

**STRATEGY IMPLEMENTATION AND ORGANIZATIONAL
PERFORMANCE OF PRIVATE SECURITY COMPANIES
NAIROBI, KENYA**

BY

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DECLARATION

I declare that this research proposal is my original work and has not been submitted to any other university or institution for examination purposes.

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I confirm that this projec was carried out under my supervision as the appointed university supervisor.

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DEDICATION

I dedicate this project to my late mother who taught me the values of hard work, my wife Habiba Abdikheir, daughters Munira and Sumeya for their patience, ,understanding and support during the entire period of my studies

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF ABBREVIATIONS AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT.....	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background to the Study.....	1
1.2.1 Strategy Implementation Components.....	2
1.2.2 Organizational Performance	4
1.2.3 Private Security Industry in Kenya	4
1.3 Statement of the Problem.....	5
1.4 Objectives of the Study	6
1.4.1 General Objective	6
1.4.2 Specific Objectives	6
1.4 Research Questions	7
1.5 Significance of the Study	7
1.6 Scope of the Study	8
1.7 Limitations of the Study.....	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Review	9
2.2.1 The Agency Theory	9
2.2.2 The Resource-Based View.....	11
2.3 Empirical Studies	13

2.3.1 Structure	13
2.3.2 Resources	15
2.3.3 Leadership.....	16
2.3.4 Information and Communications Technology (ICT)	18
2.4 Summary of Research Gaps	20
2.5 Conceptual Framework.....	21
CHAPTER THREE	23
RESEARCH METHODOLOGY	23
3.0 Introduction.....	23
3.1 Research Design.....	23
3.2 Target Population.....	23
3.3.1 Sampling Technique	24
3.3.2 Sample Size.....	24
3.4 Data Collection Instruments	25
3.5 Pilot Testing	25
3.5.1 Validity of Research Instruments.....	25
3.5.2 Reliability of Research Instruments.....	26
3.6 Data Analysis and Presentation	26
3.7 Ethical Considerations	27
RESEARCH FINDINGS AND DISCUSSIONS	28
4.1 Introduction and Response Rate	28
4.2 Demographic and general information	29
4.2.1 Gender.....	29
4.2.2. Age of the respondents.....	29
4.2.3 Education	30
4.2.4. Period worked in the security firms	31
4.3.5 Size of security firms	32
4.3 Organizational structure.....	32
4.4 Resources	39
4.5 Leadership and organizational performance.....	41
4.6 Information and Communications Technology (ICT) and organizational performance	43
4.7 Success in strategy formulation	45

4.8 Regression model.....	46
4.8.1 Model fitness.....	46
4.9.1 Organizational structure and performance of security firms	47
4.9.2 Resource availability and organizational performance of security firms	48
4.9.3 Leadership and organizational performance of security firms	48
4.9.4 ICT and organizational performance of security firms.....	49
4.10: Model Adequacy.....	49
CHAPTER FIVE	50
SUMMARY, CONCLUSION AND RECOMMENDATIONS	50
5.1 Introduction.....	50
5.2 Summary	50
5.3 Conclusion	52
5.4 Recommendations.....	52
5.5 Suggestion for further studies	53
REFERENCES.....	54
APPENDICES	58
APPENDIX I: QUESTIONNAIRE	58
APPENDIX II: LISTED OF SECURITY COMPANIES IN NAIROBI, KENYA.	64

LIST OF FIGURES

Figure 2.1: Resource Based View model.....	12
Figure 2.2: Conceptual Framework	22
Figure 4.1: Response Rate	28
Figure 4.2: Age of the Respondents.....	30
Figure 4.4: Level of Education	31
Figure 4.5: Size of security firms.....	32
Figure 4.6: Operational coverage.....	33
Figure 4.7: Operation outside Nairobi City County.....	34
Figure 4.8 : Personnel deployment within Nairobi	35
Figure 4.9 : Awareness on increasing crime in Nairobi.....	36
Figure 4.10 :Availability of formal strategy	37
Figure 4.11: Influence of resources on organizational performance	39
Figure 4.12 :ICT influence organizational performance.....	43

LIST OF TABLES

Table 3.1: Sampling of respondent firms by size	25
Table 4.1: Respondents distribution by gender.....	29
Table 4.3: Experience in the organization	31
Table 4.4: Respondents opinions on organizational structure and performance of their firms	38
Table 4.5: Respondents opinions on influence of resources on organizational performance	40
Table 4.6: Respondents' opinions.....	42
Table 4.7: Respondents' opinions on ICT and performance	44
Table 4.8: Respondents opinions on success of strategy implementation	45
Table 10: Regression results	Error! Bookmark not defined.
Table 11 Coefficients	Error! Bookmark not defined.
Table 4.12 Model Summary ^b	49

LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
ICT	Information and Communications Technology
KCB	Kenya Commercial Bank
PSC	Private Security Companies
RBV	Resource-Based View
SCA	Sustained Competitive Advantage
SHRM	Strategic Human Resources Management

OPERATIONAL DEFINITION OF TERMS

Leadership refers to the manner in which an organization is run or managed

Private Security Company is a business corporation, which provides armed and unarmed security services and expertise to private and public clients.

Resource items or necessities to make an organization operation and run normally. The assets required to start and run a firm

Strategy the process that puts plans and strategies into action to reach goals. The implementation makes the company's plans happen.

Structure the way or nature in which an organization or firm is organized in management, stakeholders and how affairs are run

Organizational performance an analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance

ABSTRACT

Strategic management is one of the major steps that private security companies can take to address the challenges they face in enhancing their competitive position. There still exists a gap as far as strategy implementation in the private security industry in Kenya is concerned. This therefore arouses more critical academic thinking within this subject area. The general objective of this study was to assess strategy implementation components and organizational performance of private security companies in Kenya. The specific objectives guiding this study were to; establish the effect of structure on organizational performance; find out the effect of resources on organizational performance; determine the effect of leadership on organizational performance and to examine the effect of information and communications technology on organizational performance of private security companies in Kenya. The study guided by two theories: Agency Theory and Resource-Based View. Moreover, empirical literature has been brought ought to exemplify the need for this study. The study adopted a descriptive survey. The population for this study consisted of the all private security companies in Kenya which were 216. Since this number is big a sample of 25% will be taken which represents 54 respondents. Primary data was used exclusively in this research. The data analysis will include qualitative and quantitative techniques. The qualitative data was summarized and categorized according to common themes and was presented using frequency distribution tables, graphs and charts. Content analysis was used mostly to arrive at inferences through a systematic and objective identification of the specific messages. The quantitative data collected was analyzed using descriptive statistics, correlations, and linear regression analysis. The output was presented in form of tables and figures. In terms of managerial practice in the sector the study hopes to bring to light the commonalities in strategies adopted by PSFs in addressing growing crime. This knowledge is useful to the industry associations in the creation of frameworks to guide member security firms. The findings of the study show that organizational structure was majorly local, with very few security firms operating internationally. Moreover, almost half of them were operating around Nairobi City County only, at a small-scale level of up to 500 personnel deployment. Majority of the respondents agreed that there is need for a fit between strategy and organizational architecture. Respondents attributed organizational structure with inclusivity or lack of inclusivity in decision making, hence depending on which side it favours, organizational performance could be better or worse. The findings of the study show that majority of the respondents admitted that management was actually mobilizing resources from different stakeholders. However, through interviews and opinion responses, the researcher learned that mobilization of resources was not commensurate to the performance per se. The findings show that though most firms rated their leadership as good, most security firms lacked the right leadership as revealed from the respondents. This could partly be contributed by the fact that a considerable proportion of leaders were not selected through a democratic process. On average, majority of the respondents agreed that ICT was being employed. However, respondents argued that the process lacked seriousness from the management. The study recommends the security firms to adopt an organizational structure that is simple, efficient and one that is universally acceptable by the organizational members. The study further recommends the county government and the financial institutions to consider funding security firms so that they can effectively help the government in reducing the rate of crime in the country.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter highlights the background of the study, statement of the problem, objectives of the study, research questions, the significance of the study, the scope of the study, limitations of the study as well as the assumptions of the study

1.2 Background to the Study

Globally a brilliant strategy may put a company on the competitive map and increase its performance. Unfortunately, most companies struggle with implementation. In a dynamic environment, managers need to adapt to changing trends in strategy implementation while embracing the key success factors for implementation; structure, resources, culture, leadership, systems, people and communication. Strategy implementation is an action phase of the strategic management process. Strategy implementation has been increasingly the focus of many numerous studies, particularly because the process from strategy formulation to strategy implementation is not effective and therefore not adequate in today's business environment (Sorooshian, Norzima, Yusuf & Rosnah, 2010). Implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change. Implementation involves organizing, resourcing and employing change management procedures. Implementation process is a rather more complex than either analysis or selection phase. Successful strategy implementation relies upon the information obtained in the strategy analysis stage. It is important that organizations are aware of their internal strengths and weaknesses and their external opportunities and threats (Ehlers & Lazenby, 2007).

Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization. Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and

communicating in clear and concise ways throughout the organization and to all its stakeholders (Thompson, Strickland & Gambler 2008). Implementation involves reconfiguration of the organization's resource base, bringing the organization's culture and structure into such a position that facilitates a successful outcome. At every stage of implementation, the business needs to continually re-evaluate its environment. Implementation stage is the process where we see a shift in responsibility, from the strategic level down to divisional or functional managers. This transfer of responsibility from few to many sometimes acts as a barrier and indeed a challenge to strategy implementation (Hrebiniak, 2006).

1.2.1 Strategy Implementation Components

Strategy which is a fundamental management tool in any organization is a multi-dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (David, 2003). It is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce & Robinson, 2007).

Krueger (2004) views strategy in terms of market and product choices. According to his view, strategy is the "common thread" among an organization's activities and the market. Johnson and Scholes (2002) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Pearce and Robinson (2007) strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Hill and Jones (2001) also had a hand in strategy definition whereby he perceives strategy as a pattern or a plan that integrates organization's major goals, policies and action into a cohesive whole. Pearce and Robinson (2007) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort.

Johnson and Scholes (2002), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholders' expectations. Strategic management is, hence, both a skill and an art. Good strategic management requires both clear thought and sound judgment. Strategic management is the formal and structured process by which an organization establishes a position of strategic leadership. Strategy development is a multidimensional process that must involve rational analysis and intuition, experience, and emotion. But, whether strategy formulation is formal or informal, whether strategies are deliberate or emergent, there can be little doubt as to the importance of systematic analysis as a vital input into the strategy process. Without analysis, the process of strategy formulation, particularly at the senior management level, is likely to be chaotic with no basis for comparing and evaluating alternatives. Moreover, critical decisions become susceptible to the whims and preferences of individual managers, to contemporary fads, and to wishful thinking (Hill & Jones, 2001)

Strategy, where it comes from and how it operates, are contentious issues in management theory, as witnessed by the volumes of writing on the subject. Pride and Ferrell (2003) identified ten schools of strategy formulation, but his is only one among many attempts to categories the vast literature and subtly varying approaches on offer. Here, those aspects of this area of study, which appear relevant to the use of the term "strategy" in local government, needs to be set out. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives (Olson et al., 2005).

1.2.2 Organizational Performance

The importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency (Ingraham, 2005). Though not all public sector scholars are comfortable with the elevated importance of performance, many place value of measuring performance as a means of understanding how well an organization is performing (Van Dooren, 2010).

Proponents of performance measurement advocate for utilizing a variety of different types of measures to represent various dimensions of performance and provide a balanced and comprehensive view of an agency's or program's performance. Output measures, for example, gauge the amount of direct products, or units of services, produced as part of a program. Efficiency and productivity measures are typically ratios of output measures per the cost spent to produce the output. Service quality measures represent a variety of qualitative dimensions of the outputs or services produced. Outcome measures are indicators of a program's substantive goal achievement, and cost-effectiveness measures are ratios of effectiveness measures to the cost of producing them. Customer satisfaction measures are similar to service quality measures but are from the standpoint of the citizen consuming the service (Porter, 2003).

1.2.3 Private Security Industry in Kenya

As at the end of 2015 there were 347 private security firms in the country (Wairagu, Kamenju & Singo, 2004). The private security industry has been flourishing as more companies and property owners hire guards and install security gadgets. More than 300,000 people are employed as security guards by private companies in Kenya. Kenya currently spends between US\$50m to \$100m annually on security equipment. The growth and development of private security in Kenya has come as a result of increasing criminal rates and failure of public security sectors to offer sufficient security to citizens. They established that the development and growth of an operative

private security sector needs a controlling charter that institutes certifying and supervising the values while also taking caution and procedures in advancing the security and protection of security guards.

The increase in criminal rates resulted to development of the private security industry in Kenya and brought about attrition of the nation's security as well as economy (Schreier & Caparini. 2005). The services from the government in Kenya began to worsen more in the late 1980s through the 1990s whereby the nation's spending and investments were diminished during this period of economic decline (Ngugi et al, 2004). The capability of the administration and civic organizations to bring rule and command services has worsened; fraud and financial malpractice have become undiminished. This has resulted to a sharp rise in criminality and insecurity, especially in the Nairobi City, which is the capital of Kenya (Wairagu, Kamenju & Singo. 2004). This progressively outlawed situation has brought about growth in private security sector, therefore becoming one of the areas with the fastest growth in Kenya's economy.

1.3 Statement of the Problem

In this era of dramatic change, global alliances, and a variety of environmental pressures, the potential for strategy implementation failure is very real. Overwhelming majority of the literature has been on the formulation side of the strategy and only lip service has been given to the other side of the coin, namely strategy implementation (Li, Guohui & Eppler, 2008). On the other hand, problems with implementation continue unabated. Though the reason for the failure of strategies is viewed to be strategy implementation process in the strategic management literature, this issue has attracted less attention than the issue of strategic formulation in research. Private security companies in Kenya have started to get serious about strategic management practices because of the challenges they face today so as to improve on their organizational performance. They must find new ways of dealing with the strategic issues facing them including increasing competition. It is imperative that strategic management is one of the major steps that private security companies can take to address the challenges they face in enhancing their competitive position. The purpose of this study is to assess strategy implementation and organizational performance of

private security companies in Kenya. Strategy implementation has been increasingly the focus of many studies both theoretically and empirically in the local and international contexts.

The literature indicates that several studies have been conducted in various industries to identify the challenges of strategy implementation. For example, Kiptugen (2003) in a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment but the study focused mainly on strategies that can be adopted in a competitive environment; the study failed to cover the processes involved in strategy implementation and performance. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. He based his survey on evangelical churches in Nairobi. This study focused on a different context and concept from what the current study seeks to cover. Muguiyi (2007) studied the role of executive development in strategy implementation doing a comparative study of KCB and National Bank of Kenya. The study found that KCB has a better developed executive training programme and has been successful in strategy implementation. In an attempt to bridge the gap, this research focused on assessing strategy implementation and organizational performance of private security companies in Kenyan context.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study was to assess strategy implementation components and organizational performance of private security companies in Kenya.

1.4.2 Specific Objectives

The specific objectives guiding this study were to:

- i. Establish the effect of structure on organizational performance of private security companies in Kenya.
- ii. Find out the effect of resources on organizational performance of private security companies in Kenya.

- iii. Determine the effect of leadership on organizational performance of private security companies in Kenya.
- iv. Examine the effect of information and communications technology on organizational performance of private security companies in Kenya

1.4 Research Questions

This study was guided by the following questions:

- i. What is the effect of structure on organizational performance of private security companies in Kenya?
- ii. How do resources affect organizational performance of private security companies in Kenya?
- iii. What is the effect of leadership on organizational performance of private security companies in Kenya?
- iv. How does information and communications technology affect organizational performance of private security companies in Kenya?

1.5 Significance of the Study

On management , the findings of this study would be important to strategic management policy makers in establishing the challenges of strategy implementation. Many a time, good and well developed strategies failed simply because of implementation challenges. This study would help shade light on the roles of different stakeholders in strategy implementation and how synergy could be built to ensure successful strategy implementation.

Research institutions and researchers might find the study findings important in formulating future research topics and study areas in strategy implementation and organizational performance that firms can embrace. They may also benefit from liaising with other institutions which might consider strategy implementation and organizational performance.

In terms of managerial practice in the sector, the study hopes to bring to light the commonalities in strategies adopted by PSFs in addressing the growing crime. This

knowledge was useful to the industry associations in the creation of frameworks to guide member security firms.

1.6 Scope of the Study

The study was limited to assessing various aspects of strategy implementation and how their present state influences the organizational performance of private security companies in Nairobi, Kenya. The study targeted more than 533 respondents from private security firms operating in Nairobi. The issues of private security growth has been on the rise thus necessitating the current study. This study was carried out for a period of three months thus September 2016 to November 2016.

1.7 Limitations of the Study

The unwillingness of the participants to supply the right response was a limiting factor to some extent. Some participants felt there was no benefit in giving the right answers to the questions. This implies that some participants failed to give detailed responses to questions raised and this had negative scholarly impact on the subject matter content of the study. However, the researcher guaranteed all the participants privacy and confidentiality of information provided for, for the purposes of this study so as to facilitate honest responses.

Confidentiality was another limitation the study had to be face since some of the respondents feared for their privacy. The researcher had limited access to relevant data from the relevant departments in regards to the topic under review. The departments lacked a centralized system where all information on strategy implementation and organizational performance is stored and accessed with easy. The researcher will liaise and seek authority from various department heads to access as much information as possible on the research topic.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical review, the empirical studies on the objectives of the study and the review of study gaps. In addition, the study will also cover the conceptual framework.

2.2 Theoretical Review

The current study was guided by agency theory and the resource-based view theory.

2.2.1 The Agency Theory

Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (Judge et al., 1995). The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization. Laffort and Martimost (2002) contends that the agency theory of strategic Management is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals). Hence, the agents' role in strategic formulation and the overall strategic management process cannot be underestimated. They say that the firm is often characterized as a nexus of both explicit and implicit contracts linking the management and its different stakeholders, including claimholders, workers, unions, customers, suppliers and the state among others.

The Agency Theory holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior. Rugman and Verbeke (2008) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract,

which is among the emerging issues in strategic management. It therefore explains the behavior of principals and agents relationships in performance contracting in management.

The agency theory tends to take precedence against other strategic management theories. Krueger (2004) in his paper in strategic management and management by objectives says that the plethora of strategy implementation is the agency theory in practice at all levels of the strategic management process. He contends that starting from the corporate strategy to operational strategy the objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels cited by Henry et al (2006) stresses that for these objectives to be achieved there has to be collaborative efforts between the managers as agents and subordinates.

In conclusion therefore that the Agency theory of strategic management proves to be superior to any other theory of strategic management when it comes to strategy implementation hierarchy. This is in the light that at each level of the strategic formulation hierarchy, there has to be an agent charged with the responsibility of representing other stakeholders at other levels. It is therefore prudent to note that there should be synergy using the Agency theory and proper understanding between the principal and the Agent for the organization to achieve its objectives efficiently and effectively. Thus in conclusion the agency theory should be embraced particularly at the strategy formulation level of strategic management and generally to the overall process of strategic Management to enhance the organizational competitive performance.

Agency Theory was used as an important guiding framework in this study. The managers of security companies were taken as the agents who act on behalf of the companies and are tasked with deciding how the company generates and utilizes resources. The study will therefore be evaluating the extent to which these agents act to the interest of the performance of their companies.

2.2.2 The Resource-Based View

Proponents of the resource-based view argue that it is not the environment but the resources of the organization, which form the foundation of the firm's strategy (Feurer & Chaharbaghi, 1995). The origins of the resource-based view can be traced back to several authors but Wernerfelt (1984) defined its fundamental principle by stating that, the basis of a competitive advantage of an organization lies in the application of the bundle of valuable resources at the organization's disposal. The resources also have to fulfil the VRIN criteria of being valuable, rare, in-imitable and non-substitutable in order to achieve a sustainable advantage (Barney 1991). Its central proposition is that if a firm is to achieve a state of SCA it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities, plus have the organization in place that can absorb and apply them (Barney, 2002).

The resource-based view (RBV) has aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Hitt et al (2005) describe resources in terms of three categories: "physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers". According to Hitt et al (2005) an organization's unique resources and capabilities provide the basis for a strategy. Hitt et al (2005) describe resources in terms of three categories: "physical, human and organizational capital which include capital equipment, the skills of individual employees, patents, finances and talented managers". According to Hitt et al (2005) an organization's unique resources and capabilities provide the basis for a strategy. The resource-based view was anchored on the objective that seeks to find out the effect of resources on organizational performance and that will examine the effect of information and communications technology on organizational performance.

The resource based model of above average returns is illustrated by Figure 2.1

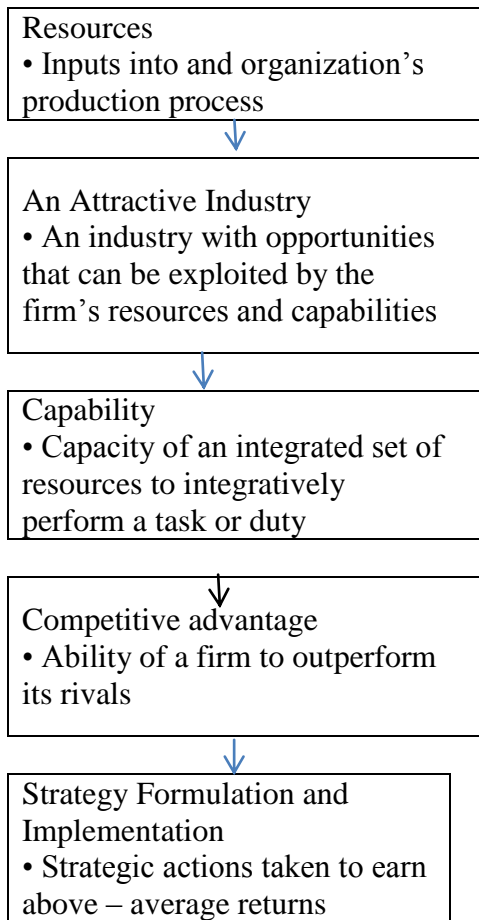


Fig 2.1 Resource Based View model

Source: Gwyneth (2009:17)

Resource Based View Theory was used in this study to guide the researcher in linking organizational resources to its performance. In this understanding, both material and human resource are central to this theory. It is important to note that the leadership of the organization determines the deployment of the resources and hence the organizational performance. The study will therefore, employ the theory in examining the resources and the leadership of the security companies.

2.3 Empirical Studies

2.3.1 Structure

According to Heide, Gronhaug and Johannessen`s (2002) organization structure plays an important role in the strategy implementation. Drazin and Howard (1984) see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies. The structure should be changed to allow room for implementation strategy. A transformational strategy may require a transformation structure. Does the structure of the organization allow strategy to cascade across and down the organization in way that meaningfully and efficiently delivers the strategy?

Bushardt, Glascoff, and Doty (2011) studied the relationship between organizational culture and organizational reward structure and found that they are positively correlated. Feurer and Chaharbaghi`s (1995) article investigated the strategic implementation process at leading computer giant Hewlett-Packard and proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation.

In a strategy structure study, Chandler (1962) suggested that organizational structure has been influenced by the organization`s strategies (structure follows strategy). Concurring with Chandler`s (1962) study, Zaribaf and Bayrami (2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy).

In contrast, Lorange (1998) presented a concern with business restructuring and proposed that it has to be outweighed by the anticipated gains of the new strategy. He said that too often the restructuring/right-sizing efforts lead to the unintentional discarding of know-how that could have been used for future growth in another context. Many studies have addressed the link between organizational strategy and

structure by pointing out that one of the challenges in strategy implementation is weak coordination of activities. Similarly, Miller, Wilson, and Hickson (2004) proposed turning poor coordination into teamwork by realigning roles, responsibilities, and accountabilities with strategy. In contrast, Brache (1992) proposed that from an implementation perspective, it is more valuable for an organization to apply cross-functional processes to enforce strategy implementation than to change the organizational structure.

Bhimani and Longfield-Smith (2007) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and strategy implementation, Forman and Argenti (2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy.

Funk (1993) explored the process of product development and implementation strategies in large Japanese and American companies and concluded that Japanese firms, in contrast to American firms, implement strategies using a combination of organic and mechanistic structures. Similarly, Markiewicz's (2011) study also reflected the importance of processes and structures in the successful implementation of strategies and proposed that creativity, innovation, and perception of an organization as processes are very important in implementing strategies.

In addition to the research described above, Matanda and Ewing (2012) studied multinational personal healthcare company Kimberly-Clark's implementation strategies and found that brand planning processes, global branding and marketing capabilities, and processes contributed to the company's success. In line with the above studies, Slater, Olson, and Hult (2010) investigated six types of generic strategies and their implementation and concluded that the most influential perspective needed for business success requires a fit between strategy and organizational architecture. Organizational structure and design are important as they

entail decisions related to resource allocation for various units and activities within the business ecosystem (Brenes, Mena & Molina, 2008).

2.3.2 Resources

According to Viseras *et al* (2005), strategy implementation success depends largely on people management. Thus the selection and development of key managers in an organization should be carefully carried out. People who have been with the organization for an extended period of time continue to reinforce and perpetuate the current culture, they are empowered by it and go to considerable lengths to reinforce it as a key element in sustaining continued success. Their association with the organization is usually strongly entrenched, emphasize key themes or dominant values, encourage dissemination of stories and legends about core values in the organization and help institutionalize practices that reinforce desired beliefs and values.

According to McKinley, Sanchez and Schick (1995) and Thompson and Heron (2005) practices are adopted because of three specific social forces; first, constraining forces, which shift as practices once viewed as negative become interpreted positively and gain legitimacy. Second, cloning forces which pressurize firms to mimic the actions of leading companies in the face of uncertainty and third, learning forces which are shaped through processes in educational institutions and professional associations.

According to Youndt, Snell, Dean and Lepak (1996) each strategy implies something different about the potential role of human resources in improving firm performance, suggesting that the best HRM practices is contingent on the manufacturing strategy of a firm. The concept of “fit” refers mainly to the close linkage of HRM and the firm’s strategies in ways that will help retain and motivate employees. Moreover, the application of the strategic fit concept help firms to manage their resources more efficiently, so they can reduce operational costs and respond effectively to environmental restraints and new opportunities (Tung, 2001).

Wright and Snell (1998) pointed out that the notion of “fit” in SHRM implies a static, stationary contextual template to which practices and people can be “fitted”. Datta,

Guthrie and Wright (2003) argued that in reality, the task environment faced by firms vary according to the competitive environment, where firms facing more dynamic environments may find greater value in investing in high performance work practices promoting acquisition, development and motivation of individuals who are able and willing to adapt to the needs of the environment.

2.3.3 Leadership

Nutt (1986) suggested that the tactics used in leadership plays an important role in overcoming obstructions from the lower levels that sometimes may appear in the implementation strategies. Nutt (1987) noted that strategic decisions formulated by the top managers of a firm may be administratively imposed on lower-level managers and non-managers while inadequately considering the resulting functional level perceptions. The implementation of strategies therefore, may not be successful if the lower level managers and the non-management employees are not adequately informed on issues concerning the implementation of strategies, moreover, where the information passes through several management levels in an organization may lead to lack of consensus concerning the information hence creation of a barrier that hinders the success of implementing a strategy (Noble, 1999).

Nielsen (1983) contends that firms must achieve consensus both within and outside the organization in order to successfully implement business strategies (Noble, 1999). The agreement among top, middle and operating level managers will result to successful implementation of the strategy. If there is no understanding among them it may create obstacles to successful strategy implementation.

Mapeter et al (2012) stated that the reasons which cause failure of the strategies and despite having the best strategies, they could not bring forth results in Zimbabwe was only on account of negative leadership behavior which shows the strategy executive people were not liable, they were less committed to the strategy. Lack of creative strategic vision in the organization they could not motivate and boot up morals of staff to obtain the determined objectives, communication among the middle level management and high level management in organization remained very low.

Schaap (2006) stated that top management and leadership behaviour affect the success of implementation of the strategy. Manager`s inadequate understanding of company strategies and future outlook, as well as inadequate attention and support of managers and other influencing people in the organization towards the implementing of business strategies hinder the successful implementation of strategies.

According to Cater and Pucko (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. Lorange (1998) argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. One key challenge in successful strategy implementation is ensuring employees` buy-in and directing their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Beer and Eisenstat (2000) addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances.

Another aspect of leadership involves enhancing communication within the organization. According to Beer and Eisenstat (2000), blocked vertical communication has a particularly pernicious effect on a business`s ability to implement and refine its strategy. Similarly, Janis and Paul (2005) studied the link between a company`s corporate communication function and its implementation of strategy and found that CEOs focus on branding and reputation and prioritize internal communication.

Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership. Matthias and Sascha (2008) identified the role of the board, which is to ensure consistency among resource allocation, processes, and the firm`s intended strategy. Beer and Eisenstat (2000) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation.

Zaribaf and Bayrami (2010) categorized the leadership's importance into three key roles: managing the strategic process, managing relationships, and managing manager training. Similarly, Ansari's (1986) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in strategy implementation. In a study involving Zimbabwe's state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found that relatively low leadership involvement in strategy implementation led to partial strategy success in the organization studied.

Researchers have also examined the influence of hierarchical leadership in implementing strategies. O'Reilly, Caldwell, Chatman, Lapiz, Self, and William's (2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units' performance, Menguc, Auh, and Shih (2007) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

2.3.4 Information and Communications Technology (ICT)

In both up and down economies, firms invest an average of 37 percent of their capital budgets each year in new ICT in efforts to improve business productivity and profitability (Kirkpatrick, 2002). To more clearly understand the justification for such substantial outlays, ICT researchers continue to search for the precise links between a firm's IT investment and the business value it receives, particularly at work group and business process levels (Kohli and Devaraj 2003, Melville *et al.* 2004). Research in organizational learning has successfully applied learning curve analysis to investigate the nature of increases in organizational performance with experience, yet the

potential linkage between learning curves and ICT has received little attention (Argote *et al.* 2003, Kluge and Schilling 2000).

By embedding the organization's accumulated knowledge in technology that can be changed rapidly in response to new requirements; organizations can increase the rate at which their cumulative knowledge affects current performance (Hayes & Wheelright, 1984, Joskow & Rose, 1985). Automating and standardizing complex processes using ICT enables existing employees to recognize opportunities to improve processes based on accumulated experience and instantiate such improvements into the technology (Cohen & Levinthal, 1990). The outcome of these ongoing improvements is a second-order effect resulting in an enhanced ability to benefit from experience after the technology is introduced.

The ongoing diffusion of new ICT and e-business technologies among firms is a current example of the dynamics of technological change and economic development (Koellinger, 2006). ICT can have a significant influence on the mobility of people and goods; ICT is potentially important enabler of change in social and organizational practices, thus affecting the demand for transport in spatial and temporal terms. Technological trends will meet the demand for comfort, safety and speed through advances in ICT in the field of telemetric (Capgemini, 2008). This covers systems for traffic and transport management, travel information and reservations, vehicle guidance, and mobility cards. Over the last few years, firms operating in the transport and logistics sector have made significant progress in their adoption of new technologies, particularly those linked to the internet and e-business (Koellinger, 2006)

Porter and Millar, (2005) argued that the possible contribution of innovation to create competitive advantages ranges from the continuous assessment of the cost/performance ratio, as in the case of incremental innovation, to the establishment of completely new competitive rules, as in the case of disruptive innovation. Information and communication technology is one of the most important and fast growing technological innovations that provide companies with a wide range of

opportunities to improve efficiency and effectiveness and even gain competitive advantage (Porter & Millar, 2005).

The use of ICT in supply chain and logistics management has attracted increasing attention of the business and academic world. Lee & Wang (2011) addressed the possibilities of reducing the bullwhip effect in supply chains through Internet based collaboration. Technology application in supply chain context may provide benefits in the following areas: improve supply chain agility, reduce cycle time, achieve higher efficiency, and deliver products to customers in a timely manner (Lee & Wang, 2011). Capgemini (2008) found that supply chain performance would be significantly increased if the members of the supply chain collaborated through Internet tools. However, the diffusion of ICT in managing supply chain processes is having a profound impact on supply chains. For manufacturers and retailers, information management has become as critical as the physical movement of goods. As a result, poor ICT resource management by one or more actors in the supply chain could have negative repercussions on the performance of the entire supply chain in terms of planning ability, customer service and costs (Lee & Wang, 2011). Furthermore, ICT may further reduce existing wastes and inefficiencies along the supply chain through increasing real-time movement of shipment and operational control of logistics activities. However, increasing expenditure on ICT in the supply chain process does not automatically result in higher firm performance

2.4 Summary of Research Gaps

The literature indicates that several studies have been conducted in various industries to identify the challenges of strategy implementation. For example Kiptugen (2003) in a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment but the study focused mainly on strategies that can be adopted in a competitive environment; the study failed to cover the processes involved in strategy implementation and performance. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. He based his survey on evangelical churches in Nairobi. This study focused on a different context and concept from what the current study seeks to cover. Muguiyi (2007) studied the role of executive

development in strategy implementation doing a comparative study of KCB and National Bank of Kenya. The study found that KCB has a better developed executive training programme and has been successful in strategy implementation.

While the above the studies looked at strategy implementation and organizational performance they did not specifically look at private security companies. Equally, they did not cover the effect of structure, resources, leadership and systems on organizational performance. This is especially important given the unique role PSC play as service providers. There still exists a gap as far as strategy implementation in the private security industry in Kenya is concerned. This therefore arouses more critical academic thinking within this subject area. The studies above were carried out mainly before and in 2015 the time period within which a lot of the fundamental changes have occurred. In an attempt to bridge the gap, this research will focus on assessing strategy implementation and organizational performance of private security companies in Kenyan context.

2.5 Conceptual Framework

A conceptual framework is defined as a logically developed network of interrelationships among variables deemed to be the integral part of the dynamics of the situation being investigated (Serakan, 2003). This section gives a presentation of the independent variables and their relationship with the dependent variable. The independent variables of this study include structure, resources, leadership and information and communications technology whereas the dependent variable was organizational performance.

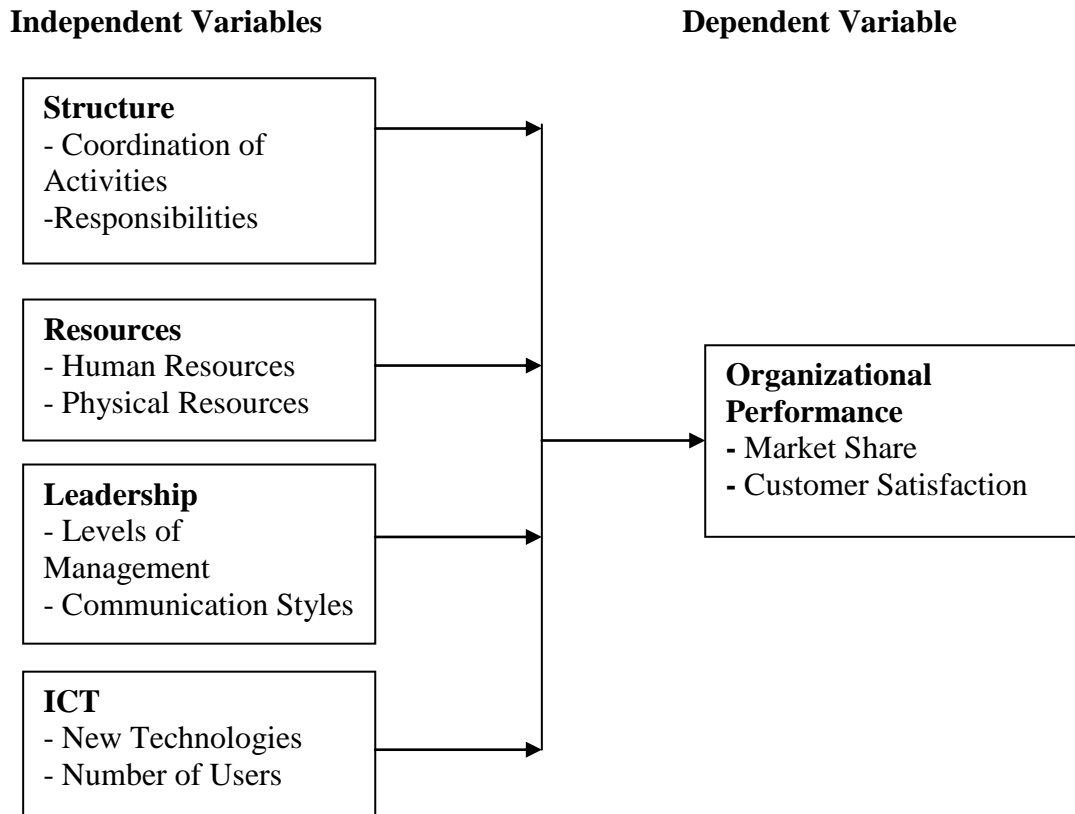


Figure 2.2 Conceptual Framework

Source: Author (2016)

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. On the other hand a resource is a source or supply from which benefit is produced. Typically resources are materials, energy, services, staff, knowledge, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable.

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to lead or guide other individuals, teams, or entire organizations. Information and communications technology is an umbrella term that includes any communication device or application, encompassing: radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the research design, target population, sampling and sample size. The chapter also covers data collection instruments, pilot testing, reliability and validity of data. In addition the chapter covers data analysis and ethical consideration.

3.1 Research Design

This study employed a descriptive research design involving all private security firms operating in Nairobi aimed at establishing the competitive strategies that management of different security firms use to enhance their performance. Creswel (2013) asserts that descriptive research design is most applicable when the researcher intends to study a large population and where experimental methods may be impractical or rather tedious. The main reason for the use of a descriptive design was to provide as much information on the entire population under study in relation to strategy implementation and organizational performance of private security companies in Kenya. This provided some data of the population and they may support inferences of cause and effect on the topic under study. Descriptive designs are of particular value to researchers seeking help on investigating and analysing the interrelationships of a number of effects involved, and in which it is difficult to understand the individual effect without considering relationships with each other (Mugenda & Mugenda, 2003).

3.2 Target Population

The population area chosen for the study is Nairobi County, including the Central Business District, industrial area and the suburbs within the perimeter of the county. The choice of Nairobi county was informed by the fact that most security firms in the country have been established within the county due to its capital city status and the presence of many local and multinational companies. The population includes Private Security Firms securing business, residential and institutional (government and

private) areas. A population size of 216 Private Security Firms covering both local and multinational firms was considered among small, medium and large PSFs. This is the total population of PSFs that are currently operating in the county.

3.3.1 Sampling Technique

Sampling is the process of selecting a sufficient number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho and Kombo, 2002). The sample of respondents was determined using stratified sampling which relies on mere chance to determine who would be selected in the sample and called for random selection in the inclusion of the cases into the sample. According to Hayer (1997), it was a statistical determination of the appropriate sample size and it will enable the researcher to generalize results to the population. Stratified sampling eliminates the possibility of biasness in the selection of a sample under investigation. Stratas was formed on the basis of firm types (small, medium, large). A sample size of 54 managers out of a total frame of 216 respondents was given questionnaires. This represents 25% of the total sample which is a fair number and would hopefully yield fair results. This sample is recognized as being representative of the entire population (Kothari, 2006).

3.3.2 Sample Size

Each organization provided one respondent for the purpose of the questionnaire survey and a sample size of 54 out of a population of 216 is chosen for the study using stratified sampling method. The strata were divided into three categories; Small, Medium and Large to represent security firm types. Proportionate sampling is used to generate a sampling fraction which is then applied to each stratum. The selection detail is illustrated in the table below.

Table 3.1: Sampling of respondent firms by size

Firm Type	Population	Sample
Small	416	42
Medium	92	9
Large	25	4
TOTAL	533	54

Researcher, 2016

3.4 Data Collection Instruments

Primary data was used exclusively in this research. Primary data was derived from questionnaires formulated to target managers. In addition the researcher will drop and pick another questionnaire to other relevant stakeholders such as security experts. The questionnaire will cover strategy implementation and organizational performance of private security companies in Kenya. A questionnaire was useful so as to investigate issues in an in depth way, discover how individuals think and feel about a topic and why they hold certain opinions and ambiguities can be clarified and incomplete answers followed up by the researcher.

3.5 Pilot Testing

The questionnaire that was used was tested for efficiency through the process of piloting. A small representative of the sample was used in the pilot testing. Four people from the target groups will participate in the pilot test. However those participating in the pilot did not be expected to participate in the final data collection. Pilot testing is necessary for unforeseeable corrections to be undertaken before the final questionnaire is released to the respondents. It also ensures correct wording, formatting, typographical errors and the nature of the questions were rectified in advance.

3.5.1 Validity of Research Instruments

Mugenda & Mugenda (2003), defines validity as the ability of research instruments to collect data that can answer the research questions precisely. Validity of the data collection instruments was ensured through content validity where expert opinion and the supervisors input was sought. There was need to test the content validity of research instrument. This helped to ascertain that the items produced relevant responses for the study. (Mugenda and Mugenda, (1999) asserts that experienced researchers should be used to determine the content validity of research instruments. For this reason, the developed instrument was availed to the research supervisors to evaluate the exactness and adequacy of the items in the questionnaire and interviews.

3.5.2 Reliability of Research Instruments

According to Kothari (2004), reliability refers to the degree of consistency demonstrated in the study instruments. To ensure there is reliability the researcher the researcher carried out a pilot study whereby the questions was used twice by the same group of respondents. Time lapse between the first and the second test was two weeks.

3.6 Data Analysis and Presentation

The data analysis included qualitative and quantitative techniques. The qualitative data was summarized and categorized according to common themes and was presented using frequency distribution tables, graphs and charts. Content analysis was used mostly to arrive at inferences through a systematic and objective identification of the specific messages. The quantitative data collected was analyzed using descriptive statistics, correlations, and multiple regression model. This was achieved through the use of SPSS software package. The analysis will seek to answer research questions and explain the associations and dependencies between the variables of the study. The output was presented in form of tables and figures. Multivariate regression analysis will result in a prediction equation that describes the relationship between the dependent variable and independent variables. The model is as explained below;

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

Where

Y -dependent variable- Organizational Performance

β_0 -is the constant (y intercept)

X_{ij} is a set of - independent variables i for research j these variables include the Structure (X_1), Resources (X_2), Leadership (X_3) and Information and Communications Technology (X_4).

B_{ij} -regression coefficient i for variable j

ϵ -the stochastic error term

β_0 is the intercept; and reflects the constant of the equation.

β_1 is the sensitive coefficient of each independent variable ($i=1,2,3,4$).

ϵ is the error term.

3.7 Ethical Considerations

Consent to carry out the research was sought from the proprietors/managers and staff of the private security firms where the study was carried out. The nature and reason of the research was obviously explained to the respondents and their informed permission sought. The consent form was attached to the questionnaire. At any time during the research process the respondent is liberated to withdraw consent. No names were required to be indicated in the data collected to ensure the information obtained from the respondents is treated with utmost discretion. The researcher respected the rights of each individual respondent in order to safeguard his/her personal dignity. All sources cited in the study was acknowledged.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction and Response Rate

In this chapter, the researcher presents the findings obtained from the field. The study analysis has been guided by the research objectives and discussed in comparison with other studies presented in chapter two of this study. The specific research objectives discussed in this study includes: Establish the effect of structure, resources, leadership and information and communication technology on organizational performance of private security companies in Kenya. Both descriptive and inferential analysis have been analysed in this study depending on their suitability.

A total of 54 managers of security companies were targeted in this study. Though all of them were given the research questionnaire, only 48 respondents successfully completed and returned the questionnaires. This gives a response rate of 89 percent. Response rate is displayed in fig 4.1

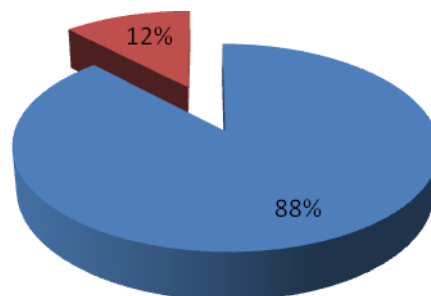


Fig 4.1: Response Rate

The main reason for non-response was other commitments by the managers so that they kept on postponing the day of returning the questionnaire until the researcher gave up. This correlates with Mugenda and Mugenda (2003) recommendation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and

a response rate of 70% and over is excellent. This clearly shows that the response rate in this study was excellent.

4.2 Demographic and general information

This section sought to establish the respondents' Gender, Age, education qualification, and period of experience in their respective organizations. The findings were as displayed below.

4.2.1 Gender

The study sought to establish the gender of the respondents and the results were as displayed in Table 4.1

Table 4.1 Respondents distribution by gender

	Frequency	Percent
Male	30	62.5
Female	18	37.5
Total	48	100.0

The results show that most of the respondents were male (62.5 percent) while females made up 37.5 percent of the respondents. Since male respondents were more than female respondents by 25 percent, it indicates that the management of security companies in Nairobi is male dominated.

4.2.2. Age of the respondents

The respondents were also asked to provide their age category and the results are presented in fig.4.1

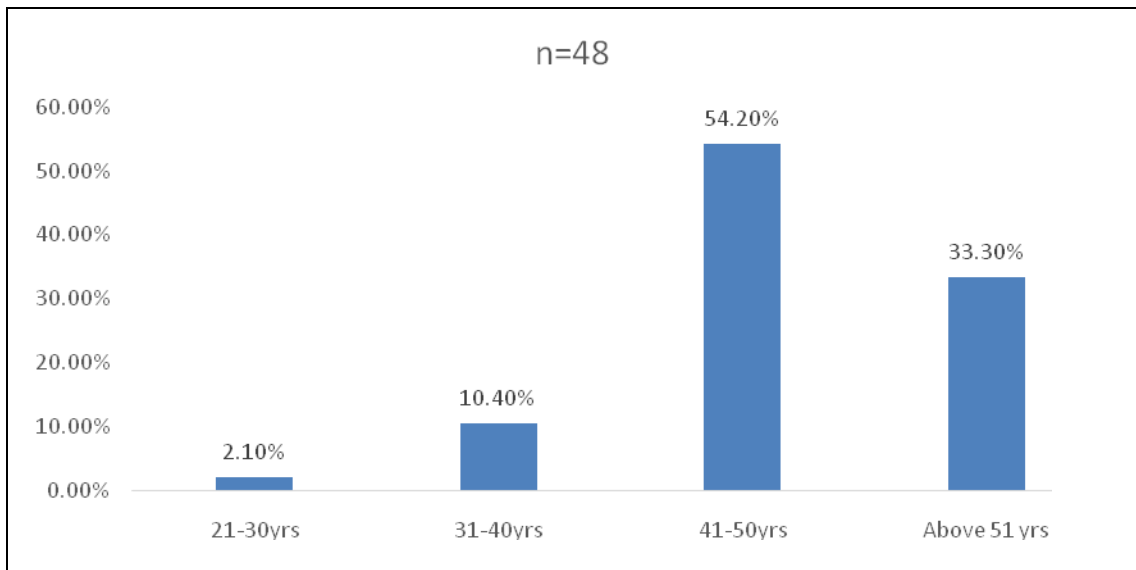


Figure 4.2: Age of the Respondents

Fig.4.2 shows that most of the managers were above 40-50 and 51 and above where they represented 54.2 percent and 33.3 percent respectively. Those aged 21-30 represented only 2.1 percent while 10.4 percent represented those aged 31-40 years. This indicates that most of the security companies under study were headed by individuals aged above 40 years.

4.2.3 Education

The study also sought to establish the education level of the respondents. The figure 4.3 below represents the findings

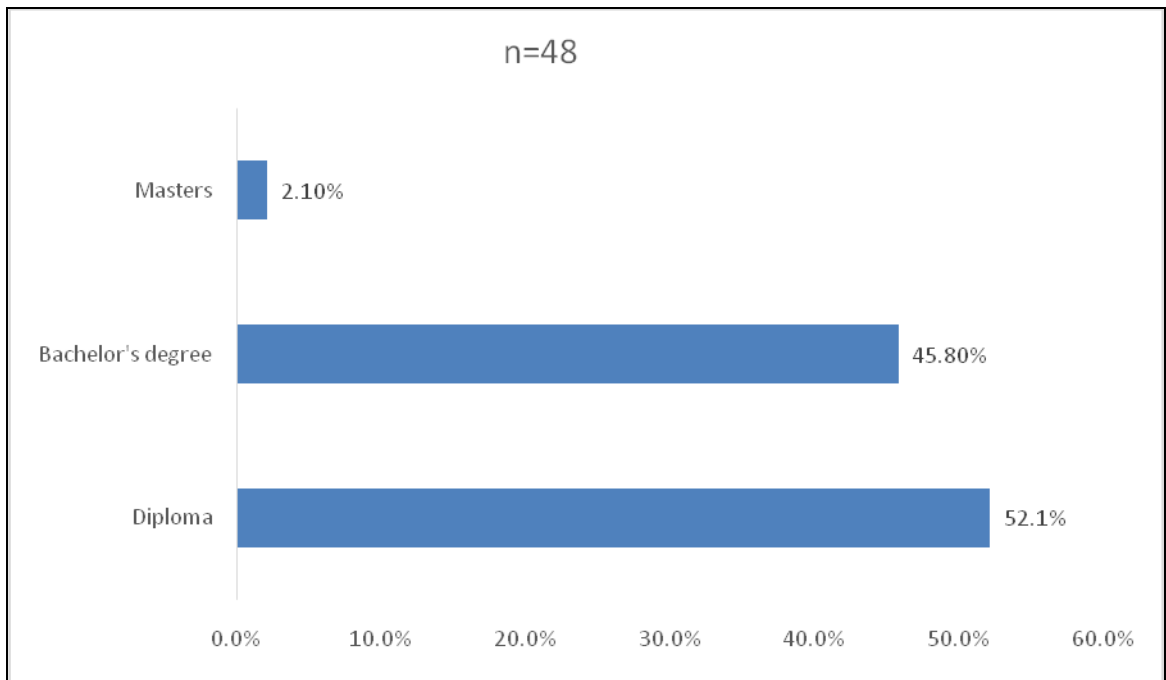


Figure 4.4: Level of Education

The results indicated that only 2.1 percent of the respondents had Masters degree while most of the respondents had diploma (52.1 percent). 45.8 percent have a Bachelor's degree. This implies that majority of teachers in secondary schools have a degree and above. Due to their level of education it was expected that they were to take the research seriously and give true information.

4.2.4. Period worked in the security firms

The respondents were also required to state the time served in the school and table 4.3 below shows the results.

Table 4.3 Experience in the organization

Years served	Frequency	Percent
less than 1 yr	8	16.7
1-4yrs	10	20.8
5 to 9yrs	19	39.58
10-14yrs	9	18.75
Above 15	2	4.17

Total	48	100.0
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Table 4.3 shows that most of the respondents (39.58%) had served in their respective security firms for over five to nine years while 20.8% and 18.75% had served for 2-5 years and 10 to 14 years respectively. Above 5yrs were the most respondents, thus greater experience in managing the security firms.

4.3.5 Size of security firms

Respondents were asked to classify the size of security firms in terms of personnel (fig 4.5)

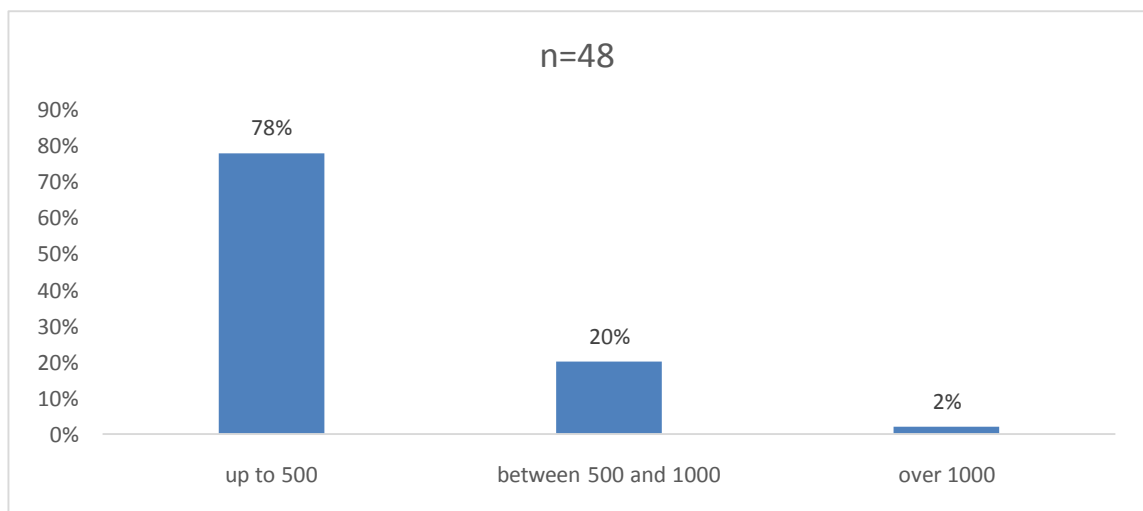


Fig 4.5: Size of security firms

Most of the security firms (78%) had up to 500 personnel, 20% had between 500 to 1000 while 2% had over 1000 personnel. The implication is that most of the security firms were classified as small with the large ones representing just a paltry of the proportion.

4.3 Organizational structure

In this study, organizational structure was explored as an independent variable. The study intended to establish the kind of organizational structure prevailing among

security firms and how this affected the success of these firms, first, respondents were asked to indicate their geographical coverage (fig 4.6)

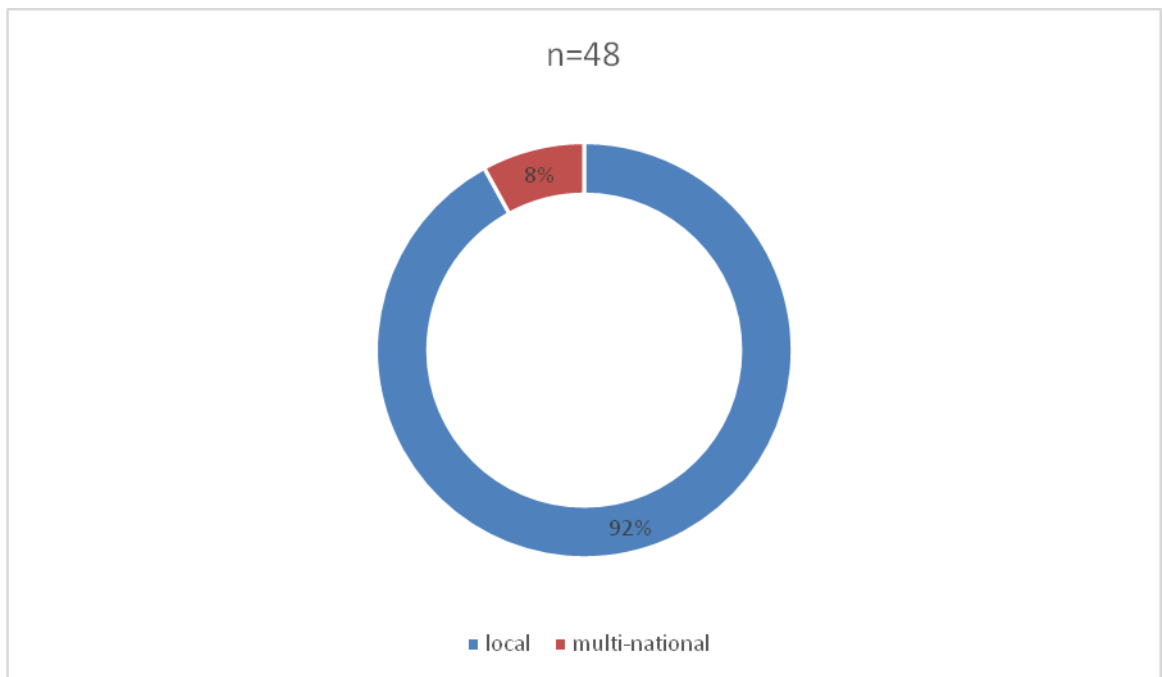


Fig 4.6 Operational coverage

Most of the security firms surveyed in this study operated locally (92%) while only 8% indicated that they were multinationals. Basically, most of the security firms were formed and registered in Kenya. This is further explained by the fact that most of them are small companies.

Respondents were further asked to indicate whether they had operations outside Nairobi City County (fig 4.7)

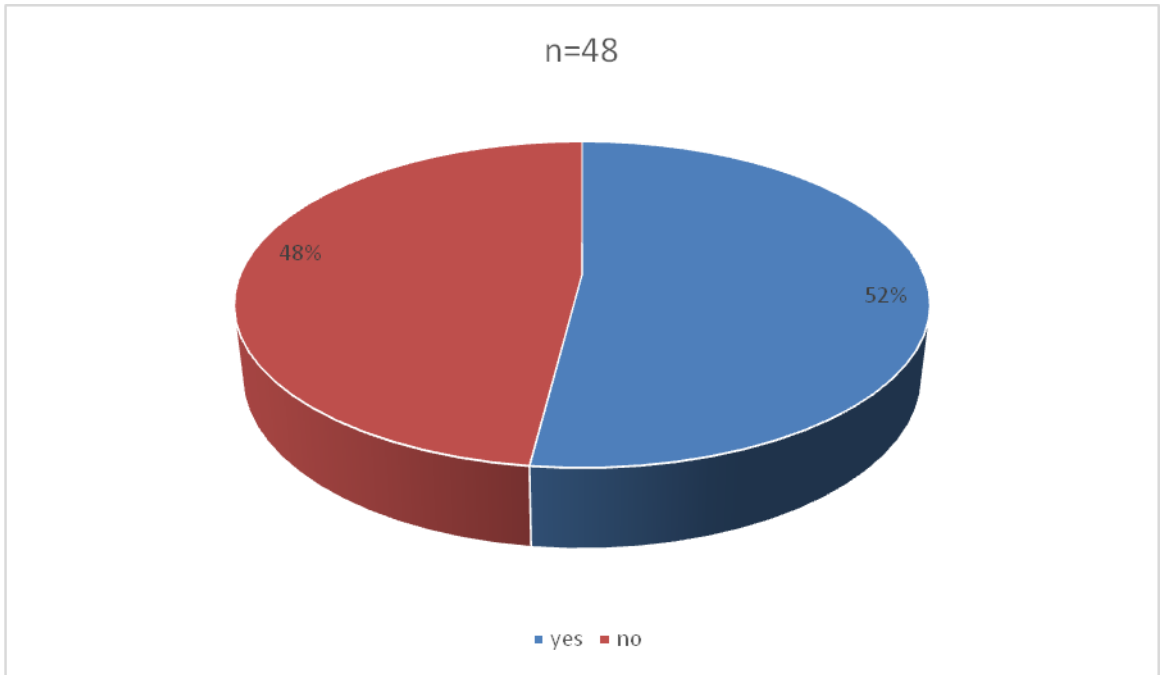


Fig 4.7 Operation outside Nairobi City County

Most of the respondents (52%) indicated that their firms had operations in areas outside Nairobi City County. However, 48% indicated they only had security operations within Nairobi. The implication is that most of the security firms were providing security services any part of the country where they were called upon.

Respondents were further asked to indicate their personnel deployment within Nairobi City County (fig 4.8)

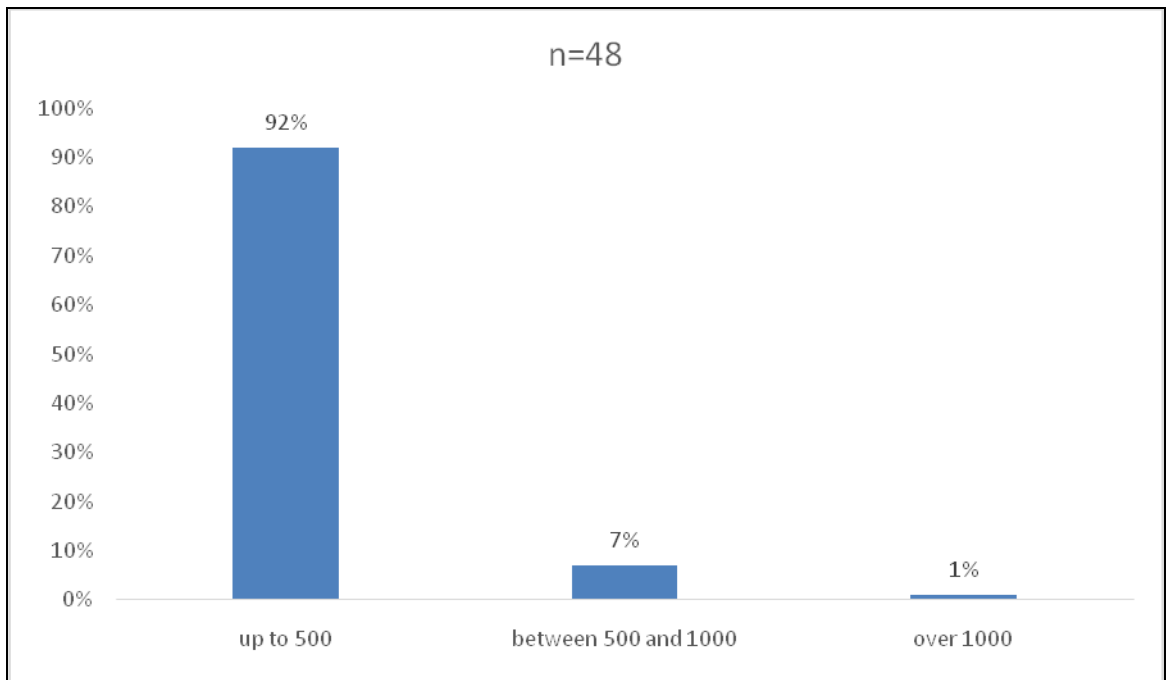


Fig 4.8 Personnel deployment within Nairobi

From the findings, it was clear that most of the security firms had deployed up to 500 personnel in Nairobi county (92%). Only 7% and 1% had deployed between 500 - 1000 and over 1000 respectively. The implication is that most of the companies operate at a small scale within the city.

The study further sought to establish the organizations' awareness regarding the growing security threats around Nairobi County. Responses were placed in a scale of 1 -5 (1-Not at all, 2-Little extent, 3-Moderate extent, 4-Great extent, 5-Very Great extent) (fig 4.9).

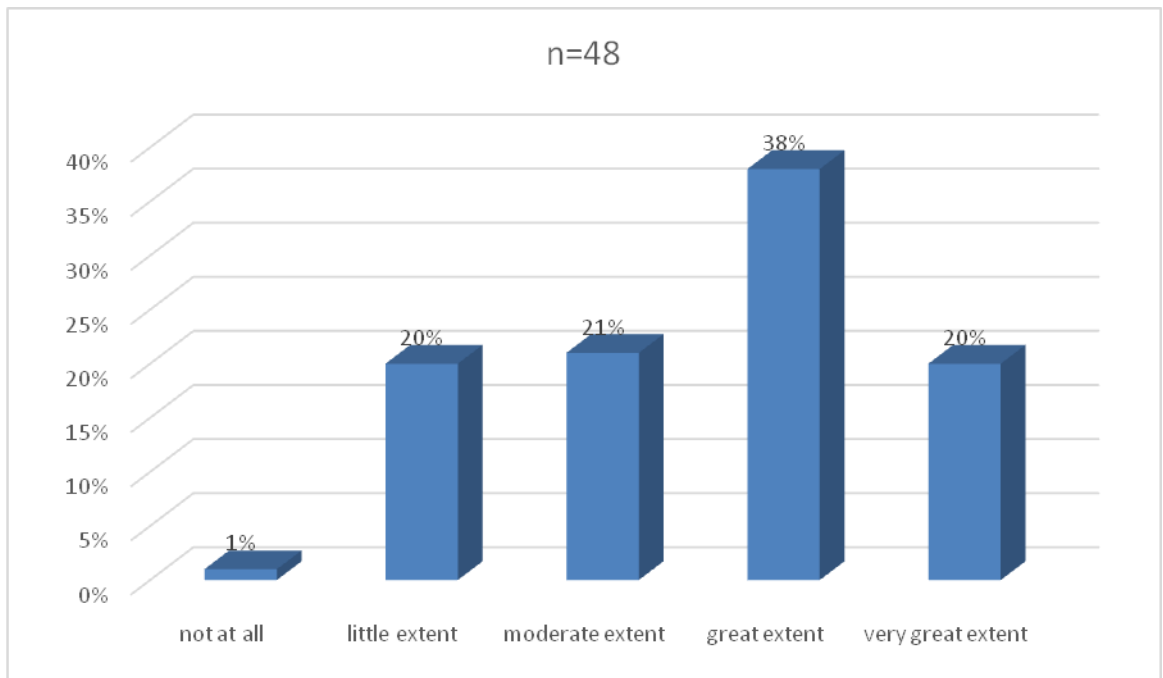


Fig 4.9 Awareness on increasing crime in Nairobi

Most of the respondents (38%) indicated that they were aware of the increasing threats of security in Nairobi to a great extent while 20% indicate they were aware of the same to a very great extent. Only 1% of the respondents indicate they were not aware at all. The findings imply that more than 50% of the managers of the security firms operating in Nairobi City County were aware of the increasing threats of security in form of crimes within their area of operation. It was therefore expected that they had laid out some organized strategies to deal with the problem.

The study further wished to establish whether the organizations under study used any formal strategy to deal with security issues that were confronted to them on daily basis (fig 4.10)

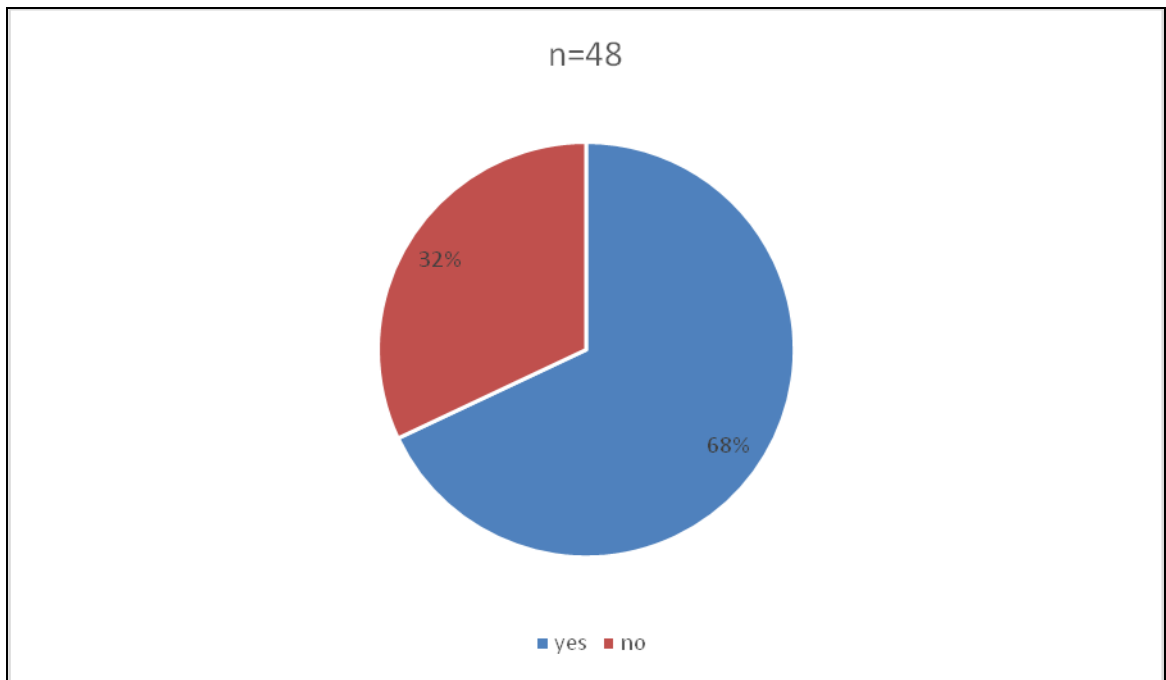


Fig 4.10 Availability of formal strategy

Majority of the respondents (68%) indicated that they had a formal strategy while 32% indicated otherwise. However, it is important to note that most of the managers of these firms were unable to produce any evidence of strategy when asked by the researcher to produce the formal strategy they were using to promote success of their organizations.

Respondents were further asked to indicate the extent to which they felt the aspects of organizational structure displayed in table 4.4 described their organization and how their status affected the organizational performance. Responses were placed in a likert scale of 1 to 5 (1-strongly agree, 5-strongly disagree). The results were as displayed in table 4.4

Table 4.4 Respondents opinions on organizational structure and performance of their firms

Statement	N	Mean	S.dv
The structure should be changed to allow room for implementation strategy	48	2.83	0.859
Strategy-structure alignment is a necessary precursor to the successful implementation business strategies	46	2.73	0.818
Most influential perspective needed for business success requires a fit between strategy and organizational architecture.	48	2.79	0.898
Organizational structure and design are important as they entail decisions related to resource allocation	47	3.00	0.923
One of the challenges in strategy implementation is weak coordination of activities	48	2.96	0.713
Average	47	2.96	0.713

The findings displayed in table 4.4 show that there were mixed opinions regarding the aspects of organizational structure under study. This can be depicted by the fact the average mean was almost neutral ($m=2.96$). However, it can be explained that majority of the respondents agreed with the statements considering the pattern of responses, the mean and the standard deviation. A considerable proportion of respondents were of the view that their current organizational structure should be changed ($m=2.73$). Moreover, majority agreed that there is need for a fit between strategy and organizational architecture. Basically, the researcher can explain that most of the respondents were of the opinion that organizational structure influenced organizational performance. It is also important to note that some respondents did not attend to some questions, hence the differences in the number of participants who attended each question. The findings of this study are in line with Drazin and Howard (1984) who see a proper strategy-structure alignment being a necessary precursor to the successful implementation of new business strategies. The structure should be changed to allow room for implementation strategy.

4.4 Resources

The second objective sought to evaluate the opinions of respondents regarding influence of resources on organizational performance among the security firms in Nairobi City County. First, respondents were asked whether they felt resources affected their organizations' performance (fig 4.11)

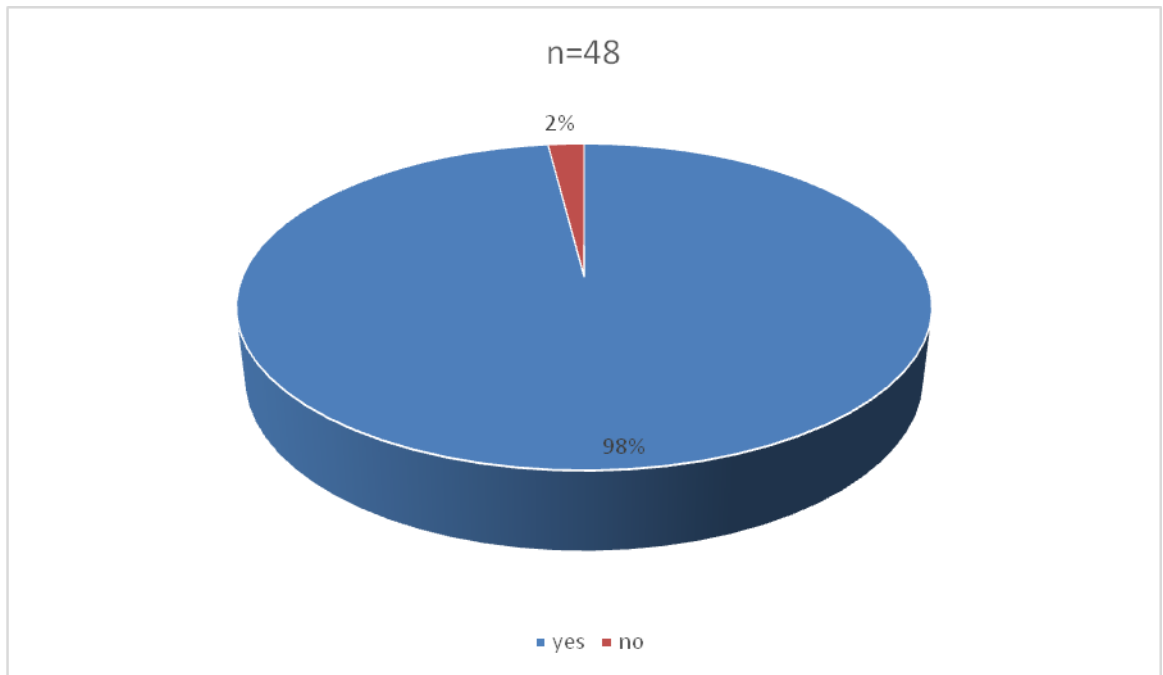


Fig 4.11 Influence of resources on organizational performance

The findings show that almost all the respondents (98%) admitted that resources significantly influenced their performance. Respondents explained that availability of resources enabled better performance while inadequate resources crippled some of their activities.

Furthermore, the researcher sought the opinions of the respondents regarding the various aspects of resources and organizational performance (table 4.5)

Table 4.5 Respondents opinions on influence of resources on organizational performance

Statement	Mean	S.dv
Strategy implementation success depends largely on people management	2.75	0.863
Each strategy implies something different about the potential role of human resources in improving firm performance	2.85	1.010
Application of the strategic fit concept help firms to manage their resources more efficiently	1.81	1.065
The task environment faced by firms vary according to the competitive environment	2.85	0.825
Where firms facing more dynamic environments may find greater value in investing in high performance work practices promoting acquisition, development and motivation of individuals	3.33	1.294
Average	2.718	1.011

From the findings in table 4.5, it can be observed that most of the respondents opined that resources influenced performance as can be observed from the average mean (m=2.718). However, it can further be explained that means that are close to neutral imply that there was a significant proportion of respondents who disagreed with these statements. For instance, while majority agreed that application of the strategic fit concept help firms to manage their resources more efficiently (m=1.81), on the other side, majority disagreed that where firms facing more dynamic environments may find greater value in investing in high performance work practices promoting acquisition, development and motivation of individuals (m=3.33). Basically, the results show that respondents were of the opinions that the more the resources the better the performance. The findings agree with Datta, Guthrie and Wright (2003) who argued that in reality, the task environment faced by firms vary according to the competitive environment, where firms facing more dynamic environments may find greater value in investing in high performance work practices promoting acquisition, development and motivation of individuals who are able and willing to adapt to the needs of the environment.

4.5 Leadership and organizational performance

The third objective sought to examine the influence of leadership on organizational performance of the security firms in Nairobi. First, respondents were asked to state whether they felt leadership affected organizational performance in their respective firms. All the respondents (100%) admitted that leadership was an important aspect that greatly affects their operations. The explanation from majority of the respondents show that they felt leadership was at the nerve of progress or collapse of these firms since all major decisions were being made by the management. Moreover, the willingness of the leadership to involve the other stakeholders in decision making process was cited as another major way that the leadership can hamper or promote performance of these organizations.

Respondents were further asked to indicate their opinions regarding leadership and its influence on organizational performance. Responses were placed in a likert scale of 1 to 5 (1-strongly agree, 5-strongly disagree) (table 4.6)

Table 4.6 Respondents' opinions

Statement	Mean	S.dv
Tactics used in leadership plays an important role in overcoming obstructions from the lower level	1.90	0.805
Top managers of a firm may be administratively imposed on lower-level managers	2.17	1.038
Implementation of strategies therefore, may not be successful if the lower level managers and the non-management employees are not adequately informed	1.87	0.959
The agreement among top, middle and operating level managers will result to successful implementation of the strategy	1.88	1.142
Top management and leadership behaviour affect the success of implementation of the strategy	2.02	0.785
Average	1.968	0.9458

From the findings displayed in table, it can be observed that most of the respondents agreed that leadership had greatly influenced organizational performance in their firms (m=1.968). Majority of the respondents agreed that tactics used in leadership plays an important role in overcoming obstructions from the lower level (m=1.90). Moreover, respondents agreed that the agreement among top, middle and operating level managers will result to successful implementation of the strategy (m=1.88). Basically, most of the respondents indicated that leadership was an important aspect that either improved or reduced performance among these organizations. Similarly, Nielsen (1983) contends that firms must achieve consensus both within and outside the organization in order to successfully implement business strategies (Noble, 1999). The agreement among top, middle and operating level managers will result to successful implementation of the strategy. If there is no understanding among them it may create obstacles to successful strategy implementation.

4.6 Information and Communications Technology (ICT) and organizational performance

The fourth objective in this study sought to establish the influence of ICT on organizational performance among the security firms operating in Nairobi County. Various aspects were explored where respondents were asked to give their opinions regarding the role of ICT in promoting performance of security firms. First, respondents were asked to indicate whether they felt that ICT had influenced their organizational performance. Their findings were as displayed in fig 4.12

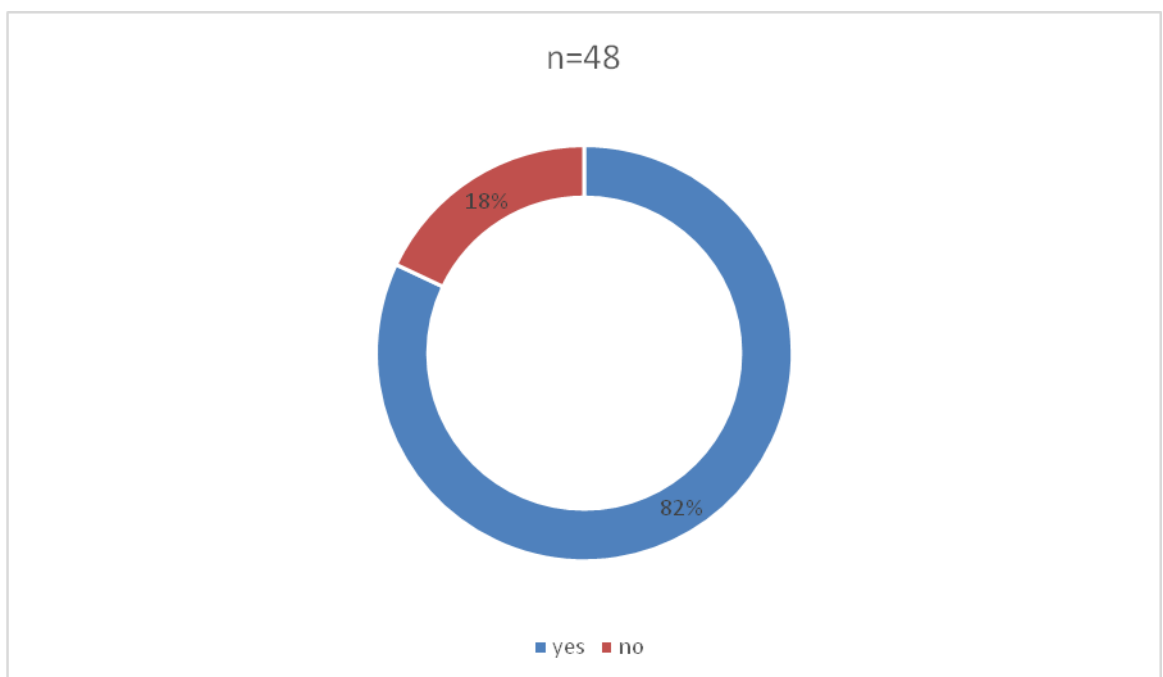


Fig 4.12 ICT influence organizational performance

Most of the respondents (82%) admitted that ICT has significant influence on organizational performance among their security firms. Only 18% expressed their opinions that ICT was not an important factor in influencing performance. The explanation given by most respondents was that ICT makes operations efficient and cheaper compared to other labour intensive methods. Respondents opined that ICT has been able to improve performance since many activities can be done simultaneously, records can be kept safely and unnecessary employment of workers can be avoided.

Respondents were further asked to indicate the extent to which the statements displayed in table 4.7 affected organizational performance in their respective firms. Responses were placed in a scale of 1 to 5, where (1-No Effect , 2-Least Effect, 3-great Effect, 4-greater Effect, 5-greatest Effect).

Table 4.7 Respondents’ opinions on ICT and performance

Statement	Mean	S.dv
New ICT in efforts are to improve business productivity and profitability	2.46	0.988
Organizations can increase the rate at which their cumulative knowledge affects current performance through ICT	2.98	0.863
ICT can have a significant influence on the mobility of people and good	2.52	0.652
ICT is potentially important enabler of change in social and organizational practices	2.85	0.825
Poor ICT resource management by one or more actors in the supply chain could have negative repercussions on the performance	2.25	1.062
Average	2.702	0.832

From the findings, it can be observed that majority of the respondents opined that ICT aspects had great effect on organizational performance of security firms operating in Nairobi County (m=2.702). The findings show that majority were of the view that organizations can increase the rate at which their cumulative knowledge affects current performance through ICT to a great effect (m=2.98). Similarly, most of the respondents were in agreement that ICT is potentially important enabler of change in social and organizational practices to a great effect (m=2.85). basically, findings from this study prove that the leadership of the security firms in nairobi were of the opinion that ICT could spur their growth to greater heights if implemented in the right manner and if the right individuals are installed to work with ICT infrastructure. A study by Cohen & Levinthal (1990) also argued that automating and standardizing complex

processes using ICT enables existing employees to recognize opportunities to improve processes based on accumulated experience and instantiate such improvements into the technology (Cohen & Levinthal, 1990).

4.7 Success in strategy formulation

The independent variable in this study was organizational performance, which is basically determined by the success of strategy formulation. Respondents were asked to indicate their extent of agreement or disagreement with the aspects of strategy implementation in table 4. (1.

Strongly disagree. 2. Disagree. 3. Neither agrees nor disagrees. 4. Agree. 5. Strongly agree)

Table 4.8 Respondents opinions on success of strategy implementation

Statement	Mean	S.dv
Develop and evaluate strategies that expedite implementation	3.29	1.091
Spend more time in formulation processes	3.06	1.262
Train employees in strategic implementation skills	3.10	0.722
Have higher involvement of lower level employees in strategic planning inputs and feedback	3.23	1.207
Give clear information on key implementation tasks and activities	2.79	0.898
Involve employees in the formulation of goals	3.00	0.923
Involve key decision-makers in the developing implementation tasks	2.17	1.038
Clarify the role of organizational structure and positions in the implementation of strategies	1.87	0.959
Average	3.17	1.071

The findings of the study show that most of the respondents neither agreed nor disagreed with statements displayed in table 4.8 ($m= 3.17$). This situation was caused by the fact that some respondents agreed while others disagreed with the statements. Basically, the findings show that though there were those who disagreed, majority were of the opinion that the aspects presented correctly described the success of strategy implementation. For instance, majority of the respondents were of the opinion that success of strategy implementation meant to have higher involvement of lower level employees in strategic planning inputs and feedback ($m=3.23$). On the other hand, majority disagreed that successful strategy implementation meant to clarify the role of organizational structure and positions in the implementation of strategies. The findings of this study support Ingraham (2005) who argue that the importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency.

4.8 Regression model

The study employed OLS regression model to establish the influence of the independent variables on the dependent variable. The model includes model summary, ANOVA and coefficients table all of which explain the implication of the relationship. The study employed 95 percent confidence interval to test the hypothesis that “the independent variables did not have significant influence on the performance of security firms”. This implies 0.05 was the threshold for statistical significance.

4.8.1 Model fitness

Model fitness was determined using F-statistic at 95% confidence interval

Table 4.9 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.443	4	5.361	1.636	.003 ^b
	Residual	140.870	43	3.276		
	Total	162.313	47			

The results in table 4.9 shows that organizational structure, resources, leadership and ICT significantly predicts the success of the organizational performance

Table 4.11 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.778	5.911		1.485	.145
	organizational structure	.092	.212	.063	.435	.046
	Resources	.189	.196	.165	.964	.001
	Leadership	.183	.109	.259	1.681	.009
	ICT	.208	.221	.153	.943	.000

a. Dependent Variable: organizational performance

$$Y = 8.778 + 0.092X_1 + 0.189X_2 - 0.183X_3 + 0.208X_4 + e$$

4.9.1 Organizational structure and performance of security firms

The state of organization structure was found to be a significant predictor of the organizational performance of the security firms under study. A unit improvement in organizational structure would improve organizational performance by 0.09. This is in tandem with Bushardt, Glascoff and Doty (2011) who indicated that organizational structures and strategy implementation are positively correlated. They further argued that proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies and hence organizational performance. The agents in the formulation of strategy are crucial in implementation of the strategies

and subsequent performance of the organization. This is in agreement with the agency theory.

4.9.2 Resource availability and organizational performance of security firms

Resource availability was a significant predictor of the organizational performance of security firms. At 95 percent confidence interval, the opinions of the respondents show that resources were important in operation of the firms. Basically, respondents admitted that without resources, implementation of various security activities would be futile. Respondents therefore, suggested that resource mobilization should be central to planning about organizational operations. A unit increase in resource allocation would increase organizational performance by 0.189. This is in line with Viseras *et al* (2005) who argued that strategy implementation success depends largely on people management. The availability and effective use of resources is crucial in ensuring that an organization performs. This argument is in line with the Resource Based View theory of a firm where the diligent utilization of resource maximize returns and satisfy clients is key to organizational performance.

4.9.3 Leadership and organizational performance of security firms

Leadership was also found to significantly influence the organizational performance of security firms. This implies that the kind of leadership selection employed and the eventual predominant leadership style used significantly affect the outcome of that performance. In fact, a unit improvement in friendly leadership would improve organizational performance of the security firms under study by 0.183. This shows a positive and significant relationship between leadership behaviour and style on organizational performance. Nutt (1986) indicated that leadership tactics play an important role in overcoming obstructions in the implementation of strategies and subsequent organizational performance. Schapp (2006) equally realized that top management and leadership behaviour affect the success of implementation of strategy. The management and employees in an organization are the agents while the organization is the principal. The tactics and behaviours employed by organizational leadership influences to significant extent the performance of the firm.

4.9.4 ICT and organizational performance of security firms

ICT was a significant and positive predictor of organizational performance of. The findings show that majority of the respondents were of the opinion that ICT reduced the workload and streamlined operations. A unit improvement in ICT utilization would lead to 0.208 improvement in organizational performance of security firms. Less and Wang (2011) proved that ICT strategies improve effectiveness and efficiency in strategy implementation and hence organizational performance. The use of modern technology improves service delivery effectiveness and efficiency and also the procurement, logistics and supply chain process. ICT is a precious resource in an organization. Effective and efficient use of modern technology contributes to a great deal to organizational performance. This argument is in tandem with the RBV theory of a firm which indicates that organizational resources need to be exploited to improve returns for shareholders and foster employee performance and customer satisfaction.

4.10: Model Adequacy

Table 1Table 4.12 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.632	.510	1.80998

From the model summary, it can be depicted that organizational structure, resources, leadership and ICT predicts 0.632 of the organizational performance of security firms. It can further be explained that 0.368 of the performance was predicted by other factors that were beyond the scope of this study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises the summaries, conclusions and the recommendations of the study based on the study objectives.

5.2 Summary

The findings of the study show that organizational structure was majorly local, with very few security firms operating internationally. Moreover, almost half of them were operating around Nairobi City County only, at a small-scale level of up to 500 personnel deployment. Majority of the respondents agreed that there is need for a fit between strategy and organizational architecture. Moreover, the findings from the inferential analysis show that coefficient of organizational structure was a significant and positive predictor of organizational performance. Respondents attributed organizational structure with inclusivity or lack of inclusivity in decision making, hence depending on which side it favours, organizational performance could be better or worse. A unit increase in an effective and efficient organizational structure leads to a 0.092 increase in organizational performance.

Resource availability was another crucial factor that was examined in this study. The study intended to establish the views of the respondents in regard to resource availability as a factor that could have been hindering or promoting organizational performance. The findings of the study show that majority of the respondents admitted that management was actually mobilizing resources from different stakeholders. However, through interviews and opinion responses, the researcher learned that mobilization of resources was not commensurate to the performance per se. This was blamed on corruption and lack of goodwill from the firm managers. The study further established that resource availability was a significant predictor of organizational performance. It can further be explained that security firms were unlikely to succeed without proper and adequate mobilization of resources that are required to execute various activities. The resources required can be categorized as

human resource and physical resource. A unit increase in resource availability and effective use, leads to a 0.189 increase in organizational performance among the private security firms.

Leadership is a crucial aspect for the organizational performance of any firm. This study explored this aspect to establish whether it had any significant bearing on the challenges affecting security firms in their daily activities. The findings show that though most firms rated their leadership as good, most security firms lacked the right leadership as revealed from the respondents. This could partly be contributed by the fact that a considerable proportion of leaders were not selected through a democratic process. In fact, majority of the respondents disagreed on aspects of management that required respondents to show their level of agreement on whether they existed in their organizations. It therefore turned out that the current management team had contributed to poor organizational performance among these security firms. For instance, it was established that management had been reluctant in heeding to challenges that normally face organizations at different stages. In fact, majority recommended a change in leadership team. The findings further show that leadership had a significant influence on the organizational performance of the security firms as shown in the regression model. Moreover, the researcher could see the problem with the management even from far; this could be explained by poor organization of personnel training activities. A unit increment in leadership delivery and effectiveness, translates to a 0.183 increase in organizational performance.

Information, Communication and Technology (ICT) happens to be one of the important aspects of predicting organizational performance among the security firms under study. This study examined the opinions of the respondents in regard to utilization of ICT in various activities being undertaken by the security firms. On average, majority of the respondents agreed that ICT was being employed. However, respondents argued that the process lacked seriousness from the management. In fact, respondents called it a programme in papers since it rarely happened as it was documented with little implementation. Moreover, the regression findings show that ICT was a significant predictor of organizational performance. The findings show that majority of the respondents greatly associated ICT with improved organizational

performance. The study further learned that if ICT was improved significantly, the challenges that arise could be detected even before they occur, training could be conducted from time to time and management could be more serious. A unit increase in use and update of modern technology leads to a 0.208 incline in organizational performance index among the selected private security firms.

5.3 Conclusion

On the influence organizational structure on the organizational performance, this study concludes that organizational structure is an important aspect of performance that cannot be substituted with anything. In fact, respondents admitted that any activity that is implemented without taking in consideration of an acceptable structure is bound to fail.

The second objective of this study was to establish the influence of resource availability on the organizational performance. This study concludes that availability of resources significantly predicts the organizational performance. Basically, without adequate resources, there is little that can be achieved; hence, security preparedness needs to be allocated adequate human and physical resources.

The study concludes that leadership among the security firms under study had failed to achieve the goals of such set to propel the firms to greater heights. Despite the fact that leadership selection and style are crucial elements of organizational performance, the a considerable proportion of management team did not practice the recommended leadership styles such as transformational or democratic one.

The study further concludes that ICT is an important aspect that was found to be very significant in predicting organizational performance among the security firms. The study therefore finds ICT as an inevitable innovation that must be considered if the management of the security firms are to achieve their objectives.

5.4 Recommendations

The study recommends the security firms to adopt an organizational structure that is simple, efficient and one that is universally acceptable by the organizational members to enable improve performance of the privately owned entities.

The study further recommends the county government and the financial institutions to consider funding security firms so that they can effectively help the government in reducing the rate of crime in the country

It is recommended further that the leadership selection should be wholly democratic and the management should embrace transformational leadership style so that to gain maximumly from their physical and human resources

Finally, the study recommends that the management of the firms should embrace ICT as the preferred innovation since they was able to reduce the operation cost and hence improve the organizational efficiency and financial performance.

5.5 Suggestion for further studies

The study suggests further studies to determine other factors that influence organizational performance other than the once discussed in this project, since the researcher established that there was more than 30% of organizational performance being predicted by other factors beyond the scope of this study.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: PERSONAL DATA

Kindly answer the questions in this section by ticking in the boxes provided.

1 Department/section _____

2 Gender (tick)

Male

Female

3 Age (tick)

21 – 30 years

31 – 40 years

41 – 50 years

Over 50 years

4 Educational qualifications (tick)

Diploma

Degree

Masters

Others (specify)

5 Experience in the organization (tick)

Less than one year

1 – 4 years

5 – 9 years

10 – 14 years

Above 15 years

SECTION B: STRATEGY IMPLEMENTATION COMPONENTS AND ORGANIZATIONAL PERFORMANCE

Section A: General information

This section captures general information on the organization pertinent to the research issues. Please, tick in the box to indicate applicability.

1. In terms of security related personnel numbers where do you classify your company?

Up to 500 Between 500 - 1,000 Over 1,000

2. Is your company a member of any local security organization?

Yes No

If **Yes**, which one(s) _____

Section B: Organizational structure

3. In relation to operational coverage where do you classify your company?

Local Multinational

4. Does your organization also operate outside Nairobi County?

Yes No

5. In terms of personnel deployment numbers within Nairobi County, classify your organization.

Up to 500 Between 500 - 1,000 Over 1,000

6. What is your organization's awareness of growing criminal activities in Nairobi County?

Not at all Little extent Moderate extent Great extent

Very Great extent

7. Does your organization make use of a formal strategy?

Yes No

In a scale of 1 to 5, indicate the extent to which you agree or disagree with the

statements displayed in the table below. (1-strongly agree, 5-strongly disagree)

Factor	1	2	3	4	5
The structure should be changed to allow room for implementation strategy					
Strategy-structurealignment is a necessary					

precursor to the successful implementation business strategies					
Most influential perspective needed for business success requires a fit between strategy and organizational architecture.					
Organizational structure and design are important as they entail decisions related to resource allocation					
One of the challenges in strategy implementation is weak coordination of activities					
Others(Specify)					

Section C: Resources

a) In your belief do you think resources have an effect on your organizational performance?(Tick)

Yes () No ()

b) Explain your answer

.....
.....
.....

c)Using the scale 1-5 as shown below please tick the extent of effect of the following factors on resources and organizational performance.

1 2 3 4 5

No Least great greater greatest
Effect effect effect effect effect

Factor	1	2	3	4	5
Strategy implementation success depends largely on people management					
Each strategy implies something different about the potential role of human resources in improving firm performance					
Application of the strategic fit concept help firms to manage their resources more efficiently					

The task environment faced by firms vary according to the competitive environment					
Where firms facing more dynamic environments may find greater value in investing in high performance work practices promoting acquisition, development and motivation of individuals					
Others(Specify)					

Section D: Leadership

a) In your opinion does leadership affect organizational performance?(Tick)

Yes ()

No ()

b) Explain your answer

.....

.....

.....

c) Using the scale 1-5 as shown below please tick the extent of effect of the following factors on leadership and organizational performance.

1	2	3	4	5
---	---	---	---	---

No	Least	great	greater	greatest
Effect	effect	effect	effect	effect

Factor	1	2	3	4	5
Tactics used in leadership plays an important role in overcoming obstructions from the lower level					
Top managers of a firm may be administratively imposed on lower-level managers					
Implementation of strategies therefore, may not be successful if the lower level managers and the non-management employees are not adequately informed					
The agreement among top, middle and operating level managers will result to					

successful implementation of the strategy					
Top management and leadership behaviour affect the success of implementation of the strategy					
Others(Specify)					

Section E: ICT

a) In your own thinking does ICT affect your company organizational performance?(Tick)

Yes ()

No ()

b) Explain your answer

.....

c) In a scale of 1-5 as shown below please tick the extent of effect of the following ICT factors on organizational performance.

1	2	3	4	5
---	---	---	---	---

No	Least	great	greater	greatest
Effect	effect	effect	effect	effect

Factor	1	2	3	4	5
New ICT in efforts are to improve business productivity and profitability					
Organizations can increase the rate at which their cumulative knowledge affects current performance through ICT					
ICT can have a significant influence on the mobility of people and good					
ICT is potentially important enabler of change in social and organizational practices					
Poor ICT resource management by one or more actors in the supply chain could have negative repercussions on the performance					

Others(Specify)					
-----------------	--	--	--	--	--

d. Any other comment concerning this that you feel should be addressed?

.....

PART F :MEASURES FOR SUCCESSFUL STRATEGY IMPLEMENTATION

In order to implement the strategy successfully, the following measures should be adopted. Please indicate by way of a tick the extent to which you agree as applicable to your organization. Where 1.

Strongly disagree. 2. Disagree. 3. Neither agrees nor disagrees. 4. Agree. 5. Strongly agree

Mechanisms for successful strategy implementation	1	2	3	4	5
Develop and evaluate strategies that expedite implementation					
Spend more time in formulation processes					
Train employees in strategic implementation skills					
Have higher involvement of lower level employees in strategic planning inputs and feedback					
Give clear information on key implementation tasks and activities					
Involve employees in the formulation of goals					
Involve key decision-makers in the developing implementation tasks					
Clarify the role of organizational structure and positions in the implementation of strategies					

Thank you for participating in this study

God bless you

APPENDIX II: LISTED OF SECURITY COMPANIES IN NAIROBI, KENYA.

LIST OF TARGET POPULATION

1. Absolute Security
2. Access Systems
3. Affiliated Security Services
4. Alba Security Services
5. Allan Brown Security Services
6. Alpha Guards Services
7. Apache Guards
8. Atlas Security Services
9. Bobby Guards
10. First Force Security Services
11. Brinks Security Services
12. Charton Security Services
13. Phoenix Protection
14. Corner Stone Security Services
15. Delta Security Services
16. EARS Group
17. Eveready Security
18. Fimbo Security Services
19. Forbes Security Services
20. Forbes Security Services
21. Galana Security Guards
22. Gallant Security Services
23. Gyto Security Services
24. Inter Security Services
25. Kali Security Services
26. Kenya Shield Security
27. Milimani Security Guards
28. Panda Security And Alarms Services
29. PG Security
30. Perimeter Protection
31. PG Security
32. Rapid Security Services
33. Securex Agencies (K)

34. Securicor Security Services Kenya
 35. Security Group Africa – Kenya (SGA)
 36. Security Guards
 37. Secutron (Kenya)
 38. Senaca EA
 39. Tandu Alarm Systems
 40. Tango Security Guards & Private Investigators
 41. Total Security Surveillance
 42. Ultimate Security
 43. Nine One One Group Security Services
 44. Absolute Security
 45. Factory Guards
 46. Falcon Security
 47. Gilly's Security & Investigation Services
 48. Hatari Security Guards
 49. Bob Morgan – BM Security
 50. Riley Wells Fargo
 51. Well Fargo Security Services
 52. G4S Security Services
 53. Lavington Security
 54. Radar Limited
 55. KK Security
- Source:** *Kenya Security Industry Association (2014) and the Internet*

