commitment from

the leaders and stakeholders to improve performance outcomes. It then begs of assessing if strategy implementation will lead to improved performance outcomes in the private security firms.

There are several studies that have been done on strategy implementation and performance such as Hantiro and Maina (2020) on strategy implementation and performance. The results showed that the culture, structure, communication and allocation of resources led to improved performance in Tana River County. The study creates gap in context as it was based on the county government of Tana River. Nwachukwu, *et al.* (2020) study was on strategy implementation and strategy performance by considering employee commitment and organizational policy. The results revealed that commitment of the employees and firm policies moderated the effect of strategy implementation and strategy performance. The gap is in context as it was done in Nigeria a different setting to Kenyan one and conceptually strategy implementation is not linked to performance of the firm but it was on strategies.

Ogalo (2019) study was on the relations that strategy implementation had on performance of faith-based organizations. The study was a case study of Catholic archdiocese of Kisumu and found organizational structure and resources and operated procedures influence performance in a positive manner. The study created methodological gaps since it was a case study and findings may not apply to other organizations. The challenges on performance and issues facing the security firms and the gaps in the reviewed studies based on research methods, context and concept made it necessary to conduct the current study. This study focused on strategy implementation and performance of then private security firms within Nairobi City County.

### **1.3 Study Objectives**

#### **1.3.1 General Objective**

The general objective of the study was to investigate the effect of strategy implementation on performance of selected private security firms in Nairobi City County, Kenya.

### **1.3.2 Specific Objectives**

The specific objectives of the research included:

- i. To determine the influence of leadership approaches on performance of selected private security firms in Nairobi City County, Nairobi.
- ii. To examine the influence of organizational structure on performance of selected private security firms in Nairobi City County, Nairobi
- iii. To determine the effect of technology adoption on performance of selected private security firms in Nairobi City County, Nairobi.
- iv. To determine the influence of resources availability on performance of selected private security firms in Nairobi City County, Nairobi.

### **1.4 Research Questions**

- i. What is the influence of leadership approaches on performance of selected private security firms in Nairobi City County, Nairobi?
- ii. What is the influence of organizational structure on performance of selected private security firms in Nairobi City County, Nairobi?
- iii. What is effect of technology adoption on performance of selected private security firms in Nairobi City County, Nairobi?
- iv. What is the influence of resources availability on performance of selected private security firms in Nairobi City County, Nairobi?

### **1.5 Significance of the Study**

The study was significant to the management of the private security firms as they will gain knowledge on how to implement different strategies that can result in improved performance of the firms. The management of security firms stands to gain from the outcome of this study, since the study will enlighten them on the planning and formulating strategies, knowing the process to take during strategic implementation, and the final actualization of strategic management. The

recommendations of the study will help the private security firms in Nairobi City County to adopt factors that improve strategy implementation and influence the performance.

To the Kenyan Government and especially the concerned policy makers, will gain knowledge on establishing proper strategic management structure, and how to easily deal with any arising challenges. Further, the study intends to shed more light on the commonalities in strategies that the government together with the policy makers should ensure success of the private security firms and improved sector that delivers quality services to the clients and general public.

The value derived from this study will benefit future researchers, scholars and academicians in various learning institutions who may be interested in this study and/or may pursue similar researches to the current study. Since scanty research has been done on the adoption of strategy implementation in relation with performance of private security firms in Nairobi City County and other counties, other scholars will borrow intensely from the methodologies, literatures and findings to build on their intended researches.

### **1.6 Scope of the Study**

The study sought to investigate the influence of strategy implementation on performance of selected private security firms in Nairobi City County, Kenya. The independent and dependent variables were strategy implementation and organizational performance. The key dimensions of the independent variables included leadership approaches, organizational structure, technology adoption and resources availability. The study was guided and supported by Resource-Based View (RBV) theory, Agency theory and Dynamic Capabilities Theory. The population of interest in this study comprised of private security firms in Nairobi City County, Kenya. The total unit of population was senior and middle-level employees, who were 312 in number. The study adopted simple random sampling design to get a sample size of 96. The research made use of descriptive research design to guide the entire research process. Data was collected during the month of March in 2021.

## **1.7 Limitations of the Study**

The first limitation is that majority of the targeted senior and middle level management of the selected private security firms were unwilling to disclose certain crucial information such as the number of targeted clients, their geographical coverage, and the levels of training, their staff educational background and their technological capabilities, among others. The researcher mitigated this limitation by assuring the study respondents that such information was for academic purposes only.

The second foreseeable limitation is that the middle level management employees were not well educated, trained and competent enough to understand their jurisdictional duties and it limited their ability and freedom to take time, interpret and reflect on these questions on their own. As a counter measure, the researcher read and interpreted each question in a language well understood by them. The researcher then recorded the answer as given in a designated questionnaire.

## **1.8 Organization of the Study**

The project is divided into chapters in that, Chapter one covered a brief introduction; background information, problem statement; research objectives and research questions; significance of the study; scope of the study and the limitations of the study. Chapter two covered literature review (major studies singled out together with relevant theories); empirical literature study; research gaps analysis and conceptual framework showing interrelationship between and measurement of independent variables and dependent variable. Chapter three covered the adopted research design; the targeted population, the sampling design; the data collection tools and instruments; the sampled respondents; and the ethical considerations to be observed during research. The chapter four presented the analysis done and its findings and chapter five gave the summaries of findings, conclusions and recommendations made for policy and practice.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Literature Review**

The Chapter analyzed the theoretical frameworks and empirical studies on strategy implementation and organizational performance of private security companies. Specifically, the chapter captured the major theories that supported the variables of the study, empirical literature review capturing various studies on each of the independent variables, summary of the research gaps and finally the conceptual framework that shows the interrelationship of the independent variables and dependent variable.

### **2.2 Theoretical Literature Review**

To score the meaning and essence of each of the variables, the study was anchored on resource-based view theory, agency theory and dynamic capabilities theory.

#### **2.2.1 The Resource-Based View Theory**

The theory was founded by Barney (1986). The theory serves as a managerial framework that can be applied in an organizational setup to ascertain the strategic resources that can be exploited for purposes of gaining competitiveness. Barney (1991) further argued that RBV approach takes the firm's resources as being fundamental contributing factors to the competitive advantage and organizational performance of the firm. RBV's assumption is that firms operating within a particular industry are likely to be heterogeneous owing to the package of resources which they control. Secondly, the RBV theory takes the assumption that heterogeneity of the resources will last long due to the fact that resources employed in implementing the strategies of the organization are not perfectly across organizations. The theory holds that firms are well endowed with a package of resources inclusive of processes, competencies, assets and substitutes that are geared towards offering the firm with a better competitive advantage (Drees & Heugens, 2013).

Proponents of this theory hold the view that the resources and not the environment that essentially form the foundation of a strategy. In the context of the foregoing study, RBV theory

exposes the study variable on determining the management of resources and its effect on firm performance as well as the one that seeks technology adoption as a resource for improved performance. As a result, the theory was incorporated in the study to guide the researcher in linking the firm's resources to the overall performance of the organization. Thus, the theory was well placed in explaining how the resources of the firm and its leadership were combined to aid effective performance score in the targeted private security firms.

### **2.2.2 The Agency Theory**

The Agency theory was proposed by Ross and Mitnick (1973) and the theory refers to a management approach whereby the agent acts in the interests of the principal, and the agent is supposed to support and advance the goals of the principal and the organization. The theory is associated with the individual work of economic theory of agency and the institutional theory of agency although the primary concept of the two theories has the same approach. A proper balance of these interests ought to be merged in order to allow easier attainment of organizational objectives, since the agent is tasked with the mandate of safeguarding and managing the firm's resources. In strategic management, the agency theory is very critical since the action chosen by the agent affects both the principals and the entire organization.

The agency theory holds the assumption that there ought to be proper synergy between the firm's management and all the stakeholders as a means of allowing everyone in the firm to work towards the common goal. Agency theory describes and prescribes the behavior that should govern the relationships between agents and principals. The role of agents in strategic implementation and the overall organizational performance cannot be underestimated, in light of the agency theory. In the context of this study, the agency theory was adopted as a crucial guiding framework. The management of security firms takes the form of agents and the clients are the principals, such that they are have the responsibility of making decisions that appertain to how the firm produces and utilizes resources. Thus the theory is applied when taking about the leadership approaches used to improve performance by satisfying the clients. The study applied the agency theory to evaluate the degree to which these agents perform on behalf of the interest

of the performance of their firms. Therefore linking the leadership approaches employed to improve the performance of organizations.

### **2.2.3 The Dynamic Capabilities Theory**

The theory of dynamic capabilities of an organization was inaugurated by Teece (1989) and later the theory was advanced and its concept defined by Teece, Pisano and Shuen (1997). Dynamic capabilities refer to the behavior patterns in the firm and which can be modified so as to change the mode of operations, in bid to become more effective. The theory of dynamic capability is hinged on the conception that firms are ever seeking to adjust their firm resource and aligned to environmental changes. According to Teece (2014), a capability is the capacity of the firm to utilize resources and harness them in performance of an activity or task.

Teece (2014) argues that the dynamic capability theory endeavors to determine how organizations use their specific competencies that trigger new changes occurring in a tempestuous environment. The key assumption of the dynamic capability theory is that, those organizations that bear greater dynamic capabilities will always have the tendency to outperform those organizations that hold smaller ones. Accordingly, operations happening in a dynamic environment necessitate firms to undergo continuously renewing, reengineering and regenerating of both their external and internal specific capabilities as a means of remaining competitive.

In essence, these capabilities are very difficult to both form and transfer since they are normally tacit and are structured in the histories and relationships of an organization. Teece (2014) opine that dynamic capabilities reside in the firm's top management leadership attributes as well as in the managerial capability that is requisite in designing, developing, implementing and modifying their day to day firm routines. The presence of strong dynamic capabilities evident in leadership attributes, technology models, key business models and internal processes are highly needed in effecting a high sense of performance and transformative capability within the firm. Firms that hold strong dynamic capabilities tend to exhibit market and technological agility, thus allowing them to effectively create newer desirable technologies. It can further be well positioned to undertake differentiation and maintenance of superior processes which in essence enable them to

modify their business models and structures to stage themselves and give them a higher competitive advantage, thus possessing the ability to shape and reshape the market whenever necessary (Teece, 2014).

In the context of this study, the dynamic capability theory underpinned three independent variables. For instance, leadership approaches in essence, encompass change of leadership skills that are needed whenever there are desirable chances in business. Secondly, the second variable, organizational structures borrowed from the theory especially the manner in which they keep on changing in accordance with changes in key strategies that are necessitated by varying market changes. The final variable, technology adoption is also a dynamic capability that it useful and keeps on changing as the business environment keeps on changing.

## **2.3 Empirical Literature Review**

### **2.3.1 Leadership Approaches and Performance**

Jonyo (2013) did a study on the contributing factors to the challenges that managers face in G4S limited and its strategic department. The study used descriptive design and sample size was obtained through census method. Findings show that organizational structure that is hierarchical nature largely contributes to exclusion of some staff in the supervisory level of management in the process of making firms decisions. The study conclusion shows that input from the managers is key in strategic planning and formulation of strategies which will guide the implementation phase as these managers better understand the significance of each part of the operations. At the same time inclusion leads to ownership and reduces instances of resistance to changes in the organization.

In strategy implementation, a leader is one with the responsibility of steering the implementation process and achieving the set goals. The leadership approach is an implement element in strategy implementation but ineffective leadership approaches can be hindrance in strategy implementation. According to Ejere and Ugochuku (2015) there is little focus on differentiated leadership approaches geared to strategy implementation in organizations. But this can corrected

through these three leadership approaches namely; the organizational structure design, the design of control systems at the firm and the streamlining selection and appointment of managers. Following these distinctions some measures in put led to achieve organizational effectiveness. Some studies have established a lack of relationship between business strategy and decentralization and effectiveness of the organizations.

Strategic leadership has been linked to the driving force behind effective strategy implementation. The study by Olajide (2018) on leadership style employed by some Nigerian banks to improve its performance through employee empowerment where the findings showing a strong and close relationship between the two variables. Further results show that the styles had different effects with transformational being positively linked to performance while transactional style had a negative effect. Bhargavi and Yaseen (2016) in the study on performance of the manufacturing firms in Nigeria based on the leadership styles. The study found out that transformation and transactional leadership led to improved performance. The context was the manufacturing sector and the Nigerian nation hence creating contextual gaps. Similarly, Ejere and Ugochuku (2015) investigated the effect that transformational and transactional leadership styles have on performance. The findings showed that both styles were positively linked performance with transformational being strong and transactional style being weak.

Koech and Namsonge (2012) study was based on Kenyan state-owned corporations, its performance based on style of leading, with the findings showing transformational style having a strong link to performance, while transactional leadership style correlation was low and none for passive avoidant leadership or Laissez-faire style. Mutole (2019) study was on strategic leadership and performance and revealed that there was a direct relationship between the leadership practices and styles and outcomes. The study conclusions noted that leadership and managerial practices affected the performance of the organizations. Furthermore, well-developed strategies, high skill set, efficient of human capital led to success in strategy implementation while poor leadership posed the key hindrance to success in the implementation process. Samuel, Siagian and Octavia (2017) noted that poor leadership, conflicting priorities in the firm and poor

coordination measures are an indication that the top managers avoid threats and embarrassing situations at the workplace.

The market environment in which organizations operate in is complex and challenge hence calling for effective strategy implementation. The research study by Al Khajeh (2018) on the impact of leadership styles and performance and it revealed that current leadership styles and practices must have brilliant ideas and synergies that help the organizations implement their strategies. The qualities of leaders are the ones who share common characteristics with the employees that bind them and unite them together; creating a sense of solidarity will lead to effective implementation of strategies at the organization. Igbaekemen and Odivwri (2015) argues that senior executive management role in strategy implementation cannot be ignored. The senior managers should provide excellent ideas and engage the employees such that strategy implementation processes can easily be accomplished. While poor leadership led to disorganization and create conflicts among the staffs of a firm. Ultimately, the leaders have the responsibility of formulating strategies and executing them, since they are at the head in decision making and monitor the progress.

These researchers have examined the hierarchical leadership influence on strategy implementation. Ogaja and Kimiti (2016) share that effective leaders found in different management levels helped in successful strategy implementation. Al Khajeh (2018) found the transformational leadership style helped to improve the performance of Thailand's hospitality industry. Udoh and Agu (2016) study was on leadership styles and performance of the manufacturing firms in Nigeria with the results revealing there was a positive correlation between the two elements. Taylor (2017) shared that adoption of leadership brought changes to the functioning of organization and improving outcomes from each process. These studies on leadership in terms practices and style as enfolded in agency theory positively or negatively affect organizational performance.

### 2.3.2 Organizational Structure and Performance

Organizational culture consists of components like goal-oriented measures, open culture system, employee-oriented, work-oriented and professional work culture that once adapted into the organization leads to high performance. According to Maduenyi, Oke, Fadeyi and Ajagbe (2015) who postulates that the different culture dimensions influence the various perspectives of organizational performance. At the same time, Mailu, Ntale and Ngui (2018) shared that improvement in organizational performance is based on compatible and supportive organizational cultures that impact the daily work activities of each employee that when aggregated lead to high organizational performance.

A structure according to Hilman and Siam (2014) is the categorizing of authority and power within an organization, starting with the person with the highest rank to the least and also it covers the arrangement of duties, division of labor, communication channels and coordination of job duties. The structure also shows how decision making is done at the firm and who is engaged in the process. In their study on 200 senior managers in USA establishing that performance is greatly influenced by aligning the strategy and the structure of the firm through considering the staffs' behaviors and their norms. An organizational structure looks at the communication, the decision-making process and coordination of activities for effective strategy execution through formalization, centralization and specialization. Maduenyi, *et al.* (2015) view the structure based on these five aspects; the task, power and authority lines, coordination systems, job placement and groupings and control systems. As such the organization success is dependent on linking the organization structure to the business strategy.

Onyuma (2020) reveal that the effectiveness of the organizational structure depends on the development stage of the organization. Their study found out that the organizational structure led to higher performance for new business ventures in the different sectors, as this was the case for the small firms and start-ups. Findings also showed that firms that had more employees performed better than those with few and the new business ventures that had formal functional assignments and used experts and specialized people did better than the firms that had staff

members with undefined roles. The study concluded by noting that firms that are in an ever-changing environment and new or mature ones face a different set of issues hence need to adopt re-adjusted structural approaches.

Organizational structure is essential in strategy implementation and any organization seeking to increase its degree of strategy implementation must develop effective organizational structure. On the other hand, an ineffective organizational structure hinders strategy implementation. According to Oslon, *et al.* (2015) organizations must align the structure and strategy to yield an environment fitting for business strategy implementation. For the organizations that seek continuous implementation of strategy for its success, then they must be able to make constant adjustments in the organizational structure, such that the structure aligns Mailu, *et al.* (2018) share that successful organizations always adjust their organization structure in respect to the strategy to ensure its effective implementation.

Right fit between the structure and strategy leads to higher performance in the firm since there is a required system and processes useful in strategy implementation (Johari & Yahya, 2019). However, at the international scene, there are no sufficient studies to match the empirical evidence to the practice, such that successful organizations are those who have aligned their strategy to the structure and performed highly. At the same time, there are several ways of defining strategy and structure and this is due to the presence of prescriptive tradition proponents that hold the position that structure is dictated by the strategy. In addition, there is a school of thought with the position that there exists a two-way relationship between these variables (Mailu, *et al.*, 2018).

Scholars such as Mailu, *et al.* (2018) argue on the different chronologies that show the existences of reciprocal relationship of strategy and structure. Firm structures play a key role during the implementation of strategies due to the fact that the technological and productive environment experience constant changes and the fact that implementation is an on-going process as opposed to one-shot in resource allocation. It was shown that strategy implementation focuses on designing and managing the systems to gain integration of the people, the processes, the

structures and resources in attaining the goals of the organization. Implementation of strategies is critical in determining and assessing the success of the firm and its measurement might take longer when compared to strategy formulation. Strategy implementation is a complex process, it needs sequential and simultaneous thinking by the top leadership and its managers who take a big role in executing the strategy.

A lot of studies have looked into the link between strategy and structure in organizations, and have pointed out the challenges in implementation. Similarly, Oslon, *et al.* (2015) advocates for shift from bad coordination practices and problems with teams to re-aligning work roles and responsibilities with the business and organizational strategy. In contrast, Maduenyi, *et al.* (2015) proposes use of cross-functional approaches when implementing the strategy rather than changing the entire firm structure.

Muoki and Okibo (2016) focused on the role played by the organizational structure in strategy implementation of public universities in Kenya, with the results revealing that organization resources, development of employee competencies and allocation of resource enabled the achievement of strategy implementation as per the plan and design. The structure should encompass elements of financial resources, communication, management control and formal orientation programs for success in implementation of strategies. Buuni, Yusuf, Kiiru and Karemu (2015) in the exploratory study on corporate communication and strategy implementation found internal communication in a company plays a key and important role not only during the strategy making but very critical during the implementation phase. At the same time, (Johari & Yahya, 2019) study reflect the value that the structure and its processes play in successful strategy implementation. The study proposes adoption of creative ways, innovation and perception into the organizational processes that will enhance implementation of strategies.

### **2.3.3 Technology Adoption and Organizational Performance**

Technology covers aspects including knowledge, processes, products, procedures, instruments and systems that are collectively used in the production process. The technological capabilities of an organization allow the implementation of technological strategies that benefit the set goals.

Experiences gained during the technology strategy implementation build the organizations' technological capabilities and its core competencies that help them in gaining competitive advantage (Khin & Ho, 2019). The study by Burnes (2014) underscores the value of IT during the implementation of customer relationship management (CRM) strategy. Results are that information technology positively affects CRM strategy implementation. In trying to achieve competitive advantage, the organizations should focus on aligning the technologies and business strategies. Therefore, this study seeks to explore if technological requirements is part of the driving forces that lead to strategy implementation.

In both developed and developing economies, 37% of capital budgets in firms are invested in acquiring new ICT systems for the improvement of the production and profits (Mustafa & Yaakub, 2018). To justify such a substantial investment, ICT researchers continue to investigate the linkage between ICT investment by firms and the value the business gains especially at the working group and business process levels. Organizational learning that links learning curve analysis and performance has had researches on it and that there is little research on learning curves and ICT.

The organizations that accumulate knowledge in technological formats is able to easily and quickly change the responses as per the shifting market requirements, such organizations are able to increase the rate of accumulation of knowledge and how it impacts its performance (Owino & Wanjiku, 2015). At the same time, automation and standardization of complex organizational processes through use of ICT enabled systems, allow the organizational employees to see available opportunities and be able to improve the processing units at the firm. The gained experiences and acquired knowledge can also improve the technologies at work. These on-going improvements lead to second-order effects that enhance the firms' ability to benefit from the introduced technologies.

There has been increase in technological change and economic development with examples like diffusion of new ICT and adoption of e-business technologies. According to Gössling (2018) ICT influences the mobility of goods and people from one point to another which affects demand

for transport in the short and long-run and it is also an enabler of social changes in the organizational practices. Transport needs in the technological space have seen trends like demand for safety, speed and comfort using advanced ICT systems in telemetric. ICT covers traffic systems and transport management, it handles how travel information is shared and reservations made, the vehicle movement assistance guidance and mobility transport cards. The transport operators and those in the sector in the recent past have adopted the use of modern technologies through use of internet and e-business operations.

Mustafa and Yaakub (2018) concur with ICT usage and mentions that adoption and usage of technology makes life to be easy and smooth and the concept has spread to strategy implementation processes. Any techno-savvy organization has an upper hand over its competitors both in business operations and management. According to Dastane (2020) those organizations that have excellent technologies are able to develop, implement, monitor and evaluate the strategic processes within their organization. As such, availability of technologies in the private security industry will aide in implementation of strategies. The technologies add value to organizations as they implement new policies, procedures, initiatives and strategies. Innovation has led to competitive advantages by cutting down costs and as such ICT is key in the fast growth of technological innovations that give companies and business ventures opportunities that will enhance their efficiency and effectiveness in their operations that will result in gaining competitiveness.

Aineruhanga (2014) in the study revealed that organizational performance is significantly higher when the executive members adopt the use of internet tools and collaborate in its usage. At the same time, diffusion of ICT into the various operating systems and organizational processes has had effect on productivity rates. Bad management of ICT resources in an organization will negatively impact the performance of the entire organization and during its process of strategy implementation (Khin & Ho, 2019). Furthermore, adoption of ICT is likely to lead in reduction of inefficiencies and wastes in the supply chain process which improve the operations in the logistics and shipment sectors through having high real-time movement of products. But it is

good to note that increased expenditures in ICT systems within the procurement process is not an automatic route to high performance in the firm.

### **2.3.4 Resources Availability and Performance**

Lemarleni, Ochieng, Gakobo and Mwaura (2017) state that organizations need resources for running of all their operations and as such there is need for care when allocating the resources to the different functional unit. Resource allocation can be a daunting task but through careful practice it can be corrected handled. Some of the common organizational resources include people, finances, systems and technologies and these resources are critical towards the growth and success of the organization. For successful strategic plan implementation there is need for different resources. At the same time, it becomes very difficult for the organization to implement its strategies when they have advance shortages in resources like human resources, remuneration, finances and training for skill growth and development.

Njoroge, Machuki, Ongeti and Kinuu (2015) argue that the only way for success in firms even in the current environment is through having effective leaders who can align the culture, structure and resources to match the stakeholders' resource investment and successfully implement the strategic plans. Lemarleni, *et al.* (2017) further highlight the fact that high compensation for the management team, the behavior of organizational staff and practices that are geared towards employee development lead to high instances of strategic plan implementation and eventually the performance of the organization. It was recommend the availability of resources and internal capabilities as recipes for attaining competitive advantages.

Rugiri and Njangiru (2018) study was on resource availability and performance of water projects in Nyeri County. Resource availability is a concept of monitoring and evaluation and a key predictor of performance of the water projects that is measured in terms of access and availability of running water to the residents. The quality of water as clean and safe is another measure of performance that is linked to resources such as finances and experienced human personnel. The study recommendations was such that project management team to seek the

legislative authorities and request for increment of statutory allocation of resources that will improve performance.

Beliaeva, Shirokova, Wales and Gafforova (2020) argue that successful strategy implementation relies on human aspect of project management and little in terms of systems and its related factors. Similarly, the total organizational involvement and participation during the strategic plan implementation positively impacts the rate of strategy implementation leading to high profit margins and the overall success of the firm. At the same time, the organization should conduct a resource fit test to find out if the resources strengths match the resource requirements. Each project activity should be defined and each element be attached with the resource requirement that is needed during the implementation phase. At the initial stages, each manager must ask for resources and get them that will enable strategic plan implementation, since as it is, it is impossible to implement the strategy without access to different resources that the organization must avail.

Nkosi (2013) did a research study titled strategic HRM and performance of the firm. The study findings showed firms that are seeking to gain competitive edge at the market place and this can be achieved through managing the available human resources that will convert the strategy to the implemented action plans that lead to high organizational performance. Organizational performance includes aspects like reduction of operating costs, meeting sales target levels, increase customer numbers, having high market percentage, the product level quality, innovation of products and general improvement of productivity levels.

Nkosi (2013) performed a research on what factors affected strategy implementation at local municipalities with the case of Mpumalanga province in South Africa. The study revealed that financial resources inadequacy was one of the main reasons for failure to successful strategy implementation. The other factors included weak organizational structure, poor professional development that is not continuous and lastly resistances to change. With such findings, then there is cause for further exploration on successful strategy implementation. Mbaka and Mugambi (2014) study was on the factors affecting strategy implementation in the water sector

in Kenya. The key finding was that inadequate finance and operational plan hindered the strategic plan implementation at the water sector in the country. The operational dimensions include aspects like resource limits, incompetence in the management staff, poor planning and no integration in different departments that lead to failure in strategic plan implementation. The other hindering factors include the structural dimension and contextual dimension.

Lemarleni, *et al.* (2017) mention that every organization should instill processes to evaluate and find out if all resources needed are available including the financial, time, skills and knowledge needed in the organization. Resources are linked to strategic planning as they impact the communication and provision of trainings and incentives. When considering strategy implementation, the main areas in resource allocation cover the procedures adopted for sourcing and security financial resources, funds for new strategies, time needed for accomplishment of the strategic plan, information, data and knowledge needed, the political and cultural aspects that are likely to impact organizational resource provision and its allocation. Mbaka and Mugambi (2014) view was that some strategies fail due insufficient resource allocation hence difficulties are seen during the implementation stage. The organizations have four main resources that is people, technology, finance and information and this study will explore the factors put under consideration when allocating resources.

## 2.4 Summary of literature and Research Gaps

**Table 2.1 Summary of the studies and knowledge gaps**

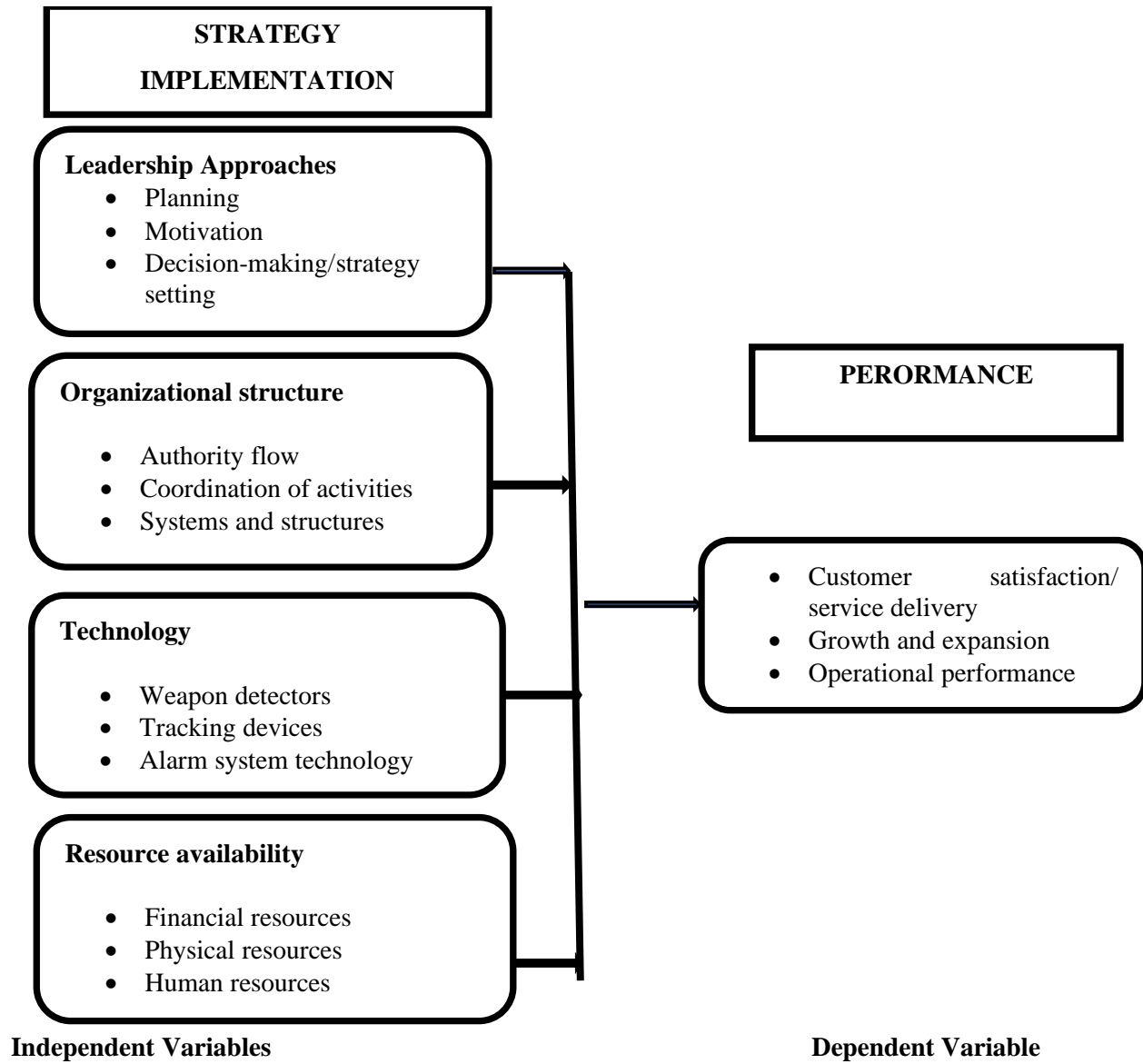
<b>Author &amp; Year</b>	<b>Key Focus</b>	<b>Research Findings</b>	<b>Knowledge Gap</b>
Ejere and Ugochuku (2015)	Transformational and transactional leadership styles	Found that transformational and transactional leadership styles led to high performance	The study did not specifically look at private security companies.
Koech and Namsonge (2012)	It was based on Kenyan state-owned corporations, its performance based on style of	Transformational style having a strong link to performance, while transactional leadership was low and no effect for laissez-faire style	The study was carried out before 2019; the time period within which a lot of the fundamental changes have occurred.

	leading		
Udoh and Agu (2016)	On leadership styles and Nigerian manufacturing firms performance	Findings are that leadership style adopted positively influenced performance of the manufacturing firms.	The study failed to address other elements of leadership.
Oslon, Slater & Hult (2015)	Design and management of systems	The design led to integration at the firm hence achievement of the firms' goals	The study did not mention all the essential elements of organizational design.
Hilman & Siam (2014)	Organizational structure	Its findings are such that the implementation of the strategy was formal in line with the firm structure	The study did not consider organizational implementation process.
Buuni, Yusuf, Kiiru & Karemu (2015)	Communication as an element of structure	The results show that communication is important in strategy formulation and its execution	The study only focused on one item of organizational structure, and let out others.
Rugiri and Njangiru (2018)	Resource availability on performance of water projects funded CDF	The resource availability was positively associated with project performance	The study was based on water projects, creating gaps in context
Aineruhanga (2014)	Information technology as a tool for organizational performance	The authors found that organizational performance increased when company executives use internet based tools	The study did not provide a methodology in which organizations can use technology to achieve better performance.

**Source: Researcher (2021)**

## **2.5 Conceptual Framework**

A conceptual framework presents the concepts and variables in a visual presentation and the relationship between the variables. This framework show the variables of strategy implementation as leadership approaches, the organizational structure, adoption of technology and resource available and how they relate to the independent variable performance. Each variable expressed its main indicators that help in its further exploration. The conceptual framework is shown in Figure 2.1.



Source: Researcher (2020)

Figure 2.1 Conceptual Framework

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter presented the research design, the targeted population, research methodology, sampling design, data collection instruments (which also discussed validity test, reliability test and pilot study), research procedures, data analysis and presentation and finally ethical considerations.

### **3.2 Research Design**

According to Mugenda and Mugenda (2013) a design for any research is a blue print used during the entire data collection process, its measurement and analysis. This study employed descriptive research design and as noted by Creswell (2014); a descriptive research is centered on discovering all aspects of a phenomenon and answers question like what and how. The design is ideal since it reports things the way they are without manipulation and hence allowed the private security firms to describe their position on strategy implementation and performance. Through descriptive research design, the study attempted to describe and define as far as possible, a subject by creating a profile of a group of problems (Walliman, 2017). The design helped answering questions with regards to the subject matter of the research study on strategy implementation and performance in the private security firms.

### **3.3 Target Population**

A study population is what is of interest to the researcher and in this study it was private security firms that are based in Nairobi County. The criteria of selection of firms in the study was based on: size of the firm, operation age or time (with only those with 5years plus of operations selected), and the geographical scope in terms of those established with other branches outside of Nairobi City County. The unit of analysis was the 30 private security companies operating in Nairobi and that have been operational for more than five years and the unit of observation included the security personnel working with the private security companies; this included

managers, administrators, supervisors as well as security guards, who were 312 in number. The rationale behind the choice of these employees is because they are solely responsible for undertaking the daily management decisions and strategies. Table 3.1 shows composition of the target population:

**Table 3. 1: Target Population**

	<b>Security Firm</b>	<b>Targeted Population</b>
<b>1</b>	G4S Security Services	21
<b>2</b>	Brinks Security Services Ltd	15
<b>3</b>	Cobra Security Co. Ltd	15
<b>4</b>	Lavington Security	18
<b>5</b>	Securex security agencies	16
<b>6</b>	Wells Fargo Limited	16
<b>7</b>	KK Security Kenya	16
<b>8</b>	PG security limited	13
<b>9</b>	Bob Morgan (BM) Security Ltd	12
<b>10</b>	Riley Services Ltd	12
<b>11</b>	SGA Security	8
<b>12</b>	Dolexo Security Services	7
<b>13</b>	Hatari Security Services	8
<b>14</b>	Total Security Surveillance	9
<b>15</b>	Radar Security Limited	7
<b>16</b>	Security Guards Services (SGS)	9
<b>17</b>	Absolute Security Limited	6
<b>18</b>	Arion Security (K) Ltd	8
<b>19</b>	Ultimate Security Ltd	9
<b>20</b>	Tascon Security Limited	7
<b>21</b>	Apex Security Services Ltd.	10
<b>22</b>	Citadelle Security Nairobi	7
<b>23</b>	Coalition Security Services Ltd	6
<b>24</b>	Jeff Hamilton Security Ltd	7
<b>25</b>	Lichi Security System	8
<b>26</b>	Exmill Security Services	7
<b>27</b>	Dew Security Services Ltd	6
<b>28</b>	Babs Security Group	10
<b>29</b>	Fidelity Security Services	9
<b>30</b>	Delight Security Services Ltd	8
	<b>TOTAL</b>	<b>312</b>

**Source: Kenya Security Industry Association (August 2020)**

### 3.4 Sampling Design and Techniques

Stratified sampling technique was used to determine the sample respondent used in this study. It relies on random case to pick those who are included in the sample. According to Bryman (2016) adopting the correct sample size for any study allowed the generalization of results to cover the entire population. Using stratified sampling eradicates the case of bias when selecting the sample that was used in the study. For this case, each strata is based on size of firm as either small, medium or large. 30% of the total sample frame of 312 was used, such that the sample size is 96 employees of the different private security firms. This sample of 30% is recognized as representative and hopefully will give fair results (Walliman, 2017).

**Table 3. 2: Sampling Size**

S/No	Security Firm	N*30% (where N=Target Population)	Sample Size (n)
1	G4S Security Services	21	7
2	Brinks Security Services Ltd	15	5
3	Cobra Security Co. Ltd	15	5
4	Lavington Security	18	6
5	Securex security agencies	16	5
6	Wells Fargo Limited	16	5
7	KK Security Kenya	16	5
8	PG security limited	13	4
9	Bob Morgan (BM) Security Ltd	12	4
10	Riley Services Ltd	12	4
11	SGA Security	8	2
12	Dolexo Security Services	7	2
13	Hatari Security Services	8	2
14	Total Security Surveillance	9	3
15	Radar Security Limited	7	2
16	Security Guards Services (SGS)	9	3
17	Absolute Security Limited	6	2
18	Arion Security (K) Ltd	8	2
19	Ultimate Security Ltd	9	3
20	Tascon Security Limited	7	2
21	Apex Security Services Ltd.	10	3
22	Citadelle Security Nairobi	7	2
23	Coalition Security Services Ltd	6	2

<b>24</b>	Jeff Hamilton Security Ltd	7	2
<b>25</b>	Lichi Security System	8	2
<b>26</b>	Exmill Security Services	7	2
<b>27</b>	Dew Security Services Ltd	6	2
<b>28</b>	Babs Security Group	10	3
<b>29</b>	Fidelity Security Services	9	3
<b>30</b>	Delight Security Services Ltd	8	2
<b>TOTAL</b>			<b>96</b>

**Source: Kenya Security Industry Association (August 2020)**

### **3.5 Data Collection Instrument**

Primary data was collected through the questionnaire that was the tool employed in the study since Creswell (2014) argues that it is one of the most efficient tools of data collection for any study. A questionnaire is preferable in this study since it is easier to administer as well as a convenient process of gathering data within a short duration. As noted by Mugenda and Mugenda (2013) the information obtained from questionnaires will not have any bias thus accurate and valid data will be gathered. Questionnaires are most preferred since they allow the researcher to cover a wider geographical area at a relatively lower time and cost (Cooper & Schindler, 2013). It is also independent being free from interference and unfairness.

The questionnaire was designed to have close-ended questions that collected quantitative data that facilitated statistical analysis of the study variables and showing the relationship between them. The questionnaire had demographic questions on the respondents and covered the four independent variables and the dependent study variables. It applied the five-point likert scale that rated the extent of respondents' agreement with each statement in the instrument.

### **3.6 Pilot Study**

A pilot study was done to check that the instrument was valid and reliable thus fit for use in the current study. The pilot study was done among 12 employees which accounts for 12.5% of the sample size of study and according to Astalin (2013) an ideal pilot group should be between 5-10% of the sample size, meaning that the 12.5% is a good number. The researcher randomly

selected the last five firms in the list to conduct the pilot study. These firms included Exmill Security Services, Dew Security Services Ltd, Babs Security Group, Fidelity Security Services and Delight Security Services Ltd. Those 12 employees were excluded from the final study to avoid biasness. The pilot study was important for testing for reliability of the instrument (Creswell, 2014) and Willman (2017) shared that it ensured the instrument measured what it was intended to measure and aides the researcher in answering the research questions.

### **3.6.1 Validity of Research Instrument**

The instrument's validity was enhanced by gaining the input from Kenyatta University supervisors. Validity was also assessed by conducting a pilot that enabled the researcher to identify mistakes and undesirable trends such as low responses in some questions, high number of middle responses (moderate extent), and lack of proper order in the responses. The validity of a measurement tool refers to the extent to which a test is subjected to proper and accurate measurement of what it was expected to measure. It was based on the perspective of Creswell (2014), is the degree of the differences as a replication of the true variances in what is tested. The researcher used content analysis by comparing the responses to the content of reviewed literature.

### **3.6.2 Reliability of Research Instrument**

According to Creswell (2014), reliability is about the instrument giving same results during different tests. To ascertain the reliability, a pilot test was conducted on respondents with questionnaires that had standard questions and to guarantee the best results, the researcher adopted Cronbach's Alpha index to measure through internal consistency and underscore if the set items within the particular scale do measure similar research construct. O'Dwyer and Bernauer (2014) recommend that a Cronbach's Alpha index of at least 0.7 is a good pointer of reliability for the questionnaire in question.

The reliability results are shown in Table 3.3

**Table 3. 3: Reliability Results**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach Alpha</b>
Leadership Approaches	8	0.814
Organizational Structure	12	0.799
Technology Adoption	16	0.853
Resource Availability	7	0.785
Performance	7	0.891
<b>Overall Score</b>	<b>50</b>	<b>0.828</b>

**Source: Pilot Test Data (2021).**

The results show that all the Cronbach Alpha test results are greater than 0.7 which indicates that the questionnaire is reliable hence fit for use in this study. This is in line with the recommendations of O'Dwyer and Bernauer (2014) that alpha test results of 0.7 and above a good pointer of reliability of the instrument.

### **3.7 Data Collection Procedures**

Initially, the researcher got an introductory letter from the university that was used to apply for a research permit from NACOSTI. Then data collection commenced, whereby the researcher first sought permission from the private security firms and used drop and pick later method to get the data from the respondents. The use of the drop and pick later method was done to improve the response rate and avoiding interference of the workday for the employees of the private security firms. The researcher gave the respondents five-days to fill the questionnaire before it was collected for analysis and reminders were sent to the study participants. The data collection exercise was done during working hours of the week days

### **3.8 Data Analysis and Presentation**

Analysis of data is about making inferences and deductions to gain deeper understanding of the linkages and detect any anomalies by testing the assumptions and hypothesis (Creswell, 2014). The data was analyzed using SPSS version 25 for description and inferential such that descriptive produced means, frequencies and standard deviations while inferential used for

analyzing correlational and regression analysis in establishing their relations. The data was presented using tables and figures which gave a clear at-a-glance perception of the research findings.

Upon collection of the research data, it was edited to remove any errors and then checking was done to ascertain consistency and completeness. Each of the questionnaires had a unique code in bid to cut errors during the later stages of data entry and data processing. The end goal is to enhance the much-needed confidentiality and it began by keying in data. For the quantitative data collected from the structured part of questionnaire, they were analyzed with the help of inferential and descriptive statistics. The researcher achieved this by using mean, frequencies, percentages, and coefficient of variation for analyzing the summarized measures of the sample. For inferential statistics, multiple regression analysis was employed using SPSS version 25.0 software. Organizational performance was regressed against the various measures of organization's level of strategic implementation. The equation for firm's performance and strategic implementation constructs are expressed in the following equation:

$$Y=B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon_0 \quad \text{[equation (1)]}$$

Where:

Y= Organizational Performance,

B<sub>0</sub>-B<sub>4</sub>= Regression coefficients,

X<sub>1</sub>=Leadership approaches

X<sub>2</sub>=Organizational structure

X<sub>3</sub>=Technology adoption

X<sub>4</sub>= Resources availability

ε<sub>0</sub>=Error term

**Table 3. 4: Operationalization and Measurement of Study Variables**

<b>Type of Variable (Independent /Dependent Variable)</b>	<b>Variables</b>	<b>Measurement</b>	<b>Statistical Tools</b>	<b>Means of Data Collection</b>	<b>Data Analysis</b>
Dependent Variable	Organizational Performance	Customer satisfaction/ service delivery, Growth and expansion, Operational performance	Mean /Median/Standard deviation/ Variance	Structured questionnaire	Regression analysis
Independent Variable	Leadership approaches	Planning, Motivation, Decision-making/strategy setting	Mean /Median/Standard deviation/ Variance	Structured questionnaire	Regression analysis
Independent Variable	Organizational structure	Authority flow, Coordination of activities, Systems and structures	Mean /Median/Standard deviation/ Variance	Structured questionnaire	Regression analysis
Independent Variable	Technology adoption	Weapon detectors, Tracking devices, Alarm system technology	Mean /Median/Standard deviation/ Variance	Structured questionnaire	Regression analysis
Independent Variable	Resources availability	Financial resources, Physical resources, Human resources, Technological resources	Mean /Median/Standard deviation/ Variance	Structured questionnaire	Regression analysis

### **3.9 Ethical Considerations**

The researcher started by seeking for research permit from NACOSTI and permission and consent from the management of the private security firms before commencement of data collection exercise. The nature and aim of the research was explained to the respondents and those willing to be included in the study had to give their consent by signing the consent form. The respondents were informed that participation is based on their willingness and they can withdraw their consent at any point.

Confidentiality of the information was adhered to and their identities were not revealed or shared to anyone such that their names or identification information were not recorded. The researcher respected the dignity of the respondents and all information sources were cited to avoid plagiarism. During the data collection, the researcher did not ask private and personal questions and other questions that are immaterial and may embarrass the respondents.

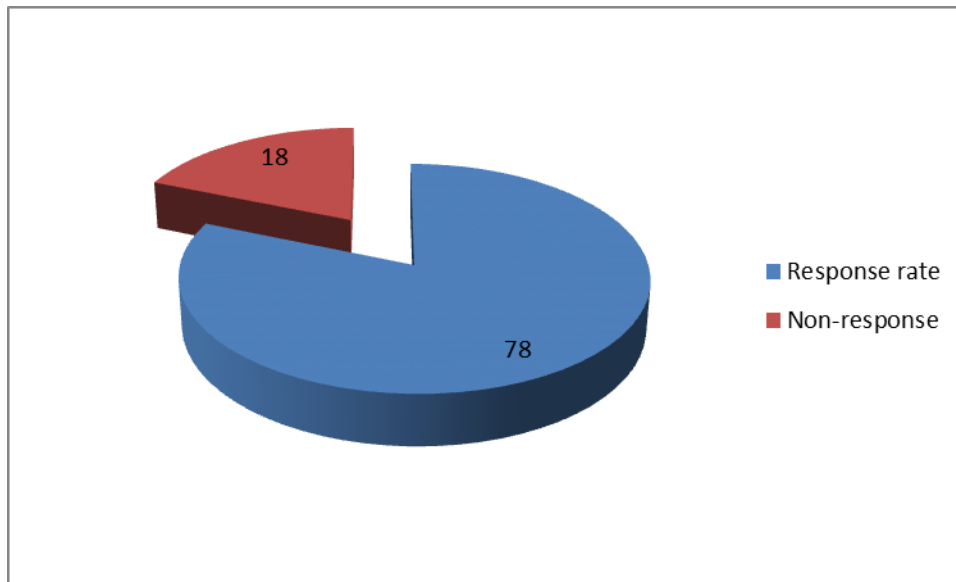
## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

The chapter presented the findings for the study after its analysis using SPSS version 25.0. These findings are presented in tables, charts and discussions. The chapter presents the findings from the conducted descriptive and inferential statistics in the subsequent sections.

### 4.2 Response Rate

This study targeted 96 security personnel working in the private security companies within Nairobi City County. 78 out of the 96 questionnaires were filled and returned to the researcher. This account for a response rate of 81.25%



**Figure 4. 1: Response Rate**

**Source: Survey Data (2021).**

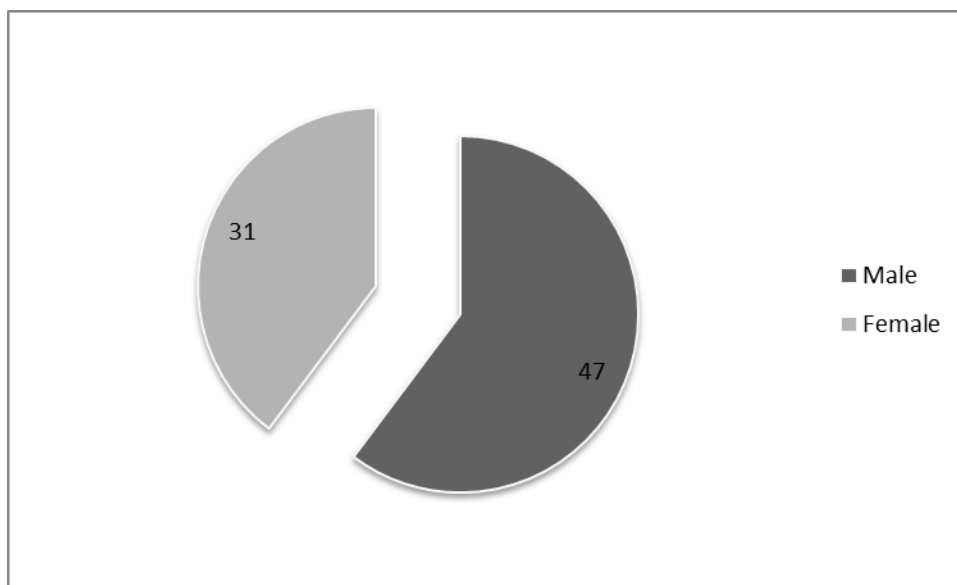
Results from figure 4.1 show that the study response rate achieved is 81.25% which aligns with what Mugenda and Mugenda (2003) share that 70% and above of a response rate is sufficient and ideal for use. As such the response rate of 81.25% is sufficient for generalization of findings.

### 4.3 Demographic Information

The researcher asked the respondents to share their demographic information on items like gender, age, academic qualification, length of time working in the company, position and professional orientation. The upcoming sections share their responses.

#### 4.3.1 Gender

Figure 4.2 shows the response given by respondents on their genders.



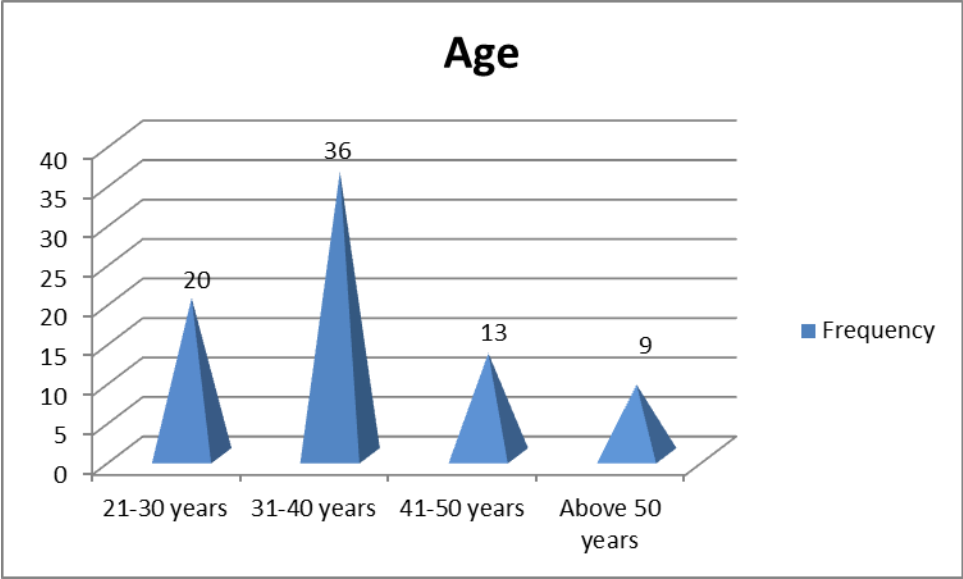
**Figure 4. 2: Gender**

**Source: Survey Data (2021).**

Figure 4.2 shows that on gender, 47 were males of the total respondents while the females were 31. These results indicate that both genders were used in this study and refuted biasness.

#### 4.3.2 Age of Respondents

The respondents were to share their age groups. Figure 4.3 shows the results.



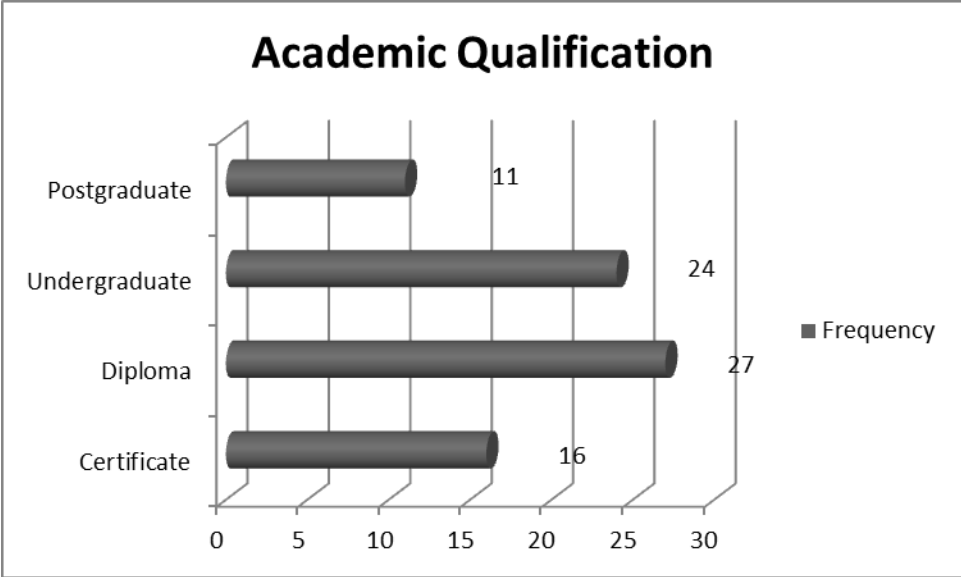
**Figure 4. 3: Age of Respondents**

**Source: Survey Data (2021).**

The Figure 4.3 shows that the dominant age among the study respondents was in the ranged between 31-40 years with a frequency of 36 members for the next largest group were respondents aged 21 -30 years at a frequency of 20. Only 13 respondents stated their ages were between 41 to 50 years and the smallest group were the respondents who were 50 years and above at a frequency 9. The results show that all age groups were included in the study as a way of including different viewpoints on the topic and sub-topics of this study.

**4.3.3 Academic Qualification**

The researcher asked the respondents to mark their highest qualifications. The results are as indicated in Figure 4.4



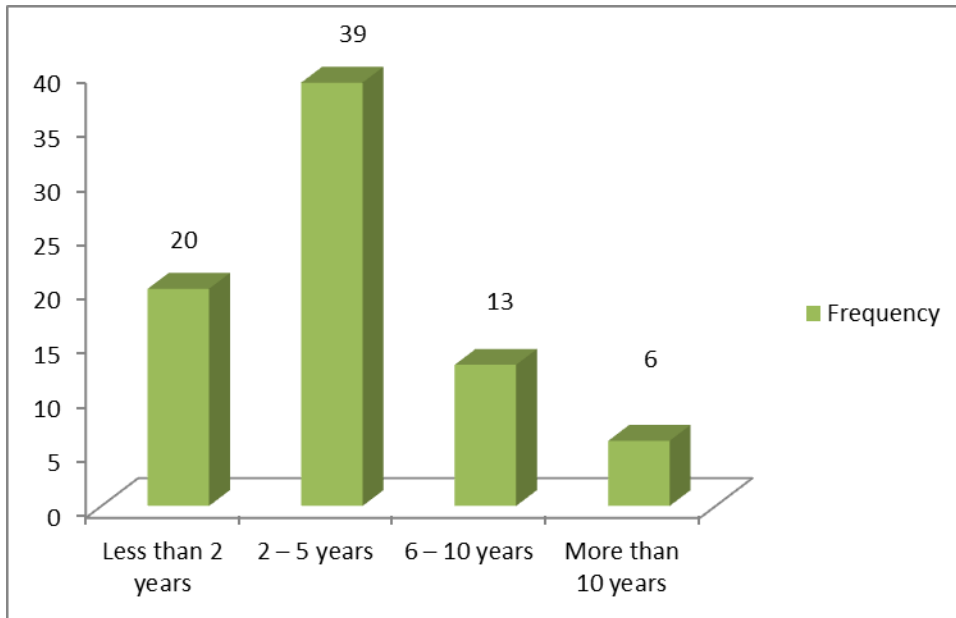
**Figure 4. 4: Academic Qualification**

**Source: Survey Data (2021).**

Figure 4.4 reveals that most of the respondents had a diploma with a frequency of 27; the respondents with undergraduate degrees were 24. Certificate holders were 16 respondents and postgraduate holders were 11 respondents. These findings show that the respondents had enough knowledge to be able read, comprehend and respond to the questions asked in the research instrument.

**4.3.4 Length of Years at the Company**

Figure 4.5 shows the results on the number of years that the respondents had worked in the organization.



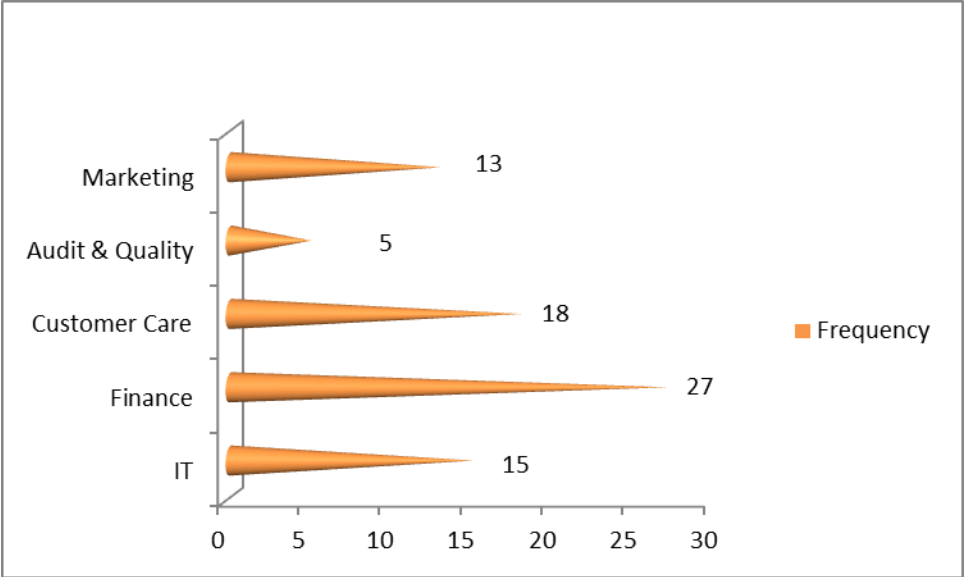
**Figure 4. 5: Length of Years Working**

**Source: Survey Data (2021).**

Figure 4.5 revealed that most of respondents had worked in the company for 2-5 years where the frequency was 39. Another 20 respondents stated having worked for less than 2 years at the firm. This was followed by respondents who indicated being at the firm for 6-10 years with frequency of 13 and 6 respondents mentioned being in the organization for more than 10 years. This results is an indication that the respondents have stayed in their firms long enough such that have information on implementation process of their strategies and performance. As such the study participants responded to the research questions comfortably.

#### **4.3.5 Professional Orientation**

The researcher wanted to know the professional orientation of the respondents and their answers is indicated in figure 4.6



**Figure 4. 6: Professional Orientation**

**Source: Survey Data (2021).**

Figure 4.6 revealed that majority of employees were finance professionals with a frequency of 27, the customer care professionals had a frequency of 18; the IT professionals were 15 and marketers were 13 and the least professionals were the audit & quality with 5 respondents. Inclusion of different professions in the respondent list gave the study in-depth information, different viewpoints that made the responses robust. Getting representation from different professions makes the findings, conclusions and recommendations practical and more informed for decision making.

**4.3.6 Position in the firm**

When stating their positions, the results showed that 12 respondents said they held managerial positions at the firm, the supervisors were 22 respondents which reflects of the total response rate; the administrators were 19 and security guards that participated in the survey were 25. Including respondents from the different positions in the firm allowed for variety of opinion and

viewpoints that made the responses robust which is useful in forming the conclusions and recommendations of the study.

#### 4.4 Descriptive Analysis

The researcher performed descriptive analysis and the following sections provide the findings in means, standard deviations and discussions for each study variable.

##### 4.4.1 Leadership Approaches

**Table 4. 1: Leadership Approaches**

<b>Leadership Approaches</b>	<b>Mean</b>	<b>Std. Dev.</b>
There is harmonized strategy across all leadership levels in the firm.	4.172	1.463
All leadership hierarchies in the firm are fully responsible for setting and working upon the strategies.	4.389	.593
There is show of equal attention to firm functional –level concerns	4.677	.506
The leadership undertakes strategic decisions whenever there is need, or where adjustments are needed.	4.751	.438
Top managers affect strategy implementation and performance	4.053	.491
All employees are fully informed whenever the management sets a new strategy.	4.342	1.038
The management adopts easy means of communicating strategic plans across the organization.	4.649	.861
Leaders in a firm work hard and keep all employees motivated and committed to strategy implemented.	4.479	.763
<b>Overall Score</b>	<b>4.439</b>	<b>.7691</b>

**Source: Survey Data (2021).**

The Table 4.1 results show that in general leadership approaches led to performance of the private security firms with the overall mean of 4.439 and standard deviation (SD) at 0.7691. These findings show that many of the respondents agreed with these statements on leadership approaches as applied in their private security firms. The highest mean scores are for leadership elements of undertaking strategic decisions when the firm needs to make adjustments mean 4.751 and SD of 0.438 an indication that majority of the respondents concurred with the statement. This is similar to what Jonyo (2013) shared that leaders and managers are integral in

making strategic plans and developing of strategies. The leaders are also instrumental in guiding the strategy implementation in the firm. At the same time and as revealed by Olajide (2018) that formulation and strategy implementation is the sole responsibility of the leaders, since they are ones who decide what is to be done, when and where and monitor the strategic plan implementation progress and make reports and adjustments.

Paying equal attention to the firms' functional areas and concerns at 4.677 and communicating the strategic plans to everyone in the organization with means of 4.649. Just as Koech and Namsonge (2012) share a low rate of relationship between performance and transactional leadership approach. The researchers shared that it is not the leadership style but the leadership and managerial practices that significantly affect the implementation and this is echoed by Mutole (2019).

Other leadership approaches elements included the leaders working hard to motivate the employees that scored 4.479 and SD of .763 and leadership hierarchies that develop strategies and work to achieve them with mean scores of 4.389 and the leaders informing all employees when new strategies are in place. This aligns with what Ejere and Ugochuku (2015) found out and stated that leaders have the responsibility of steering the strategy the implementation process and achieving the set goals. But ineffective leadership approaches can hinder the implementation of strategies unless the organizational structure is re-designed and control mechanisms are put in place. According to Al Khajeh (2018) well-developed strategies, high skill set, efficient of human capital led to success in strategy implementation while poor leadership posed the key hindrance to success in the implementation process. On leadership hierarchies, Ejere and Ugochuku (2015) noted that leadership hierarchies can positively influence implementation of strategies only when leaders in different levels are effective and can harmonize their work and plans.

The harmonization of the strategy by the leaders in all levels of the firm had a mean of 4.172 and SD of 1.463 and the fact that senior executive managers in the security firms play a significant role in attaining the strategies of the firm thus impacting their performance with means of 4.053

and SD of .491. The findings are similar to the sentiments shared by Olajide (2018) who revealed that strategic leadership is the driving force behind effective strategy implementation. While Igbaekemen and Odivwri (2015) argues that senior executive management role in strategy implementation cannot be ignored, since they are a source of excellent ideas, motivate and push employees to deliver on their mandates hence successful strategy implementation. Ultimately, the effect leaders are able to deliver on the organizational strategies by steering the implementation process.

#### 4.4.2 Organizational Structure

**Table 4. 2: Organizational Structure**

<b>Organizational Structure</b>	<b>Mean</b>	<b>Std. Dev.</b>
The firm structure ensures flow down of strategy across the organization to deliver the strategy.	4.652	.872
The firm develops the structure to fit the changes in strategy requirements.	4.750	1.065
In our firm information is adequately shared before commencement of execution of new strategy	4.260	.996
In our firm, there is a clear governing structure with rules, procedures and policies	4.695	1.167
Our organization has a well-designed reporting authority and employees know whom they report to.	4.130	.996
There is specialization and division of labor at our organization.	3.591	.943
The management assigns the strategies to specific personnel and empowers them to achieve them.	3.880	.813
The planned strategies are accompanied requisite resources to aid in delivery and performance.	3.939	1.077
The culture from the top executives down to junior employees supports the set strategies to be achieved.	4.278	1.149
The structure positively affects execution in the strategy processes	3.732	.564
There is strong coordination of activities across the organization, leading to easier strategy implementation.	3.707	1.065
The strategy implementation in organization is both structured/formal and unstructured/informal.	4.260	.947
<b>Overall Score</b>	<b>4.1562</b>	<b>.9711</b>

**Source: Survey Data (2021).**

Table 4.2 shows that organizational structure affect performance by aggregate mean score of 4.1562 with SD of 0.9711. The mean score was large, implying that many of the respondents agreed with this statement on organizational structure. On the statement of the organization revising the structure to suit the strategy requirements, it had the highest mean at 4.750 and SD 1.065 and this is also revealed by Oslon, *et al.* (2015) who share that organizations must align the structure and strategy to yield an environment fitting for business strategy implementation. For continuous success in the strategy implementation, the researchers further share that firm leadership and executive managers must make constant adjustments in the organizational structure, such that the structure aligns with the business demands and the environment. The firm having a clear governing system that has rules, regulations, procedures and policies with mean of 4.695 and the structure allowed movement of the strategy across the entire organization for its delivery with means of 4.652. According to Maduenyi, *et al.* (2015) firm success relies on linking the organization structure to the business strategy. It also relies on organizational structure with elements like job tasks, line of authority, groups of work tasks, coordination mechanism employed and the span of control for strategy execution.

Findings show agreement of respondents on that implemented its strategy on both structured and unstructured manner at means of 4.260 and SD of .947. This is also shared by Hilman and Siam (2014) who revealed that organizations that had more employees performed better than those with few and the new business ventures that had formal functional assignments and used experts and specialized people did better than the firms that had staff members with undefined roles. The firm had a culture of senior executives supporting the junior employees to achieve the set strategic plan at a mean of 4.278 and SD of 1.149, which are findings shared by Mailu, *et al.* (2018) who further postulated that improvement in organizational performance is based on compatible and supportive organizational cultures. The culture must be supportive of the everyday activities of the employees and it will result in improved performance based on achieving the smaller goals.

The firm also gave sufficient information before implementation of new strategies scoring 4.26 mean and 0.996 SD and the firm had a carefully designed reporting system and authority in place

at mean of 4.130. This is similar to Onyuma (2020) who revealed that lines of authority, communications and coordination influence the alignment of strategies, structure, norms and practices of the people in the firm, which affects their workings. The researchers, Buuni, *et al.* (2015) in the study on corporate communication found that internal communication in a company plays a key and important role not only during the strategy making but also in the implementation phase. The communication allow for passage of instructions from managers who guide the implementation stage and feedback from junior staffers or suggestions on ideas and adjustments in the implementation process.

The respondents also agreed that there was specialization and division of work at means of 3.591, the managers assigned tasks to different employees to handle specific functions of the strategy with mean of 3.880; the strategic plan had requisite resources had a mean of 3.939 and SD of 1.077. The structure led to strategy execution with means of 3.732 and there was strong coordination of activities to make the strategy implementation process easier at means of 3.707 and standard deviation of 1.065. These findings align to findings as shared by Oslon, *et al.* (2015) who advocates for conversion badly formulated teams through realignment of roles and responsibilities with the business and organizational strategy. While Maduenyi, *et al.* (2015) argue for application of cross-functional processes in the implementation phase than a complete overhaul of organizational structure. Hilman and Siam (2014) study reflect the value that the structure and its processes play in successful strategy implementation. This is through the adoption of creative ways, innovation and perception into the organizational processes that will enhance implementation of strategies.

### 4.4.3 Technology Adoption

**Table 4. 3: Technology Adoption**

<b>Technology Adoption</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our tracking devices and alarm system enables us to offer better performance	3.804	1.132
Technology level at our organization greatly helps in strategy implementation	4.576	.901
The firm staffers accomplish their tasks faster and better through use of tools and machines	3.926	1.038
The firm has a set budget for purposes of expenditure on research and development activities	3.913	.578
Our technology level is higher than that of our immediate competitors.	3.902	.917
All the staff at the firm can suggest on which type and kind of technologies to be acquired	4.500	.763
The firm ensures that all the technologies that are needed by the different working teams are made available.	4.771	1.028
Information systems used to monitor implementation were adequate	4.493	.959
All departments in the organization are well equipped with appropriate technology	4.634	.819
The organization keeps updating the ICT system for its efficiency	4.908	1.008
Due to the new avenues of communication technologies, our firm has achieved higher profits.	4.806	1.073
Alternative security technology gadgets have made it possible and easier for our firm to achieve its set strategies and objective.	4.013	1.619
The management is working hard to incorporate every service delivery with technology, to aid human machinery.	4.760	.992
In the firm, the convenience associated with alternative security channels in accessing of security services is noteworthy in the overall performance.	4.556	.951
The decision of the management to acquire and use technology together with the firm's security personnel has boosted performance.	4.826	1.001
Our clients are happy, satisfied and contented with the use of our technology across our security provision.	3.913	.487
<b>Overall Score</b>	<b>4.433</b>	<b>.9541</b>

**Source: Survey Data (2021).**

Table 4.3 reveal that technology adoption affected performance of the private security firms with an overall mean of 4.433 and SD 0.9541. The elements of technology that had highest effect to performance scores means of 4.7 to 4.9 they included; availing the required technology, updating the ICT systems for efficiency, using modern ways to communicate to the employees on the

acquired new technologies, the firm management working to incorporate service delivery points with machines and link humans and machines and incorporating security personnel in decision making on acquisition and use of new technology. Owino and Wanjiku (2015) reveal that in many economies and firms have a budget set for investing and acquiring new ICT systems for the improvement of the production and profits. The researchers further reveal that organizations that accumulate knowledge in technological formats is able to easily and quickly change the responses as per the shifting market requirements and become leaders in their markets and industry.

The respondents also agreed with means of 4.0 to 4.5 on technological elements like association of security service delivery through alternative security channels, use of alternative security technological gadgets, equipping all departments with the appropriate technology, use of information systems to monitor strategy implementation, the level of technology at the workplace, employees who are given a platform to suggest the type and kind of technology to be used at the firm. These findings are shared by Owino and Wanjiku (2015) who reveal that the automation and standardization of complex organizational processes through use of ICT enabled systems, allow the organizational employees to see available opportunities and be able to improve the processing units at the firm. Aineruhanga (2014) noted that there is diffusion of new ICT and adoption of e-business technologies, like the transport sector and its operators have made great strides in adoption and usage of new technologies. The transport sector uses technology in controlling traffic systems, making travel reservations, vehicle movement assistance guidance and mobility transport cards. The other sectors of the economy are encouraged to use ICT systems and technologies that align to their operations and improve their performances in product and service delivery.

The respondents also agreed on technology adoption elements with mean scores of 3.8 and 3.9 with technological elements like use of tracking and alarm systems that help in offering better performance to clients, use of tools, machines and equipment help the employees do a better and faster job, the firm sets a budget for R& D, the firm use higher technology than other competitors and the firm offering security through technologies make the clients happy and satisfied. This is

similar to what Khin and Ho (2019) found out that the experiences gained during the technology strategy implementation build the organizations' technological capabilities, which help in satisfying their clients and gaining competitive advantage over other players in the same field and industry.

According to Owino and Wanjiku (2015) those organizations that have excellent technologies are able to develop, implement, monitor and evaluate the strategic processes within their organization. As such, availability of technologies in the private security industry will aide in implementation of strategies. Dastane (2020) further shared that ICT is key in the fast growth of technological innovations that give companies and business ventures opportunities that will enhance their efficiency and effectiveness in their operations. Similarly, Burnes (2014) reveal that to achieve competitive advantage, the organizations should focus on aligning the technologies and business strategies. While Gössling (2018) concurs with the study findings by sharing that any techno-savvy organization has an upper hand over its competitors both in business operations and management.

#### 4.4.4 Resource Availability

**Table 4. 4: Resource Availability**

<b>Resource Availability</b>	<b>Mean</b>	<b>Std. Dev.</b>
The management largely values the staff as the first resource to aid in strategy implementation.	4.693	.912
All staff members in an organization are heavily empowered and managed well.	3.988	.875
Resources allocated to various set strategies are accompanied with a well-equipped employee to manage them.	4.154	1.062
The management tries vary hard minimize costs attached to resources meant to aid in implementation of strategies.	4.652	.833
The management is keen on tapping new arising opportunities and converting them into business.	4.100	.462
There is clear outline and description of resources in the firm.	3.911	.985
Adoption of strategic fit ensure proper resource utilization at the firm	3.956	.805
<b>Overall Score</b>	<b>4.2077</b>	<b>0.912</b>

**Source: Survey Data (2021).**

Table 4.4 reveal that the overall mean score is placed at 4.2077 and standard deviation of 0.9120 for the effect that resource availability has on performance of the firms. The resource availability is on the basis that the management values the staff as key resource in strategy implementation with highest means at 4.693 and SD of 0.912. This finding is shared by the output of Beliaeva, *et al.* (2020) who revealed that successful strategy implementation relies on human aspect of project management and little in terms of systems and its related factors. But Mbaka and Mugambi (2014) mention that organizations can use four main type of resources for success, the four cover people, technology, finance and information.

On the management minimizing costs that are attached to resources at a mean of 4.652 and SD of .833 and Nkosi (2013) high performance of organizations is based on other aspects like reduction of operating costs due to limited available resources. While Mbaka and Mugambi (2014) found inadequate finance and operational plan hindered the strategic plan implementation, thus calling for reduction in costs attached to the minimal resources. The resources are allocated to the strategy and attached to employees to manage it at a mean of 4.154 and SD of 1.062 which is in line with what Lemarleni, *et al.* (2017) revealed that organizations need resources for running of all their operations and hence the need to properly allocating the resources to the different functional unit. The resource allocation is a difficult task but careful practice can lead to proper allocation of resources like finances, people, technologies and raw materials.

On the management is keen on tapping new opportunities that can convert ideas to business with mean of 4.1 and Beliaeva, *et al.* (2020) found that the staff in organization had no know-how on mission and vision of the firm which hindered integration and ultimately affected strategy implementation. The researchers call for information and knowledge given to the staff as a way of getting new ideas and growth opportunities. The internal organization management is in-charge of the structure and resources of the firm that can be used to increase chances of strategy implementation. Lemarleni, *et al.* (2017) revealed that resources are linked to strategic planning as they impact the communication and provision of trainings and incentives.

The firm has a clear outline and description of resources at a mean of 3.911 and SD of .985, similar to findings of Rugiri and Njangiru (2018) that for each project activity should be defined and each element be attached with the resource requirement that is needed during the implementation phase. At the initial stages, each manager must ask for resources and get them that will enable strategic plan implementation, since as it is, it is impossible to implement the strategy without access to different resources that the organization must avail. The management has a strategic fit to help in managing resources for efficiently at a mean of 3.956 and SD of 0.805. According to Rugiri and Njangiru (2018) organizations need resources to succeed in executing the strategic plan and since the resources are in shortage supply thus the need for effective planning and management. Further mentioning that the organization should conduct a resource fit test to find out if the resources strengths match the resource requirements

The firm has empowered all its employees scored 3.988 for its mean and the standard deviation was 0.875. This is echoed by Lemarleni, *et al.* (2017) who highlighted that high compensation for the management team, the behavior of organizational staff and practices that are geared towards employee development lead to high instances of strategic plan implementation. The researcher further revealed that strategy implementation looks at resource allocation in terms of sourcing and securing financial resources, time, information, data and knowledge and aspects of organizational culture, structure and politics that impact resource provision and performance.

#### 4.4.5 Performance

**Table 4. 5: Performance**

<b>Performance</b>	<b>Mean</b>	<b>Std. Dev.</b>
The firm has experienced better profitability.	4.452	1.021
The firm has experienced growth and expansion for the past 1 year, after implementing strategies.	3.966	.900
The firm has consistently experienced employee satisfaction.	4.133	.674
The firm has experienced clientele satisfaction.	4.604	.977
The firm has innovated new ways of managing and improving performance.	3.867	.863
The firm has experienced process improvement for the past one year.	4.565	1.070
The operational performance of the firm has improved in the past one year.	4.431	.999
<b>Overall Score</b>	<b>4.288</b>	<b>.9291</b>

**Source: Survey Data (2021).**

Table 4.5 shows the results of organizational performance had overall score for its means at 4.288 and standard deviation of 0.9291 in general as impacted by strategy implementation. According to Momanyi, *et al.* (2018) organizational management that is result-oriented will focus and advocate for increased performance measures that are geared towards accountability and efficiency.

Performance was a measure of the better profitability at a mean of 4.452 and SD of 1.021; the firm realized growth and expansion scoring 3.966 mean and SD of 0.900. The respondents also shared that there is consistent satisfaction with the employees with mean of 4.133 and clients are satisfied with their security firm having a mean of 4.604 and SD of 0.977. The respondents revealed that the security firm has innovated new ways of improving performance at mean of 3.867 and SD of 0.863, there was process improvement at mean of 4.565 and SD of 1.070. The firm also realized operational performance improvements in the last one year at a mean of 4.431 and standard 0.999.

These results are similar to what El-Kassar and Singh (2019) found and shared that some of the performance measures include rating service units, direct goods production capacity; productivity and efficiency measures are the ratios of output based on cost per unit spend on production of one unit of output. According to Nkaari (2018) performance is a key aspect of any organization both the profit making and non-profit making ones. The managers in an organization must know the factors that influence their performance and take steps to manipulate them for increased performance.

#### **4.5 Correlation Analysis**

The researcher conducted Pearson correlation analysis to show how each variable is related to the dependent variable and to each other. The analysis was done to show the relationship that the independent and dependent variable had on each other and its effect.

**Table 4. 6: Correlation Analysis**

		Performance	Leadership Approaches	Organizational Structure	Technology Adoption	Resource Availability
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	78				
Leadership Approaches	Pearson Correlation	.872	1			
	Sig. (2-tailed)	.000				
	N	78	78			
Organizational Structure	Pearson Correlation	.733**	.327	1		
	Sig. (2-tailed)	.000	.000			
	N	78	78	78		
Technology Adoption	Pearson Correlation	.915*	.526**	.685**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	78	78	78	78	
Resource Availability	Pearson Correlation	.719**	.189**	.513**	.830**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	78	78	78	78	78

\*. Correlation is significant at the 0.05 level (2-tailed).

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

The correlation analysis results in table 4.6 show that the leadership approaches are positively and significantly linked to performance in the private security firms where r values of .872 and p-values of 0.000; organizational structure is significantly and positively correlated to performance since the r value is 0.733 and p-values at 0.000; technology adoption is correlated to performance with r value of 0.915 and p-values of 0.000 and resource availability is positively and significantly correlated to performance with r values of 0.719 and p-values of 0.000.

Huber (2004) helped in interpretation of linear relations between two variables, sharing that values that stated as weak range from 0.10 to 0.29; moderate correlation between variables is for values that range from 0.30 to 0.49 and strong correlations have r values that ranges 0.5 to 0.9. In accordance with this categorization and its interpretation, the study findings show that technology adoption has the strongest correlation to performance; followed by leadership

approaches, organizational structure and lastly resource availability. But all the strategy implementation elements are strongly and positively correlated to performance based on the r values ranging above 0.5

#### 4.6 Regression Analysis

It was done to determine how strategy implementation affected performance in the private security firms. This section presented the model summary, ANOVA and regression coefficient results.

##### 4.6.1 Model Summary

The researcher conducted tests for coefficient of correlation and determination and the results are shown in Table 4.7

**Table 4. 7: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.777 <sup>a</sup>	.498	.672	3.48261

a. Predictors: (Constant), Leadership Approaches, Organizational Structure, Technology Adoption, Resource Availability

Table 4.7 show that coefficient of correlation is at 0.777 an indication that correlation is strong and positive, the adjusted coefficient of determination is 0.672; meaning that variations in the study dependent variable of (performance) can be traced back to the independent variables (strategy implementation). This means that 67.2% of the performance of the private security firms is based on elements of strategy implementation like leadership approaches, organizational structure, technology adoption and resource availability. The residual effect of 32.8% is explained by other strategy implementation that is excluded from the scope of this study.

The findings show that strategy implementation accounted for 67.2% of the performance of the private security firms. Further findings show that relationship between the variables, strategy implementation and performance is positive and significant based on the R value of 0.777.

#### 4.6.2 ANOVA

The study did ANOVA test at 0.05 significance level in an effort to compare F calculated and F critical and its results are shown in Table 4.8.

**Table 4. 8: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	168.671	4	317.818	18.518	.000 <sup>b</sup>
	Residual	794.150	74	58.647		
	<b>Total</b>	<b>962.821</b>	<b>78</b>			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership Approaches, Organizational Structure, Technology Adoption, Resource Availability

The ANOVA statistics results show that the data was processed at 0.05 significance level, it also indicated that the F calculated is at 18.518 and the F critical is at 2.495. These results imply the model is a good fit and significant since F calculated is greater than F critical ( $18.518 > 2.495$ ). The findings also reveal that the p-values are 0.000 are less than the standard level of 0.05. This means that at least one of the variables under strategy implementation has a significant effect on the study's dependent variable of performance in the private security firms.

#### 4.6.3 Regression Coefficient

Regression of coefficient was performed to show how each individual element of strategy implemented affected the performance of the private security firms. The generated coefficient are shown in Table 4.9

**Table 4. 9: Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.888	4.766		.563	.000
Leadership Approaches	3.289	.510	.327	.907	.009
Organizational Structure	.663	1.150	-.560	-.374	.000
Technology Adoption	.594	-.446	.489	1.021	.025
Resource Availability	2.685	1.111	-.218	-.744	.000

a. Dependent Variable: Performance

The Resultant Equation takes the form of:

$$Y = 15.888 + 3.289X_1 + .663X_2 + .594 X_3 + 2.685X_4$$

Where Y=Performance, X<sub>1</sub>= Leadership approaches, X<sub>2</sub>= Organizational structure, X<sub>3</sub>= Technology adoption and X<sub>4</sub>= Resource availability.

The results show that when all the elements of strategy implementation are held constant, then the performance of the private security firms will stand at 15.888. The results also reveal that a unit increase in leadership approaches when all other elements are held constant, the performance of the private security firms will be held at 3.289. A unit increment in organizational structure will lead to performance being held at 0.663, a unit increment of technology adoption and other elements are constant will lead to private security firms performance to be at 0.594 and a unit increment in resource availability when the other elements are constant will lead to performance of the private security firms held at 2.685.

The p-values of leadership approach is at 0.009 < 0.05 an indication that leadership approaches significantly affects private security firms' performance. This finding is similar what Jonyo (2013) revealed that leaders in an organization are important in formulating strategic plans and implementing them. While Olajide (2018) that formulation and strategy implementation is the sole responsibility of the leaders of the firm. The leaders decide which plans to execute, source

for resources to accomplish that and guide the implementation process. Al Khajeh (2018) found out that leadership and managerial practices that significantly affect the strategy implementation.

Organizational structure has a p-values of  $0.000 < 0.05$  which shows that organizational structure significantly influences firm performance. The findings are also share by Maduenyi, *et al.* (2015) sharing that high organizational performance is dependent on linking the organization structure to the business strategy. While Mailu, *et al.* (2018) revealed that a supportive structure that allows compatible culture that lead to improvement in organizational performance. Organizational structure also operates on basis of corporate communication and as Buuni, *et al.* (2015) share that communication within a company plays an important role during the strategy making process and it is critical in directing the activities in strategy implementation of the firm. At the same time, Johari and Yahya (2019) revealed the value that the structure and its processes in strategy implementation cannot be ignored.

The p-values of technology adoption is  $0.025 < 0.05$  showing that it significantly affects the private security firms and there performance. The finding is similar to what Owino and Wanjiku (2015) postulate that automation and standardization of complex organizational processes through use of ICT enabled systems allow easy strategy implementation. Aineruhanga (2014) encourages other firms and sectors to use ICT systems and technologies that align to their operations leading to improved performances in terms of product and service delivery. Furthermore, Khin and Ho (2019) revealed that organizations that use technology are able to build their technological capabilities and capacities leading to higher client satisfaction and gaining competitive advantage over other players in the industry. While Gössling (2018) concurs with the study findings by sharing that any techno-savvy organization has an upper hand over its competitors both in business operations and management.

Resource availability has p-value of  $0.000 < 0.05$  an indication that availability of resources significantly affects the performance of the private security firms. This is similar to findings shared by Mbaka and Mugambi (2014) stating that organizations can use four main type of resources to success, the four cover people, technology, finance and information to enhance their

performance. While Beliaeva, *et al.* (2020) reveal that successful strategy implementation relies on human resources in the organization and Lemarleni, *et al.* (2017) revealed that organizations need resources for running of all their operations and hence the need to properly allocating the resources to the different functional unit. Furthermore, Rugiri and Njangiru (2018) mention that organizations need resources to succeed in executing the strategic plan and hence increasing their productivity and performance.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the study findings and it is presented in sections covering the summary, conclusions and recommendations. It also gives suggestions for areas that further research can be conducted in.

### **5.2 Summary**

The study focused on investigating the effect of strategy implementation on performance of private firms within Nairobi City County, Kenya. Strategy implementation elements included the leadership approaches, organizational structure, technology adoption and resource availability. The study adopted a descriptive design and collected data from the personnel of the private security firms in Nairobi County.

On the first variable –leadership approaches, the study established that it had a positive and significant effect on performance of the private security firms with basing of its p-values and r values obtained. Leadership approaches considered aspects like leadership hierarchies, decision making by leaders, leadership style employed in an organization, the communication strategy adopted in the firm and leaders motivating the junior employees to deliver and implement the strategy.

The study further established that organizational structure positively and significantly firm performance for these private security firms. The organizational structure is based on aspects like communication channels and flow of information, coordination of work assignments, the specialization and division of labor, governing system employed and the designed reporting system and culture in the firm as well as assignment of work tasks. These elements are employed in organizations to enhance the production levels and overall organizational performance.

The p-values and r values of technology adoption, led to establishment of the fact that technology adoption had a significant and positive effect on performance of the private security

firms. Technology adoption is based on factors like use of adequate technological tools, equipment and machines, setting a budget and funds to acquire modern systems and advanced technologies, equipping functional areas with modern technology and constant updating the ICT systems. The use of modern and advanced technologies is aimed at faster service delivery to clients and leaving the customers happy and satisfied. Technology adoption in organizations improves the performance at individual and organizational level.

The study also established that resource availability significantly and positively influenced the private security firms performance from the results of the regression analysis and its p-values and r values. Organizational resources cover the human resources including different cadres of staff, financial resources, machines and equipment and information. Resources can only improve performance if they are evenly and fairly distributed to all functional areas, they are fitted to suit the business strategy of the firm and adjusted as per the changing environment.

### **5.3 Conclusion**

The study concluded that leadership approaches significantly influenced the performance of these private security firms in Nairobi City County. The study respondents agreed that leaders in their firm formulated strategic plans, directed the implementation of strategic plans, sourced for resources to accomplish the plans and resulted in improved performance of the firm. The leaders also made decisions and communicated them to all staff which led to efficient delivery of services to clients in need of security services. The employed leadership approaches led to improvement of performance in the private security firms.

The study also concluded that organizational structure positively and significantly affected the performance of the private security firms. The respondents agreed that communication channels, system of governance and reporting structure, division of work, specialization and coordination of work assignments led to improved performance of the private security firms. The study further concluded that technology adoption significantly affected the performance of the private security firms. The respondents agreed that use of technological tools, equipment and machine, updating

ICT systems, setting aside a budget for acquisition of new technologies and availing modern technologies to work areas, led to improved performance.

The study concluded that resource availability positively and significantly influenced the performances of these private security firms within Nairobi City County. The respondents agreed that there was improved performance through use of organizational resources like people, technologies, financial, equipment and information.

#### **5.4 Recommendations for Policy and Practice**

Leadership approaches significantly influenced the performance of these private security firms in Nairobi City County. Thus, the study recommends that these private security firms to employ leadership approaches such as leadership styles, visionary leaders, authoritarian leaders who made decisions and strategic plans; as a way of improving performance.

Technology adoption had the strongest correlation to performance and hence the study recommends that the private security firms to embrace modern technological system and tools as a way of improving their performances. There is need for adoption of modern and advanced technologies using tools, equipment and machines for effective and efficient service delivery.

Organizational structure influenced the performance of the private security forms and therefore, the study recommends that firms to adapt organizational structure as a way to improve performances. The structure should contain specialization and division of labor, communication systems and governing structures that will improve the performance of these organizations.

The resource availability led to improved performances in the private security firms. The resources included human resources, financial and physical resources and recommends that the security firms to use different resources as a way to enhance the performance.

In general strategy implementation led to improved performance of the private security firms in Nairobi City County. Therefore, the study recommends that these private security firms employ elements of strategy implementation as a way to improve their performance.

## **5.5 Suggestion for Further Research**

The study covered private security firms only in Nairobi City County and as such these findings may not apply to other security firms in other parts due to differences in background, thus the study suggests conducting future studies on private security firms in other regions. It also suggests doing a similar study in other companies and sectors like hospitality, education, manufacturing and financial sector.

The results of the adjusted coefficient of determination was found to be 0.672, showing that 67.2% of variations of the performance of the private security firms can be traced back to strategy implementation. There is residual effect of 32.8% which the future studies should focus on to account for performance in the private security firms that this study failed to explain.

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## APPENDICES

### Appendix A: Research Questionnaire

#### PART I: SELF-INTRODUCTION LETTER

Dear Respondent,

I am a Masters student in Kenyatta University, pursuing a Master of Business Administration (Strategic Management Option). Am undertaking a research titled “*Strategy Implementation On Performance of Selected Private Security Firms in Nairobi City County, Kenya*”. I invite you and solicit your kind assistance to provide honest responses to the questions posed below. This information is required for academic purposes in addition to contributing to literature bank and its significance to policy makers. All the collected data will be held in confidence and please do not share your name and any identification information. Thank you for your cooperation.

Yours Faithfully,

**Omakori Reuben Makori**

Sign \_\_\_\_\_ Date \_\_\_\_\_

## **PART II: Respondent's Demographic Information**

***Instructions:*** Please answer all questions as completely, correctly and honestly as possible to ensure the research findings are objective. Your response and opinions will be treated with utmost confidentiality and will only be used for this research study. Do not write your name anywhere in this questionnaire.

1. State Gender?

Male { }

Female { }

2. State your age group.

21-30 years { }

31-40 years { }

41-50 years { }

Above 50 years { }

3. State your highest academic qualification?

Certificate { }

Diploma { }

Undergraduate { }

Postgraduate { }

4. State the length in years that you have worked in this organization

Less than 2 years { }

2 – 5 years { }

6 – 10 years { }

More than 10 years { }

5. What is your professional orientation in the organization?

IT { }

Finance { }

Customer Care { }

Audit & Quality { }

Marketing { }

6. What is your position in the organization? \_\_\_\_\_

### PART III: SPECIFIC INFORMATION

#### Section A: LEADERSHIP APPROACHES

On a five-point Likert scale, select a suitable indicator from the following: (1) strongly disagree (2) disagree (3) neutral (4) agree and (5) strongly agree; state your level of agreement on how leadership approaches influence performance in your firm.

<b>Leadership Approaches</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is harmonized strategy across all leadership levels in the firm.					
All leadership hierarchies in the firm are fully responsible for setting and working upon the strategies.					
There is show of equal attention to firm functional –level concerns					

The leadership undertakes strategic decisions whenever there is need, or where adjustments are needed.					
Top managers affect strategy implementation and performance					
All employees are fully informed whenever the management sets a new strategy.					
The management adopts easy means of communicating strategic plans across the organization.					
Leaders in a firm work hard and keep all employees motivated and committed to strategy implemented.					

**Section B: ORGANIZATIONAL STRUCTURE**

On five-point Likert scale, select a suitable indicator from the following: (1) strongly disagree (2) disagree (3) neutral (4) agree and (5) strongly agree; state your level of agreement on how organizational structure influences performance in your firm.

<b>Organizational Structure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The firm structure ensures flow down of strategy across the organization to deliver the strategy.					
The firm develops the structure to fit the changes in strategy requirements.					
In our firm information is adequately shared before commencement of execution of new strategy					
In our firm, there is a clear governing structure with rules, procedures and policies					
Our organization has a well-designed reporting authority and employees know whom they report to.					
There is specialization and division of labor at our organization.					
The management assigns the strategies to specific personnel and empowers them to achieve them.					
The planned strategies are accompanied requisite resources to aid in delivery and performance.					
The culture from the top executives down to junior employees supports the set strategies to be achieved.					
The organizational structure positively influences the strategy execution process.					
There is strong coordination of activities across the organization, leading to easier strategy implementation.					
The strategy implementation in organization is both structured/formal and unstructured/informal.					

### Section C: TECHNOLOGY ADOPTION

On the five-point Likert scale, select a suitable indicator from the following: (1) strongly disagree (2) disagree (3) neutral (4) agree and (5) strongly agree; state your level of agreement on how technology influences performance in your firm.

<b>Technology Adoption</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our tracking devices and alarm system enables us to offer better performance					
Technology level at our organization greatly helps in strategy implementation					
The firm staffers accomplish their tasks faster and better through use of tools and machines					
The firm has a set budget for purposes of expenditure on research and development activities					
Our technology level is higher than that of our immediate competitors.					
All the staff at the firm can suggest on which type and kind of technologies to be acquired					
The firm ensures that all the technologies that are needed by the different working teams are made available.					
Information systems used to monitor implementation were adequate					
All departments in the organization are well equipped with appropriate technology					
The organization keeps updating the ICT system for its efficiency					
Due to the new avenues of communication technologies, our firm has achieved higher profits.					
Alternative security technology gadgets have made it possible and easier for our firm to achieve its set strategies and objective.					
The management is working hard to incorporate every service delivery with technology, to aid human machinery.					
In the firm, the convenience associated with alternative security channels in accessing of security services is noteworthy in the overall performance.					
The decision of the management to acquire and use technology together with the firm's security personnel has boosted performance.					
Our clients are happy, satisfied and contented with the use of our technology across our security provision.					

**Section D: RESOURCES AVAILABILITY**

On the five-point Likert scale, select a suitable indicator from the following: (1) strongly disagree (2) disagree (3) neutral (4) agree and (5) strongly agree; state your level of agreement on how resources availability influences performance in your firm.

<b>Resources Availability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The management largely values the staff as the first resource to aid in strategy implementation.					
All staff members in an organization are heavily empowered and managed well.					
Resources allocated to various set strategies are accompanied with a well-equipped employee to manage them.					
The management tries vary hard minimize costs attached to resources meant to aid in implementation of strategies.					
The management is keen on tapping new arising opportunities and converting them into business.					
There is clear outline and description of resources in the firm.					
Application of the strategic fit concept help firms to manage their resources more efficiently.					

**Section E: ORGANIZATIONAL PERFORMANCE**

On five-point Likert scale, select a suitable indicator from the following: (1) strongly disagree (2) disagree (3) neutral (4) agree and (5) strongly agree; state your level of agreement on the current level of performance in your firm.

<b>Organizational Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The firm has experienced better profitability.					
The firm has experienced growth and expansion for the past 1 year, after implementing strategies.					
The firm has consistently experienced employee satisfaction.					
The firm has experienced clientele satisfaction.					
The firm has innovated new ways of managing and improving performance.					
The firm has experienced process improvement for the past one year.					
The operational performance of the firm has improved in the past one year.					

**Appendix B: List of Selected Private Security Firms in Nairobi City County**

	<b>Security Firm</b>	<b>Physical Location &amp; Address</b>
<b>1</b>	G4S Security Services	Witu Rd, off Lusaka Rd – 0711 042000
<b>2</b>	Brinks Security Services Ltd	Brink Hse, Othaya Rd – 0733 373737
<b>3</b>	Cobra Security Co. Ltd	Odyssey Plaza, Ngong Rd – 0721 444413
<b>4</b>	Lavington Security	Dennis Pritt Rd – 0722 455605
<b>5</b>	Securex security agencies	Riverside Drive - +254 711 069 999
<b>6</b>	Wells Fargo Limited	Red Cross Rd, Off Msa Rd – 0703 077000
<b>7</b>	KK Security Kenya	School Ln, Off Karuna Close – 0734 644644
<b>8</b>	PG security limited	Mpesi Ln, Off Muthithi Rd – 0724 442777
<b>9</b>	Bob Morgan (BM) Security Ltd	Jamuhuri Rd, Off Ngong Rd – 0715 762808
<b>10</b>	Riley Services Ltd	Masaba Rd, Hse 37 – 0722 716581
<b>11</b>	SGA Security	Mombasa Road, Nairobi - 0707 594681
<b>12</b>	Dolexo Security Services	Gigiri Rd, Nairobi - 0774 444491
<b>13</b>	Hatari Security Services	26 Rhapta Rd, Rhapta Rd – 0722 885251
<b>14</b>	Total Security Surveillance	Mucui drive, Off Ngong Rd – 0722 203303
<b>15</b>	Radar Security Limited	Radar Hse, Argwings Kodhek Rd – 0722 894222
<b>16</b>	Security Guards Services (SGS)	Ultimate Bldg, Ngong Rd – 0735 720782
<b>17</b>	Absolute Security Limited	Mbaruk Rd. – 0737 699699
<b>18</b>	Arion Security (K) Ltd	Eastern by Pass, Ruiru - 0728 747660
<b>19</b>	Ultimate Security Ltd	Ultimate Bldg, Ngong Rd – 0722 787711
<b>20</b>	Tascon Security Limited	Uniafric House, Koinange St – 0715 431699
<b>21</b>	Apex Security Services Ltd.	Development Hse, 10th flr, Moi Avenue - 2230205
<b>22</b>	Citadelle Security Nairobi	Professional Centre, Ngong Rd – 0786 853344
<b>23</b>	Coalition Security Services Ltd	Vision plaza, Msa Rd – 0750 708020
<b>24</b>	Jeff Hamilton	Semco Industrial Park Mombasa Rd, - 0703 445910
<b>25</b>	Lichi Security System	Bhavesh Centre, Ngara Rd – 0723 372061
<b>26</b>	Exmill Security Services	Plot No. 161, Baba Dogo Rd - 0714 536577
<b>27</b>	Dew Security Services Ltd	Epren Centre, Mumias South Rd – 778 46 75/93
<b>28</b>	Babs Security Group	BABS Centre, Waiyaki Way – 0722 286180
<b>29</b>	Fidelity Security Services	Lenana Rd, 0715 597755
<b>30</b>	Delight Security Services Ltd	Menelik Rd, - 0720 845634

**Source: Kenya Security Industry Association (Aug, 2020)**

**Appendix C: Research Permit**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

**Ref No: 123927** **Date of Issue: 17/March/2021**

**RESEARCH LICENSE**



**This is to Certify that Mr. REUBEN MAKORI OMAKORI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STRATEGY IMPLEMENTATION ON PERFORMANCE OF SELECTED PRIVATE SECURITY FIRMS IN NAIROBI CITY COUNTY, KENYA for the period ending : 17/March/2022.**

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