RELATIONSHIP BETWEEN BUSINESS CONTINUITY MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE; A CASE OF SECURITY FIRMS NAIROBI KENYA

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DECLARATION

This project is my original work and has not been presented in any other university for examination.

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May God bless the work of their hands!
DEDICATION

This research project is dedicated to my beloved family.
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OPERATIONAL DEFINATION OF TERMS

Business Continuity Management (BCM)- is a management concept that entails holistic management process that identifies capable risks to a firm and the impacts to enterprise activities. Those risks if they occur may lead to a provision of a model for enhancing organizational resilience with the potential of achieving high performance (Moore & Lakha, 2004)

Organizational performance: is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Cassey, 2006)

Resource mobilization: is the ability of organization management to acquire skilled people, modern technology and physical resources towards accomplishing the business goals. These are the physical, human and organizational wealth including capital equipment, skilled individual employees, patents, finances and gifted managers (Hitt et al., 2005).

Strategic Planning: Is the process of developing the direction and scope of an organization over the long term which achieves advantages for the organization through its configuration of resources within a changing environment to meet the needs of markets and fulfils shareholders expectations (Swalha, 2011).

Top management Support: This is the highest ranking of executives such as chief executive officer, managing director, executive director’s decision and actions that influence entire business enterprise operations (Woodman & Hutchings, 2010)

Training and development: is systematic improvement of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. This is the intentional activity to increase the performance of employees in an organization (Smith, 2003)
Security companies have resulted to Business Continuity Management (BCM) practices in an effort to ensure continuity of business operations. Organizational performance is crucial and BCM is one of the key driving forces to strengthen a firm’s ability to withstand risks and survive under extreme organizational and environmental pressures. Security companies in Kenya are operating in a rapidly changing environment that presents a risk to operations of companies. The prevailing economic environment in Kenya, increased competition, advanced technology and increase regulations governing security, has threatened the operations of private security company’s continuity. Despite security companies in Kenya adopting Business continuity Management practices, the extent to which BCM practices contribute to company performance has not sufficiently been empirically studied. The general objective of the study was to determine the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya. The research adopted descriptive survey research design. The study adopted the cognitive and resource mobilization theories. The target population of this study were 124 security firms within Nairobi County. The study adopted a stratified random sampling to select a sample size of 75 respondents. The primary data for this study was collected using a questionnaire. Descriptive statistics such as means, standard deviation and frequency distribution and regression was used to analyze the data to establish the extent to which Business Continuity Management practices influence organizational performance in security firms in Nairobi County in Kenya. The study adopted correlation and regression analysis to establish relationship between variables. The study findings showed that the performance of security companies in Nairobi is influence by the level of support of top management, planning for the business continuity and allocation of sufficient resources. The study recommends need for a clearly outlined BCM strategy within the strategic plan to form the basis of business performance and long health of the firms.

**Key Words:** Business Continuity Management, Organizational Performance, Security Firms
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

At present, the global business atmosphere and conditions are becoming more turbulent and sometime unpredictable. This means that firms need to incorporate Business Continuity Management (BCM) into the strategic management Plan so as to gain competitiveness in the market in terms of operational resiliency such as speedy recovery of critical business operations, observing timeliness and minimizing the adverse impacts to their value and retain company image. The readiness of firms to respond to risks is reliant on the involvement of its management in embracing the Business Continuity Management (Low et al., 2010). Firms desiring to stay competitive and successful in the market require protection through increase resiliency so that it continues performing well even in the event of any business disruption that may occur. BCM is essential for services sectors as it presents an important model for maintaining business continuity and sustainable growth in the ever changing environment of Business Continuity Management enables organizations align with firm’s mission and goals together with business sustainability (Smith, 2003)

Business Continuity Management (BCM) practices plays a critical role to companies providing service to the market as the firm continue facing risks brought about by globalization, advance in technologies, shortage of qualified and experience personnel and difficulties in adopting and implementing new technology initiatives to gain competitiveness in the market. This has motivated management in security companies to adopt BCM so that important qualified and experienced employees use automated system to achieve success in business continuity, performance and sustainable competitive advantage. Security companies automate operations to be responsive and provide quality security services to all customers. According to Reuvid, (2005) indicated that BCM helps companies in identifying risks, threats and vulnerabilities that could affects company’s maintained operations and offers support for building organizational flexibility and the potential for an effective response and continue achieving high level performance.
1.1.1 Business Continuity Management Practices

(BCM) is a holistic management process which identifies the likely impacts which threaten an organization and offers a framework to build resilience as well as capability towards effective response which protects the interests of the stakeholders, reputation, brand and its value (Woodman & Hutchings, 2010). It follows that, BCM practices are crucial to firms since they establish the capabilities of a firm that is essential to protect business assets and enable the business process continuity, even when a disaster takes place (Zhang & McMurray, 2013). Therefore, Business Continuity Management practices institute good business practices that when applied in business operations influence firm’ resilience.

BCM’s objective is to promote confidence and develop holistic capability of resilience (Garcia, 2008). Firm flexibility is the ability to withstand discontinuities and interruptions facing an organization in order to survive and endure in risky and ever-changing enterprises environments and improve organizational performance. According Gibb and Buchanan (2006) Business Continuity Management improves the organization’s self-security ability against numerous organizational risks, disasters and crises in order to ensure its sustainability. BCM practices assist firms to reflect on the worst possible future scenario and ensure proactivity such as development of business continuity plans prior to an incident, putting in place necessary resources, efficiency in resource utilization and increased efficiency and other enterprises operations (Moore & Lakha, 2004).

BCM focus in service industry have primarily focused on information technology (IT). (Kelly, 2007) argued that BCM practices should also includes firm facilities and systems at both corporate and business unit levels. BCM is a value adding process which influence growth and sustainability of enterprise competitiveness in the market and requires effective top management support in all areas of business operations. Business owned facility systems plays a contributing role in mobilizing resources so as to get easy and fast access to them there by supporting the successful execution of BCM practices (Gibb & Buchanan, 2006). Insufficient business owned facilities causes hindrances in efficient mobilization and well timed deployment of
organizational resources such that disaster preparedness of the organization is reduced thereby, damaging the ongoing continuity of the business.

1.1.2 Organizational performance

The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical and capital resources, for the purpose of achieving a shared purpose (Cassey, 2006). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. According to Bhattacharryya (2002) organizational performance encompasses three specific areas of firm outcomes; financial performance that is profits, return on assets and return on investment, product market performance that is sales, market share and total shareholder return and economic value added.

Organizational performance is defined by the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Ibarra (2005) proposed that firms delivering services must broaden their examination of productivity from the conventional company-oriented perspective to a dual company-customer perspective. This broadened approach can help reconcile conflicts or leverage synergies between improving service quality and boosting service productivity (Huang & Tung, 2001). Organization performance measurement is considered a multifaceted concept that occurs at different sectoral levels for industry, corporate and business sectional unit. However, there is a necessity to target specific factors which contribute to the performance in a manner that matches context of the organizations with sector factors that can sustain performance over the long term (Mc Gahan, 2004)

1.1.3 Private Security Firms in Nairobi-Kenya

Private security companies are registered as business under the company’s Act of Kenya Cap 486. Private security provision in Kenya has a long history. Some of the companies started operating in Kenya since the 1960s. There are as many as 500 private security companies (PSCs) currently operating in Kenya. A large section of the population relies on private security providers for their everyday security (Ngugi, et al. 2004). However it is important to note that no exact number is available because
a vast number is not registered at all. Private security firms vary in size, with the majority being small to medium sized, and owner managed companies with less than 100 employees. The majority of these small organizations operate in one locality or town.

The major companies operate countrywide. However the highest concentration of companies is in Nairobi. Currently there are two bodies governing private security firms in Kenya that is Kenya Security Industry Association (KSIA) and Protective Services Industry Association (PSIA). KSIA is an association of bigger companies with membership of 30 companies. Its main aim is to establish and maintain quality standards and good practices in the industry and to provide a central forum to discuss common issues and represent the industry interests. The bodies provide a central organization for liaison with government, police, emergency services and other organizations.

According to Chris Everald the chairman of KSIA, investment from local and multinational firms is expected to increase amidst the new security threats. Many PSCs started small and have become big through continuous growth. However it is important to note that some firms grow slowly while others grow at a fast rate. The private security companies offer services including guarding, electronic security in terms of access control, intrusion detection, CCTV, electric fencing, building management systems, alarm response, courier, fire, asset tracking, cash management service, ambulance services and security consultancy. The industry is expanding rapidly and some players have expanded their operations to other countries in east and central Africa. The private security firms offer highly differentiated and competitive services as well as training of officers to provide quality security services.

1.2 Statement of the Problem

The occurrence of disaster and volatile business atmosphere had led to emergence of business recovery and business continuity concepts in Kenya. Nyambura (2005) noted that automation of business operations was critical in disaster recovery among companies quoted at the NSE in Kenya. Further Muoki (2010) revealed that business continuity planning for General Motors East Africa in Kenya was critical in creating competitiveness and in achieving profitability. Private companies have embraced
BCM practices as a key component for continuity of business in the present turbulent and sometime unpredictable business environment.

Security companies in Kenya are operating in rapidly changing environment that poses a risk to operations of companies. The prevailing economic environment in Kenya, increased competition, advanced technology and increase in regulations governing security has threatened the operation of private security company’s continuity (KPMG, 2014). The management of the companies has developed protective practices such as adoption of strategic planning, automation of companies’ operations and securing top management commitment to heighten company resilience and achieve better performance. The security Companies have resulted to adopting BCM to develop company’s resilience, securing shareholder, inhibiting financial losses and building company image, in the event of risky incidents occurring. Despite security companies in Kenya adopting BCM practices, the extent to which BCM practices contribute to company performance has not been empirically studied.

Previous local studies has focused on risk management and business continuity and financial performance in commercial banks. Ngare (2008) who studied credit risk management practices by commercial banks while Mathege (2011) also carried a study assessing the relationship between the disaster recovery and business continuity plans of class-A parastatals in the various government ministries. There is scanty empirical study that has focuses on determining the relationship between Business Continuity Management practices and organizational performance. This study seeks to fill the research gap by determining the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi County Kenya.

1.3 Research Objectives

1.3.1 General objective
The general objective of the study was to determine influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya.
1.3.2 Specific Objectives are;

i. To determine the influence of Strategic Planning on performance of security companies

ii. To examine the influence of top management support on performance of security companies

iii. To examine the influence of Resources Mobilization on performance of security companies

iv. To determine the influence of training and development on performance of security companies

1.4 Research Questions

This study sought to answer the following research questions:

i. How does strategic planning in Business Continuity Management influence performance of security companies?

ii. How does Top Management support in Business Continuity Management influence performance of security companies?

iii. How does Resource Mobilization in business continuity management influence performance of security companies?

iv. To what extent does Training and Development in Business Continuity Management influence performance of security companies?

1.5 Research Hypothesis

The study sought to test the following hypotheses;

$H_{01}$: There is no significant relationship between business strategic planning and firm performance of companies in Nairobi City County

$H_{02}$: There is no significant relationship between top management support and firm performance of companies in Nairobi City County

$H_{03}$: There is no significant relationship between regulatory framework and performance of companies in Nairobi City County

$H_{04}$: There is no significant relationship between business automation and performance of companies in Nairobi City County
1.6 Justification for the Study
The need for business continuity has continued to arise over the years due to growth in the number of natural and man-made business interruptions, increasing impact of business interruptions in the organizations as a result of rising business interconnectivity and the need to preserve the business value. This is in effort to ensure business success and sustained performance. As a result, various organizations have adopted business continuity practices as a strategy that forms an integral part of an organization’s day to day management.

In developing countries like Kenya, private security service providers have experienced rapid growth where the number of private security firms has experienced an upwards trend for the last 10 years. Due to increased business competition and volatility in business environment, Business Continuity Management has been sought as effective tools to influence sustainability and continue performance of the security companies. This justifies the study in seeking to determine influence of Business Continuity Management practices of organizational performance of security firms in Nairobi City County.

1.7 Significance of the Study
The study will be significant for the management of security companies operating in Nairobi and other regions as they will gain insight and appreciation of the need for Business Continuity Management practices. The management will gain knowledge on impact of Business Continuity Management practices on performance of the companies and seek measures that will promote BCM practices in private security provision industry.

The study will also be significant to policy makers and regulators as the study will provide insights on Business Continuity Management that practices can enhance performance of private security industry. This therefore will help policy makers in government among others with the development and review of existing policies that will influence synergy with the existing business atmosphere.

The study will also be significant to researchers and scholars. The study will add onto the limited existing literature and theories that will be useful to the scholars and
researchers who will gain more knowledge on relationship between Business Continuity Management practices on organizational performance.

1.8 Limitation of the Study

The researcher envisaged that some of the participants would fail to fill the questionnaires or fail to respond to some of the questions. The researcher had no control over them as filling the questionnaire was entirely voluntary. However, the researcher persuaded the respondent to respond to all questions. The questionnaires were filled in the presence of the researcher so that she could clarify any misunderstandings. This was done so as to improve respondents’ cooperation and response rates.

1.9 Scope of the Study

The study focused on determining the relationship between Business Continuity Management practices and organizational performance. The study focused on security firms operating in Nairobi City County. There has been a rapid growth in experienced private security industry in Nairobi where some of the firms have expanded to other regions and counties in Kenya.

Security firms in Nairobi have increased in number due to increase of security threats and organizations demand to provide security to business and customers. While a number of the security organizations are registered, a number operates without being fully registered. The respondents of the study were security firm owners, managers, financial officers, operation officers and human resource managers.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from previous researchers who carried out their research in the same field of study. The specific areas that was covered include theoretical review and empirical review from previous studies. This chapter also presented conceptual framework of study variables and research gaps.

2.2 Theoretical Review

2.2.1 Contingency Theory

The proponent of Contingency Theory were Lawrence and Lorsch (1967) who introduced the concept on the effect of organizational infrastructure on business performance in a risks crisis or emergency situation. This requires an organization to be both integrated and differentiated in order to manage the undesirable risks and instability in the external environment (Freeman, 2015).

Business Continuity Management uses a contingency planning approach and mandates the required resources, infrastructure, and conducts of key personnel, proactive plans and strategies to be in place in order to maintain the continuity of business functions against conflicts and risks. According to Freeman (2015), Contingency Theory determines the indication that principles and practices of management depends upon the suitability of certain circumstances and provides basis of developing a breakthrough understanding and managing risk circumstances. Contingency Theory applies to the concept of Business Continuity Management for managing risks and different situations by developing a unique required response by considering specific variables (Moran-Gilad et al., 2012). This theory takes account of developing a particular response that fits with the consideration of a specific situation. Based on the assumptions of Contingency Theory, BCM provides an efficient, effective and holistic management approach that ensures an integrated treatment to all the hazards and threats of risks using broad set of strategies and plans (Mikes, & Kaplan, 2014).
Contingency Theory propose that a firm require to have know how and alter its structure, infrastructure, human resources and processes and practices according to changing situations due to present external environment so that decisions made are rational and ethical and strategies formulated in line with the goals of the business continuity in long term (Freeman, 2015).

The theory of contingency underpinned the study in that BCM essentially uses underlying principles of contingency theory in managing crisis and risk occurrences (Mwaiwa, & Odiyo, 2015). The significance and application of Contingency Theory in BCM can be realized by the fact that it emphasizes the critical need of BCM framework in service firms for maintaining effective structural and functional flexibility and adaptability in order to keep up with the turbulent and risks demands of the external environment so as to ensure ongoing business continuity and achieving better performance outcomes.

Under the Contingency Theory perspective from the field of marketing, Stern and Reve (1980) studied the influence of external political economy and environment on the business. The strategies and operations of the business are negatively influenced by the external political influence based on the findings of this theory. Under Contingency Theory approach, external political risk and influence destabilizes the businesses to manage their risks and threats (Woods, 2009).

2.2.2 Resource-Based View theory

The RBV was developed as a complement to the industrial organization (IO) view with Bain (1968) and Porter (1979, 1980, & 1985) as some of its main proponents. The proponents of the resource based view (RBV) 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; 1997).

According to Lerner & Almor, (2002) a firm may be perceived as an aggregation of resources, which are translated by management into strengths, and weaknesses of the firm. RBV holds that companies gain sustainable competitive advantages by deploying valuable resources and capabilities that are inelastic in supply (Grunert & Hildebrandt, 2004). This perspective contends that a firm’s competitive advantage are due to their endowment of strategic resources that are valuable, rare, costly to imitate
and costly to substitute. Company resources are either tangible or intangible (Jones & Hill, 2009). Physical resources may originate returns above average levels, but are the intangible resources, developed through a unique historical sequence and having a socially complex dimension, that are able to create and sustain competitive advantage of the firm (Makhija, 2003).

The level of resources may limit the range of a firm’s strategy for business continuity in turbulent settings. This results to firm strategy view, which is an extension of the resources based view, suggests that innovation are a complex bundle of skills and accumulated knowledge, exercised through organizational processes that enable firms to utilize assets and functions as key success factors, cost effectively delivering customer value and deploying resources advantageously (Gillies, 2011). It has also been suggested that strategy implementation enable firms to produce and development of new products that is competitive in the long term and may yield competitive advantage and superior performance (Lu et al., 2010). Organizational strategies had a great significant influence for capabilities as it has the greatest regression coefficient with firm performance. The results disclose that innovative firms have higher sales and exports.

According to Montgomery (2004) the resource-based perspective therefore means that there is a certain focus on resources owned by the company or by its partners; and the various resources and capabilities that can explain company performance and long term growth or decline. The role of resource mobilization as an important element planning and carrying of business operation in risky environment (Porter, 1982). The potential crises and uncertainty of the external environment, organizational resources is deployed and mobilized to enhance survival and business can be endurance for the long term and achieve performance as expected (Swathe 2013). This study is anchored in the theory as firm depends on utilization of resource available for continuity. The mobilization and flow of resources in managing turbulent and uncertainty influence reduction of risky environment and stabilizing business continuity and achieving of firm performance (Covaleski et al., 1996).

2.3 Business Continuity Management Practices
Organizations incorporate Business Continuity Management (BCM) practices. This section discusses Business Continuity Management practices in organizations.
2.3.1 Top Management Support

The senior management commitment in ensuring business functions and services operating at an acceptable condition under crisis situation and managing an organization’s risk exposure to service disruptions is crucial elements of the overall corporate strategy (Laurent, 2007). The most primary and outstanding role of top leadership in a firm is to secure success of BCM so as to achieve and realize a sustainable business operation. The top managers take ownership of the business continuity planning and implementation and denote their responsive relationship with achieving continuity and sustained growth of the business (Gibb & Buchanan, 2006). The Business Continuity Management is the crucial obligation of top management in an organization. The senior managers need to develop emotive relationship and involvement with the strategic planning process in order to visualize and inform a clear direction of Business Continuity Management employees in the firm (Woodman, 2010). The crucial outcomes of BCM are organizational continued growth, achieved and sustained competitive advantage.

Successful Business Continuity Management is achieved when high ranking management inclusive involvement, engagement and appreciate contribution of employee, and support of business functions. According to Herbane (2010), the absence of top management commitment and assertion affects successful implementation of Business Continuity Management practices (Barbara, 2006). BCM is a long term commitment that necessitates a substantial top management support through allocation of financial resources (Chow, 2000). Senior management is the sole corporate entity who can grant substantial amount of financial capital, time resources and other resources that guarantee continuity of business operations (Cerullo & Cerullo, 2004).

Top ranking management support influence effectiveness of a BCM program implementation which influence firm performance in the long run (Pitt & Goyal, 2004). Firm continuity planning and strategic design require committed efforts of top management to commit limited resource, scarce investment and specific time period for their efficient and effective usage (Chow, 2000). Senior level managers encourage and attract adequate financial investments, reward employees, support employee trainings and support disaster recovery planning and strategy formulation to achieve business performance (Iyer & Band, 2000).
2.3.2 Strategic Planning

Strategic planning is the cornerstone of every organization without which the organization will never know where it is going or whether it will ever get there. An important concept of strategic planning is an understanding that in order for an organization to flourish, everyone needs to work to ensure the team’s goals are met (Johnson and Scholes, 1997). Strategic planning process has to be deliberate and coordinated leading to gradual or radical systematic realignments between the environment and a firm’s strategic orientation that results in improvement in performance and effectiveness. Strategic design and planning enhance flexibility and agility of service firms, which in turn reduces the exposure to risks and impacts of disasters protecting long term continuity of entire firm operations (Wagner & Bode, 2008). Uncertainty and potential risk associated with unpredictable and unanticipated events can be efficiently and effectively managed through strategic planning with contingency based scenario analysis (La Londe, 2005).

Managers are facing increasingly dynamic, complex and unpredictable environments where technology, the nature of competition, globalization, industry boundaries and the rules of the game are changing dramatically. The degree and complexity of change in the current economic environment is driving firms to seek new ways of conducting business to create wealth (O’Regan & Ghobadian, 2005). To succeed in such competitive markets and continue operating in the turbulent environment, firms are adopting strategic planning. Strategic planning is one tool firms deploy to manage environmental turbulence, which has been adopted by a wide range of organizations (Boyd, 1991). Further, formal strategic planning is an explicit and ongoing organizational process, with several components, including establishment of goals and generation and evaluation of strategies. As mentioned before, Strategic planning is defined as the process of determining an organization’s long-term goals and then identifying the best approach for achieving those goals. In fact, innovative and unique strategies which are the result of strategic thinking must be operationalized through convergent thinking or in other words, strategic planning (Moshbeki & Khazaei, 2009).

Jenster and Overstreet (1990) observed that propensity to plan is related to key organizational processes, structural configurations, administrative procedures,
managerial perceptions of environmental predictability, and multiple performance measures. Developing firm strategies as significant element of strategic planning which influence firm keep its costs stable as same before and after the occurrence of risk in order to perform efficiently and capitalize on profit margins (Robert & Wally, 2003). Further, Saleem (2011) found the relationship between strategic planning and firm performance is strong, but also reinforced the importance of strategic planning intensity to achieve financial success in service firms.

2.3.3 Training and Development

Training of employees influence learning and practice under realistic simulated environment to develop confidence for proactively avoiding and coping up with disasters and uncertainty occurrences (Cerull & Cerullo, 2004). Highly formalized, well designed and reality based trainings influence proficiently undertaking risks and is effective in achieving the success centered goals of BCM (Hsu et al., 2006). Developmental and training programs are important for improved environmental analysis, this is key in the BCM process by choosing more suitable management to meet the BCM goals (Rosenthal, 1998). Owing to interconnection and increased convolutions of crisis occurrences beyond the manageable limits, modern organizations need to be more vigilant and watchful of even small scale distractions and disruptions because they can escalate to large scale disorderliness and devastation being detrimental to the survival and continuity of the business (Perrow, 2011).

The operational integrity and intense complexity in business continuity processes is essential for employee to gain and acquire an in depth knowledge and experience of developing a response capacity effective for all risks, threats and hazards inherent to business. According to Blanchard (2007), business survival can be guaranteed by incorporating simulations in to training programs, as managers build understanding by practicing under real and stressful, threatening and unstable disastrous situations. Business survival and operational performance effectiveness are contingent on the change in behaviors and attitudes of employees. Valuable response on employee performance and developmental exercises has optimistic implications for risk management and business continuity and survival planning (Paton, & Jackson, 2002).

Training and development of employees in organizations need to influence achievement of organizational survival, growth and financial returns. Such trainings
and developmental curriculums are considered as an important source of organizational goodness and well-being (Wright & Geroy, 2001). Trainings as part of human resource practices stimulate desirable behaviors, roles and responsibilities that leads to positive and effective outcomes for an organization. Training and development have also been regarded as a critical organizational elements for dealing with unpredictable restructuring occurring in the outside setting (KİŞİL, 2002). Uncertainty and extensive risk occurring in the external business environment can affect workers but training of staff provides a drive and determination for safeguarding the firmness and continuance of their organizations (Paton, 1997). For this reason, trainings and assistance programs can serve the purpose of satisfying the needs of employees for their mental relief and successful recovery in post disastrous situation.

In today’s volatile dynamic and competitive environment, the survival and continuity of service firms rely on its ability to provide knowledge assistance and developmental trainings to the staff (Falola et al., 2014). Trainings enhance development of human resource capabilities such as innovation, creativity and invention. This influence improves business performance, achieving of sustenance of long term competitive advantage and maximize on profitability for a longer period of time (Vemić, 2007).

Effectiveness of organization can be determined by efficient utilization of investment made on training, learning and development programs. Trainings of employees is the common approach for organizations when competing in risky and highly competitive environment. Organizations seek to achieve strategic goals of sustained competitive advantage through development of core capabilities and inimitable competencies that differentiates them with the competitors (Armstrong, & Taylor, 2014). An employee Training and Development programs relates with BCM of firm and result to achieving and sustaining competitive advantage and maintains business survival and productive effectiveness (Herbane et al., 2004). Similary, Kennedy et al., (2014) indicated that Training of employee impact on actualizing strategic business objectives and achieving of business performance in a turbulent environment.

2.3.4 Resource Mobilization
Business Continuity Management is a sub set of strategic management which requires sufficient resources to initiate and manage organizational projects (Almarria &
Gardinera, 2014). Organizational core capabilities and critical resources are critical source of attaining a sustained competitive advantage to the firm for enhancing business value to generate maximum return on investment by effectively utilizing inimitable core capabilities (Killen et al., 2012). An organization require rare, non-replaceable, valuable and unique resources which is efficiently organized, united, mobilized and used for gaining continued and growing performance of the firm in turbulent situations (Kraaijenbrink et al., 2010). Internal as well as external growth of organization in the form of diversification or mergers respectively depend upon the manner in which resource capabilities of organizations are exploited and used (Newbert, 2007).

Much emphasized is pegged on human resources of an organization as a primary tool important for sustaining long term competitive advantage, and hence develop a positive association with successful achievement and accomplishment of Business Continuity Management goals. According to Díaz García, and Carter, (2009), human capital resources utilize a holistic business approach in an open system, hence increase process and operational synergy in performance outcomes by keeping a fit alignment between business interior processes and external transformation changes (Huselid, 1995) Excellence and success of BCM also lies in using a holistic management process that is a sole treatment to all problems, therefore human resource mobilization, enrolment and exploitation is beneficial for BCM. Resource mobilization is an effective tool used in implementing business continuity and disaster and crisis management plans (Kelly, 1995). Mobilizing organizational resources in an event of crisis, disaster or risk involves planning, attaining and arranging resources such as equipment, technical systems, workforces and their services required and needed for serving most affected or vulnerable location in order to manage a crisis or disaster and ensure smooth recovery and continuity of the business operations (Díaz García, & Carter, 2009). Organizations obtain and transfer required resources for effective expenditures and suitable allocated so that efficient utilization can be accomplished without any unnecessary wastage of financial resources. Competent human resource and efficient utilization of limited resources accessible in firms influence capitalization upon chances and reduce the brunt of uncertainties and threats posed in the outside business settings.
Business Continuity Management can be affected by ineffective mobilization of organizational resources required for renovating and restoring business facilities and functional processes (Cerullo & Cerullo, 2004). The existence of slow disbursement of resource, scheduling, relocation and deployment of employees and other organizational resources in the organizational development may cause business discontinuity (Hassanain, & Al-Mudhei, 2006).

Efficient resource mobilization safeguards and protects pro-activeness safety measures so that prospects based continuity of the business progression is maintained and remain unaffected. Effective BCM depends upon even mobilization and flow of firm resources deployed at secure places and protected locations so as to promptly be on hand when needed in emergencies (Hale, & Christopher, 2005). Mobilizing and organizing organization resources for achieving efficiency and effectiveness is one of the crucial decisions making capabilities of managers to manage crisis situations and ensure organizational continued performance through successful business continuity management. Efficient and resource deployment or mobilization of resources for developing an appropriate response for managing crises and uncertainty occurred in emergency situations and in post crisis stage (Hale & Christopher, 2005). An organization’s continuity can be negatively affected by disruptions, natural hazards, unanticipated calamities or terrorism. However, in order to minimize these risks and ensure continued business operations, it is important for the key personnel, emergency management and business continuity teams to ensure that all the resources are distributed and organized according to the needs of the organization (Sherali et al., 2004). Further, resource mobilization should be planned and considered as an important element for decision making process in strategy development for BCM.

Risks and hazards identification as well as development of effective plans and strategies on resource mobilization are important to get optimal solution in sustaining organizational continued growth (Altay & Green, 2006). Creating and preserving business value can be assured by leveraging critical resources of the organization in extremely turbulent environment. Recourse mobilization, deployment or leverage based on external environmental orientation helps in exploiting resource core competencies for providing enhanced value to the customers. Value creation of the business is precursor for positively increased long term revenue margin and wealth of the organization.
2.3.5 Organizational Performance

Firm performance has been defined as the outcomes of a firm’s activities in the market place. Firm performance has been expressed in generally three forms, financial, strategic and perceptual measures (Zou & Stan, 1998). Measures of performance that have been studied in maritime business literature include export intensity, sales, Return on Assets (ROA) (Zeng et al., 2009), Firm performance and growth in multinationality (Hult et al., 2008). Other measures include satisfaction with performance (Tseng et al., 2007), export profits, achieved strategic goals and management perceived success of the international venture. The Organizational performance framework in the current research was studied within the context of a number of thematic areas.

There is great debate in the performance measurement literature regarding whether the use of objective or subjective measures provides the most valid results. Both types of measures carry with them advantages and disadvantages. Objective measures tend to be more concrete but are often limited in scope to financial data. Subjective measures also include the perceptual component of analysis. This slight shift in thinking is particularly important to this research project. When defining firm performance it is important to consider a wide variety of potential organizational performance measures. This research considers firm performance relative to the competition from multiple organizational perspectives including quality, productivity, market share, Firm performance, return on equity, and overall firm performance.

2.4 Empirical Review

Shuja (2015) carried out a study on the impact of strategic planning coupled with top management commitment, training and development for developing competencies, work ethic, resource mobilization and political influence on BCM in services sectors including IT companies and banks operating in Lahore, Pakistan. A structured questionnaire based survey was conducted to collect data from managers from 29 services sectors’ companies including banks and IT companies randomly selected. Findings obtained using structural equation modeling, suggest that strategic planning is insignificant for BCM in services sectors. IT companies and banks but plays consequential role under support of top management commitment. The study revealed that Trainings in services sectors insignificant predictors of BCM when they
contribute to fortifying the best skills and capabilities exhibited for BCM, whereas, competencies of managers in services sectors are appropriate and relevant for implementing BCM practices. This study however failed to determine influence of BCM practices of organizational performance in service sector.

According to the Gartner Group report in 2004, it was revealed that the average cost of service downtime worldwide was at USD 42,000 per hour (Vancoppenolle, 2007). A recent survey conducted by KPMG (2014) reported that the cost of downtime for the past 12 months is estimated to be over USD 100,000 for 36% of the organization, with almost 12% reporting losses at over USD 1 million while over 28% indicated that they “do not know” the total cost of the downtime. However, the downtime costs may vary significantly depending on the industries, size of business and the nature of disaster.

Bakar, Azbiya and Zulkifli (2015) carried out a study to examine the moderating effect of IT capability on the relationship between Business Continuity Management (BCM) factors and the organizational performance. The constructs of the study were defined based on a comprehensive review of recent literature on BCM, organizational performance and IT capability. The data was collected through various methods including self-administered approach and distribution of questionnaires via electronic and conventional mail. The target population of the study was organizations which are certified with ISO 27001 and ISO 22301 as these organizations are selected as they are deemed to possess considerably higher sense of commitment towards embracing BCM best practices to enhance their business resiliency. The findings of study revealed that IT capability partially moderated the relationship between BCM factors and organizational performance. The results of this study provided that IT capability in BCM impact on organizational performance.

Jones (2004) carried out a comparative study to compare and contrast Training and Development initiatives for a longitudinal sample of 871 small and medium-sized enterprises in the Australian manufacturing sector that have embarked upon different growth development pathways. The objective of the study was to examine possible connections between small and medium-sized enterprise growth and Training and Development. From the findings, established that there existed a high significant differences in management training and qualifications, training changes, as well as
training methods, providers and fields, across the low-, moderate and high-growth small and medium-sized enterprise development pathways. The study also found that training is a relative consistent correlated to growth in SMEs.

Zafar, Ko, Osei-Bryson and .Front, (2015) investigated whether presence of a CIO in the top management team was a significant indicator for efficient management of information, in information security violated incident. The study adopted Upper Echelons Theory. The study related the position of the CIO in an organization to organizational performance in the case of information security violations using Tobin’s q. The study revealed that organization experiences an information security violation, the organization with CIO in the TMT recover any loss resulting to the security violation situation incident quicker than the organization that do not have CIO in top management. The author listed security violation situation using the confidentiality, integrity, and availability (CIA) triad. The study concludes that presence of CIO in the top management team has a significant positive influence on firm performance as a result of risk of security violation. However, the study noted that the extent of impact on performance may vary, depending on the type of security risk that may face an organization.

Richard, Keith and Glaister, (2006) investigated the influence of formal strategic planning and company performance. The objective of the study was to determine the influence of formal strategic planning on organizational performance. The study focused on 113 UK companies. The study variables were organizational size, environmental turbulence and industry. The research design was based on a postal questionnaire Primary data was collected from 113 UK companies. A series of multivariate analyses were undertaken to test the hypothesized relationship. The hypothesised results indicated that there was no significant relationship between formal strategic planning process and subjective company performance. This study seek to determine whether this stand in service industry specifically, the security firms in developing country like Kenya.

2.5 Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. A conceptual framework is used in research to outline possible courses of action or to
present a preferred approach to an idea or thought. The study will be guided by a conceptual framework linking the independent variable to dependent variables as informed from the review of existing literature which revealed the significance of effective BCM practices in organization’s survivability and achieving performance.

![Conceptual Framework](image)

**Figure 2.1: Conceptual Framework**

**2.6 Summary of Literature Review**

The review of the foregoing literature indicates that Business Continuity Management practices play a critical role in survivability of firms in turbulent market. Studies such as Sawalha (2013) and (Jafari, Chadegani, & Biglari, 2011) revealed that understanding the relationship between BCM and organizational performance in competitive market is crucial in stabilizing firm’s ability to endure uncertainties and carry on under intense organizational and environmental difficulties. Most studies Sawalha (2013), (Alesi, 2008) and Suki, Atrianedi and Suki (2009) are done in developed countries such as UK. Local studies did have focus on influence of
strategic planning of firm performance (Jepkemoi 2010). Despite companies operating in volatile environment, studies focusing on influence of Business Continuity Management on organizational performance are limited. This study seeks to fill the research gaps by examining the relationship between Business Continuity Management practices on organizational performance focusing on security companies in Nairobi County.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
The chapter presents the research design and methodology of the study. In this chapter, questions were answered about how research was executed and how respondents were approached, as well as when, where and how the research was completed and discussed. The chapter therefore entails the way the study was designed, the data collection techniques and the data analysis procedures.

3.2 The Research Design
The research adopted cross sectional descriptive survey research design. The cross-sectional descriptive survey design refers to a set of methods and procedures that describe variables (Mugenda and Mugenda, 2003). This research design is adopted as it helps in collection of quantitative and qualitative data that enables the study to describe the current situation on the relationship between Business Continuity Management practices and organizational performance in security firms in Nairobi County in Kenya.

The cross-section descriptive survey design was chosen because it provides a set of methods and procedures that describe Business Continuity Management practices and organizational performance. This design helped in collecting qualitative data to provide a great depth of responses in order to test hypothesis or to answer the questions of the current status of influence of Business Continuity Management practices on organizational performance in the service industry focusing on security firms.

3.4 Population of the study
Ngechu (2004) define population as items of things or group of things that has same features under the study. Therefore population of concern in the study has similar aspects. The target population of this study were 82 security firms within Nairobi County. The study population comprised of Managers, human resource officers, operation managers and ICT managers.
Table 3.1: Study population

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>82</td>
</tr>
<tr>
<td>Human resource Officers</td>
<td>82</td>
</tr>
<tr>
<td>Operation managers</td>
<td>82</td>
</tr>
<tr>
<td>ICT officers</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>328</strong></td>
</tr>
</tbody>
</table>

Source: Security Companies (2016)

3.5 Sampling Design and Sample Size

The study adopted stratified random sampling technique to select respondents who were representative of the selected target population. Stratified sampling method was used as it involves dividing the target population into various units based on any unifying characteristics as age, gender or religion. Once this had been done then the samples were drawn from each group (Chandran, 2004). For the purpose of this study, stratified sampling was adopted. According to Kothari (2000), a stratified random sampling is used where the population embraces a number of distinct categories, the frame can be organized by these categories into separate "strata." Each stratum was then sampled as an independent sub-population, out of which individual elements can be randomly selected.

The method assures the researcher that the sample is representative of the population. Stratified samplings as noted by Mugenda and Mugenda, (2003) is a method applied if the population from which a sample is to be drawn does not constitute an identical group, and hence requires comparisons between various sub-groups. Since the respondents were classified according to their management level that is firm officials, a stratified random sampling method was used for this study. Random sampling was then used to select subjects from each stratum until the number of subjects in that stratum was proportional to its frequency in the population. This was ensured that different categories of population were adequately represented in the sample so as to increase the level of accuracy.
The desired sample size was determined using the following Fisher et al. (1991) formulae:--

\[ n = \frac{Z^2 \cdot pq}{d^2} \]

Where:

n = the desired sample size (when population is greater than 10,000).

Z = the standard normal deviation, set at 1.96, which corresponds to 95% confidence level.

p = the prevalence proportion set at 0.50 in accordance with the Fisher (1991) guide.

q = 1.0 \(- p\)

d = degree of accuracy desired, here set at 0.05 corresponding to the 1.96 z-statistic used in the numerator.

In substitution,

\[ n = \frac{1.96^2 \times 0.5(1 - 0.5)}{0.05^2} = 384 \]

The security firms in Nairobi county are 82 therefore N=326 and since N is less than 10,000 the second formula was applied in determining the sample size. Thus: -

\[ nf = \frac{n}{1 + \frac{n}{N}} \]

Where: -

nf = desired sample size for a population less than 10,000.

n = desired sample size for population more than 10,000 which is found to be 384.

N = Population which is 326

Substituting,

\[ f = \frac{384}{1 + \frac{384}{326}} = 176 \]
Therefore, the desired sample size, \( n = 176 \).

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Frequency</th>
<th>Sample Proportion</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>82</td>
<td>0.54</td>
<td>44</td>
</tr>
<tr>
<td>Human resource Officers</td>
<td>82</td>
<td>0.54</td>
<td>44</td>
</tr>
<tr>
<td>Operation managers</td>
<td>82</td>
<td>0.54</td>
<td>44</td>
</tr>
<tr>
<td>ICT officers</td>
<td>82</td>
<td>0.54</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>328</td>
<td>0.54</td>
<td>176</td>
</tr>
</tbody>
</table>

### 3.6 Data collection Instruments

The primary data for this study was collected using a questionnaire. The questionnaire ensured that details and relevant information on the subject of study was collected. Questionnaires were used in collecting data and consisted of a mixture of open ended and close ended questions. According to Mugenda and Mugenda, (2003) this allows for intensity and richness of individual perceptions in respondent responses. Questionnaires were used because they are flexible and facilitates the capture of in-depth knowledge of the respondents, promotes respondent cooperation and allows the researcher to probe further for clarification of issues. Also questionnaires were convenient because they save time and are easy in administration, and convenient as well as flexible as it can be filled at respondent’s free time.

#### 3.6.1 Data Collection Procedure

The researcher used a letter of introduction that was presented to the management of security companies that were selected for the study. This help the researcher to gather information easily and the respondents that were involved in the study were informed through writing.

### 3.7 Pilot Study

A pilot study was undertaken to check and test the questionnaires’ reliability. The researcher used selected respondents in fine-tuning the questionnaires so that required information was collected and the research questions answered in order to solve the study problem to identify and change any ambiguous or offensive questions in the
questionnaire. The selection of 7 respondents for pilot study was supported by Kothari who indicated that a sample for pilot study was 10% of the study population.

3.7.1 Reliability

Reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda and Mugenda, 2003). Reliability measures the degree to which a research instrument yields consistent results or data after repeated trials. It refers to the consistency of scores or answers provided by an instrument (Saunders, Lewis and Thornhill, 2007). Cronbach’s alpha formula was used in determining the reliability of data. Reliability was obtained by correlating the scores of each questionnaire. Pearson product moment correlation coefficient (r) was used to test reliability of the questionnaires. The questionnaire was reliable if the Cronbach’s alpha value for reliability is at least 0.7 which indicated getting consistent responses when the same question is posed to the same respondent more than once. Reliability was obtained by correlating the scores of each questionnaire for each variable.

3.7.2 Validity of the Instrument

The most important criterion of research is validity. The study ensured that validity of the instrument is achieved by formulating and operationalizing items in the questionnaire as per the study variables to ensure adequacy and representativeness of the items in each variable in relation to the purpose and objectives of the study. Further, content validity was verified through expert opinions from supervisors and practitioners. Construct validity which was achieved through restricting the questions to the conceptualization of the variables and ensuring that the indicators of each variable fell with the same construct. The purpose of this check was to ensure that each measure adequately assessed the construct it will purport to assess.

3.8 Data Analysis and Presentation of Findings

The collected data was well examined and checked for completeness and comprehensibility. The data was then summarized, coded and tabulated. The study adopted descriptive analysis which was based on mean score, standard deviation ensured that the entire sample base was represented throughout the analysis. Use of charts and and frequency tables for ease of understanding and interpretations.
Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data to establish the extent to which Business Continuity Management practices and organizational performance in security firms in Nairobi County in Kenya. Qualitative data which was collected using open ended questions was analyzed using content analysis to generate qualitative report which was presented in a continuous prose. The study adopted correlation and regression analysis to establish relationship between variables. Correlation analysis was used to establish whether there exist a significant correlation between Business Continuity Management practices and organizational performance in security firms in Nairobi County in Kenya.

Regression analysis sought to establish whether there existed a significant relationship between Business Continuity Management practices and organizational performance in security firms in Nairobi County in Kenya. The response on Business Continuity Management practices was measured by computing indices based on the responses derived from the Likert-Scaled questions. The study adopted linear equation model as presented.

\[ Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \]

\( Y = \) Organizational Performance

\( \alpha = \) Constant

\( \beta = \) Coefficient factor

\( X_1 = \) Top management Support

\( X_2 = \) Strategic Planning

\( X_3 = \) Training and Development

\( X_4 = \) Resource Mobilization

\( e = \) Error Term

3.9 Ethical Issues

The study did not attempt to infringe on the respondents’ rights by treating them fairly and cautiously. The researcher also explained the purpose of the study to the respondents and how the information they gave was used. This however was done with caution by assuring them that the given information will be used for the purpose
of achieving the research objective. The researcher ensured that other scholars work is acknowledged and referenced. Any personal information was kept strictly confidential. Respondents’ rights to decline to fill the questionnaire was also respected.
CHAPTER FOUR
DATA FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction
This chapter presents the analysis and presentation of the study findings. Data collected during the research were analyzed, coded and tabulated for analysis and discussion. The objective of the study was to determine the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya.

4.2 Response Rate
As indicated in Table 4.1, the findings indicated that out of 176 questionnaires administered, 137 were completed and returned. This constituted 78% response rate. The drop and pick technique was used to administer the questionnaires and collect them back. This commendable response rate was sufficient to deduce inferences on influence of mortgage financing on performance of house construction project Business Continuity Management practices on organizational performance. The response rate was adequate for the study Mugenda and Mugenda (2003) indicated 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 above is excellent.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned questionnaires</td>
<td>137</td>
<td>78</td>
</tr>
<tr>
<td>Unreturned questionnaires</td>
<td>39</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>176</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Reliability Results
Table 4.2 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of selected respondents. This represented 10% of the sample size. From the findings, the coefficient for strategic planning was 0.8137, cronbach's alpha coefficients for top Management support was 0.8234, Cronbach's alpha coefficients for resources mobilization factors was 0.8406 while cronbach's alpha coefficients
for training and development was 0.8716. The Cronbach value for company performance was 0.8319. These were greater than 0.7 threshold for this study.

Table 4.2: Reliability Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s</th>
<th>No of Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Planning</td>
<td>0.8137</td>
<td>5</td>
</tr>
<tr>
<td>Top Management support</td>
<td>0.8234</td>
<td>5</td>
</tr>
<tr>
<td>Resources Mobilization</td>
<td>0.8406</td>
<td>6</td>
</tr>
<tr>
<td>Training and Development</td>
<td>0.8716</td>
<td>5</td>
</tr>
<tr>
<td>Performance</td>
<td>0.8319</td>
<td>5</td>
</tr>
</tbody>
</table>

4.2.1 Background Information

4.2.1.1 Gender of the respondents

The security companies were found to employ both male and female individuals. From the findings in Table 4.3, majority 66% of the respondents were male while 34% of the respondents were female. This implied that security companies had more male employees than women.

Table 4.3: Gender of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>91</td>
<td>66</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.4: Respondents Age bracket

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>20-30 yrs</td>
<td>31</td>
<td>21</td>
</tr>
<tr>
<td>31-40 yrs</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>41-50 yrs</td>
<td>31</td>
<td>24</td>
</tr>
<tr>
<td>51 and above</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The respondents were requested to indicate their age bracket. From the results presented in Table 4.3, 24% of the respondents were aged between 41-50 years, 23% of the respondents were aged between 31 and 40 years and 22% of the respondents were aged 51 years and above while 21% and 20% of the respondents indicated that they were aged between 20 and 30 years and below 20 years respectively. This implied that most staff in security companies are mature in age and were in a position of offering valid information on business on business continuity management practices and companies performance.

Table 4.5: Respondents highest level of education

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Diploma</td>
<td>76</td>
<td>56</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>31</td>
<td>22</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Respondents were requested to indicate their highest level of education. From the findings presented in Table 4.5, 56% of the respondents indicated that they had attained diploma level of education, 22% had attained bachelor degree at university level of education while 21% had attained postgraduate level of education with 1% attained certificate level of education. This implied that the staffs were educated and that their level of education was important to evaluate their competence and whether they were equipped with necessary skills and knowledge on matters concerning the influence of business continuity management practices on performance of security companies in Nairobi County.

Table 4.6: Respondents Working Period in Years

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>17</td>
<td>12</td>
</tr>
<tr>
<td>6- 10 years</td>
<td>60</td>
<td>44</td>
</tr>
<tr>
<td>11- 15 years</td>
<td>31</td>
<td>23</td>
</tr>
<tr>
<td>15 and above years</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The respondents were requested to indicate how long they have been working in the security companies. From the findings in Table 4.6, 44% indicated that they had
worked at the security companies for 6-10 years, 23% of the respondents indicated that they had worked in the companies for 11-15 years, 21% indicated that they had worked in the companies for 15 years and more while 12% indicated that they had worked in the companies for 1-5 years. This demonstrated that most respondents had worked in security companies for more than 5 years and had experience on influence of business continuity management practices on Security Company’s performance in Nairobi City County Kenya.

**Table 4.7: Top management Support**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>16</td>
</tr>
<tr>
<td>Great extent</td>
<td>60</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>61</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
</tr>
</tbody>
</table>

The respondents were requested to indicate the extent to which top management commitment in security company influence firm performance. From the find 45% of the respondents indicated that top management commitment influence companies performance to a moderate extent, 44% of the respondents indicated that top management commitment influence company’s performance to a great extent while 11% of the respondents indicated that top management commitment influence security company performance to a very great extent. This implied that commitment of the top executive staff in the security companies plays a critical role in achieving company performance.
Table 4.8: Top management support influence on firm performance in the company

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attending meetings for decisions and idea sharing</td>
<td>3.7810</td>
<td>.41507</td>
</tr>
<tr>
<td>The executive allocate sufficient resources to company’s operations</td>
<td>4.5474</td>
<td>.49957</td>
</tr>
<tr>
<td>The management involve the employee in decision making</td>
<td>4.4380</td>
<td>.49796</td>
</tr>
<tr>
<td>The management communicate effectively on companies decisions</td>
<td>4.3066</td>
<td>.95149</td>
</tr>
<tr>
<td>Management foster innovativeness in the company</td>
<td>4.3285</td>
<td>.82346</td>
</tr>
<tr>
<td>Top management support training of employees</td>
<td>4.8686</td>
<td>.36010</td>
</tr>
<tr>
<td>Planning for business continuity</td>
<td>4.6715</td>
<td>.47138</td>
</tr>
</tbody>
</table>

The study sought the extent to which use of top management support influence performance of security companies. From the findings in Table 4.8, the results indicated that top management supporting training of employees, planning for business continuity and allocation of sufficient resources to the company’s operations influence performance of the security companies to a very great extent (M=4.8686, 4.6715, and 4.5474, SD=0.36010, 0.47138 and 0.49957) respectively. The findings also indicated that top management support through involving the employee in decision making, fostering innovativeness in the company influence performance of security companies to a great extent (M=4.4380, 4.3285, SD=.49796, 0.82346) respectively. The results also indicated that top management supports through attending meetings for decisions and idea sharing influence achievement of companies performance to a great extent (M=3.7810 and SD=.41507). This demonstrated that support from top executive staff in the companies contributed to the achievement of company performance to a great extent.

4.4 Strategic Planning

Table 4.9: Management more concern with strategic plans for the company

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very often</td>
<td>46</td>
<td>34</td>
</tr>
<tr>
<td>Fairy Often</td>
<td>32</td>
<td>23</td>
</tr>
<tr>
<td>often</td>
<td>59</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The respondents were requested to indicate the extent to which management were more concerned with strategic plans for the companies. From the findings, 43% of the respondents indicated that company management were often concerned about strategic plans, 34% were very often concerned about strategic plans while 23% were fairly concerned about strategic plans in the companies. This implied that management of security companies were concerned about strategic plans of their companies ensure business continuity.

Table 4.10: Company management at risk due to organizational planning in your company

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>90</td>
<td>65.7</td>
</tr>
<tr>
<td>Great extent</td>
<td>17</td>
<td>12.4</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>30</td>
<td>21.9</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought the extent to which company management of risk due to organizational planning. From the findings, 66% of the respondents indicated that companies managed risks due to organizational planning to a very great extent, 22% of the respondents indicated to a moderate extent while 12% of the respondents indicated to a great extent. This implied that security companies were effectively managing risk in organization planning for their business continuity.

Table 4.11: Extent Company’s Strategic plans influence performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company response effectively to change in policy</td>
<td>4.0000</td>
<td>.00000</td>
</tr>
<tr>
<td>The company identify objectives to be met</td>
<td>4.5051</td>
<td>.87349</td>
</tr>
<tr>
<td>The company scans the environment and take measures</td>
<td>4.5854</td>
<td>.67503</td>
</tr>
<tr>
<td>The performance measures determination influence company performance</td>
<td>3.8320</td>
<td>.66421</td>
</tr>
<tr>
<td>The company minimizes cost expenses</td>
<td>3.9095</td>
<td>.88016</td>
</tr>
<tr>
<td>The company restructures to achieve set targets</td>
<td>4.4132</td>
<td>.65787</td>
</tr>
</tbody>
</table>
The respondents were requested to indicate the extent to which strategic planning influence business performance for security firms. From the results, strategic planning influence companies scanning the environment and takes measures and identify objectives to be met improving companies’ performance to a very great extent (M=4.5854 and 4.5051, SD=.67503 and .87349) respectively. The results also indicated that through strategic planning, the companies restructure to achieve set targets leading to improvement in performance to a great extent (M= 4.4132 and 4.0000, SD=.65787 and 0.000) respectively. The findings also indicated that strategic planning lead to minimization of company costs in expenses and determination of performance measures influencing company performance to a great extent (M=3.9095 and 3.8320, SD=0.88016 and 0.66421) respectively. This implied that strategic planning as a business continuity management practices contribute to achievement of security companies’ outcomes and achievement of objectives to a great extent.

4.5 Training and Development

The respondents were requested to indicate the extent to which employees are trained for the purpose of company continuity in case of a risk.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate Extent</td>
<td>60</td>
<td>44</td>
</tr>
<tr>
<td>Great extent</td>
<td>76</td>
<td>55</td>
</tr>
<tr>
<td>Very Great extent</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>137</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The respondents were requested to indicate the extent to which employees are trained for the purpose of company continuity. From the findings, 55% of the respondents indicated that respondents were training to a great extent for the company continuity, 44% of the respondents indicated employees were trained to a moderate extent while 1% of the respondents indicated that employees were being trained to a very great extent for the purpose of company continuity. This implied that employees were being trained in security companies for the purpose of the company continuity in the competitive market.
4.5.2 Implementation of Training Programs

The respondents were requested to indicate the extent training program were implemented in their companies and results presented in Table 4.13.

Table 4.13: Implementation of Training Programs

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate Extent</td>
<td>89</td>
<td>65</td>
</tr>
<tr>
<td>Great extent</td>
<td>17</td>
<td>12</td>
</tr>
<tr>
<td>Very Great extent</td>
<td>31</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought the extent to which training programs were being implemented in the companies. From the findings, 65% of the respondents indicated that training programs were implemented to a great extent, 23% of the respondents indicated that training programs were being implemented to a very great extent while 12% of the respondents indicated that training programs were implemented to a great extent. This implied that security companies were implementing training programs for employees to a great extent.

4.5.3 Influence of Training and Development on Organizational Performance

Table 4.14: Influence of Training and Development on Organizational Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training programs at the company influence achieving company targets</td>
<td>4.0949</td>
<td>.56728</td>
</tr>
<tr>
<td>The employee are training improving skills improving service delivery</td>
<td>4.5474</td>
<td>.49957</td>
</tr>
<tr>
<td>There sufficient training resources for effective training of employees</td>
<td>4.2263</td>
<td>.41996</td>
</tr>
<tr>
<td>Training of employees influence efficiency in service delivery in the company</td>
<td>4.5051</td>
<td>.56728</td>
</tr>
<tr>
<td>Training Increases the competency employees in the company</td>
<td>3.6788</td>
<td>.67447</td>
</tr>
</tbody>
</table>

The respondents were requested to indicate the extent influence of training and development on performance in security firms. From the findings, respondents indicated that the employee training led to improvement skills leading to service delivery to a very great extent (M=4.5474, SD= 0.49957) and that training of
employees influence efficiency in service delivery in the companies to a very great extent (M=4.5051 and SD= 0.56728). The results also indicated that sufficient training resources for effective training of employees improving company performance level to a great extent (M=4.2263, SD= .41996), that training programs at the company influence achieving company targets to a great extent (M=4.0949, SD= .56728) Further results indicated that employees training and development influence increase employees competency company improving performance level to a great extent (M=3.6788, SD= 0.67447).

4.6 Resource Mobilization

Mobilization of finances and organizational performance

Table 4.15: Resource Mobilization

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great extent</td>
<td>92</td>
<td>67.2</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>16</td>
<td>11.7</td>
</tr>
<tr>
<td>Great extent</td>
<td>29</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>137</td>
<td>100</td>
</tr>
</tbody>
</table>

The respondents were requested to indicate whether mobilization for finances influence organizational performance. From the findings, 92% of the respondents indicated that mobilization of finance influence organizational performance in surety companies to a great extent, 29% indicated that mobilization of finance influence organizational performance to a less extent while 19% of the respondents indicated that mobilization of finance influence performance of the security companies to a moderate extent. This implies that mobilization of finance in the companies has a positive influence on organizational performance in security companies in Nairobi County.
Influence of resource mobilization on organizational performance

Table 4.16: Influence of resource mobilization on organizational performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investing in information systems</td>
<td>4.2190</td>
<td>.79257</td>
</tr>
<tr>
<td>Acquisition of security equipment</td>
<td>4.4307</td>
<td>.51157</td>
</tr>
<tr>
<td>The company mobilize for more finance for buy of company equipments</td>
<td>4.1022</td>
<td>.57246</td>
</tr>
<tr>
<td>Sufficient resource improve technical systems for the company</td>
<td>4.6642</td>
<td>.47399</td>
</tr>
<tr>
<td>Adequate resources reduces company risks</td>
<td>4.5117</td>
<td>.42756</td>
</tr>
</tbody>
</table>

The study sought the extent to which resource mobilization on organizational performance in security companies. From the findings, sufficient resource improve technical systems for the company improving companies performance to a very great extent (M=4.6642, SD=.47399) and that adequate resources reduces company risks improve companies’ performance to a very great extent (M=4.5117, SD=.42756). The results also indicated that resource mobilization led to acquisition of security equipment improving company performance to a great extent (M=4.4307, SD=0.51157), improve investments in information systems improving company performance (M=4.2190, SD=0.79257) and that companies mobilize for more finance for buy of company equipments improving performance level to a great extent (M=4.1022, SD=0.57246). The implied that resources mobilization as a business continuity management practices contribute to achieving high level performance in security companies to a great extent.
4.7 Business Continuity influence on Organizational Performance

Table 4.17: Business Continuity influence on Organizational Performance

<table>
<thead>
<tr>
<th>Statement, %</th>
<th>N</th>
<th>%</th>
<th>L</th>
<th>%</th>
<th>M</th>
<th>%</th>
<th>GE</th>
<th>%</th>
<th>VG</th>
<th>%</th>
<th>Mean</th>
<th>Standard Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of quality security services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>4.007</td>
<td>.08544</td>
</tr>
<tr>
<td>Increase rate client satisfaction</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>46</td>
<td>3</td>
<td>22</td>
<td>3</td>
<td>61</td>
<td>4</td>
<td>4.109</td>
<td>.88016</td>
</tr>
<tr>
<td>Efficiency in service delivery</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>13</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>3.992</td>
<td>.08544</td>
</tr>
<tr>
<td>Improve profitability level</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>2</td>
<td>59</td>
<td>4</td>
<td>48</td>
<td>3</td>
<td>4.131</td>
<td>.74575</td>
</tr>
<tr>
<td>Increase customer base</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>31</td>
<td>2</td>
<td>76</td>
<td>5</td>
<td>22</td>
<td>3</td>
<td>3.882</td>
<td>.78698</td>
</tr>
</tbody>
</table>

The study sought the extent to which business continuity management practices influence organizational Performance in security firms in Nairobi County. From the findings, business continuity management practices led to companies achieving high profitability level to a great extent (M=4.1314, SD=0.74575), increase rate client satisfaction (M=4.1095, SD=.88016) and led to provision of quality security services (M=4.0073, SD=0.08544). The findings indicated that adopting business continuity management practices led to improvement in efficiency in service delivery to a great extent (M=3.9927, SD=0.08544) and increase customer based to a great extent (M=3.8825, SD=.78698). This demonstrated that instituting and implementing business continuity management practices improve Security Company’s performance to a great extent.

4.8 Inferential Analysis

4.8.1 Correlation analysis

The study undertook correlation matrix analysis to examine the association variables. The correlation factor ranged from -1 ≤ 0 ≥ 1. The acceptance confidence level was 95% or significance level of 0.05. The study conducted a Pearson Moment
Correlation analysis which is represented by $r$ for all the study variables to establish the association between variables.

Table 4. 18: Correlation Matrix Analysis on influences of BCM and performance of Security firms

<table>
<thead>
<tr>
<th>Influences of BCM;</th>
<th>Organizational Performance</th>
<th>Top management Support</th>
<th>Strategic Planning</th>
<th>Training and Development</th>
<th>Resource Mobilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management Support</td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>-0.786(*)</td>
<td>1</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>137</td>
<td>137</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>0.865(*)</td>
<td>0.824(*)</td>
<td>1</td>
<td>0.04</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>137</td>
<td>137</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>0.672(*)</td>
<td>0.614(*)</td>
<td>.490(*)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>137</td>
<td>137</td>
<td>137</td>
<td>137</td>
</tr>
<tr>
<td>Resource Mobilization</td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.713(*)</td>
<td>.633(*)</td>
<td>.682(*)</td>
<td>.430(*)</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>137</td>
<td>137</td>
<td>137</td>
<td>137</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed).

There was a strong positive correlation ($r=0.786$) between top management and the performance in security companies in Nairobi. The correlation was statistically significant $P=0.02<0.05$ at 95% confidence level. The study found that there existed a strong positive correlation between strategic planning and the organizational performance in security companies in Nairobi county as ($r=0.865$), The correlation was statistically significant $P=0.04<0.05$ at 95% confidence level.

The strength of association between training and the performance of Security organizations was strong and negative ($r=0.672$). The correlation was statistically significant $P=0.01<0.05$ at 95% confidence level. The study found that there existed a strong and positive correlation between training and development and the
organizational performance of security companies in Nairobi County (r=0.713), the correlation was statistically significant P=0.02<0.05 at 95% confidence level.

This implied that there existed a positive correlation between the influences of Resource Mobilization and the organizational performance in surety companies in Nairobi County. 4.8.2 Regression Analysis

**Table 4.19: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted Square</th>
<th>R Std. Error of the Estimate</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.747</td>
<td>.558</td>
<td>.544</td>
<td>.45207</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top management Support, Strategic Planning, Training and Development and Resource Mobilization  
b. Organizational Performance

Results in Table 4.19 indicated that a variation of adjusted $R^2 =0.5445$ in dependent variable can be attributed to changes in independent variable as a 55.8% change in the organizational performance attributed to changes in the top management support, strategic planning, training and development and resource mobilization

**ANOVA**

**Table 4. 20: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>34.017</td>
<td>4</td>
<td>8.504</td>
<td>21.049</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>53.328</td>
<td>132</td>
<td>.404</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>87.345</td>
<td>136</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top management Support, Strategic Planning, Training and Development and Resource Mobilization  
b. Organizational Performance

Result in Table 4.20 indicated that the Total variance (87.345) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study
established that there existed a significant goodness of fit of the model 
\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon. \]
Based on the findings, in Table 4.21 the results indicate the 
\[ F_{Cal} = 41.613 > F_{Cri} = 1.568 \] at confidence level 95% and sig is 0.000<0.05. This implies that there was a goodness of fit of the model fitted for this study: 
\[ Y = 2.450 + 0.679X_1 + 0.433X_2 + 0.561X_3 + 0.264X_4 + \varepsilon \]

**Coefficient Analysis**

**Table 4.21: Coefficient Analysis**

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.450</td>
<td>.972</td>
</tr>
<tr>
<td>Top management Support</td>
<td>.679</td>
<td>.205</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>.433</td>
<td>.111</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.561</td>
<td>.136</td>
</tr>
<tr>
<td>Resource Mobilization</td>
<td>.264</td>
<td>.124</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top management Support, Strategic Planning, Training and Development and Resource Mobilization

b. Organizational Performance

The established regression equation was:

\[ Y = 2.450 + 0.679X_1 + 0.433X_2 + 0.561X_3 + 0.264X_4 + \varepsilon \]

From regression results in Table 4.21, the 2.450 represented the constant which predicted value of organizational performance when all top management support, strategic planning, training and development and resource mobilization were constant at zero (0). This implied that organizational performance of the security firms in Nairobi would be at 2.450 holding top management support, strategic planning, training and development and resource mobilization at zero (0).

Regression results revealed that top management support has significance influence in Organizational Performance as indicated by \( \beta_1 = 0.679, p=0.002<0.05, t= 3.304. \) The implication is that as increase in top management support lead to a decrease in organizational performance in security companies by \( \beta_1 = 0.679. \) This implied that an
increase in top management support would lead to a significant increase in organizational performance.

Regression results revealed that strategic planning has a significance influence on organizational performance as indicated by $\beta_2 = 0.433$, $p=0.001<0.05$, $t=3.882$. This implied that an increase in strategic planning would lead to a significant increase in organizational performance by $\beta_2 = 0.433$. This implied that strategic planning significantly influence organizational performance in security companies the performance of the housing projects.

From the regression findings, the study revealed that there existed a significant positive relationship between training and development in security companies and organizational Performance as indicated by $\beta_3 = .561$, $p = 0.002<0.05$, $t=10.124$. The implication is that an increase in training and development undertaken in security companies would lead to an increase in organizational performance by $\beta_3 = .561$.

The regression findings further indicated that resource mobilization had a significant influence on by $\beta_4 = 0.264$, $p=0.008>0.05$, $t= 2.124$. This implied that an increase in resource mobilization would led to an increase in organizational performance as indicated by $\beta_4 = 0.264$. 
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of the research findings. It then gives discussion and conclusions derived from the study, and recommendations and finally gives suggestions for further studies.

5.2 Summary of the findings
The goal of this study was to determine the relationship between Business continuity management and organizational performance among private security firms in Nairobi. Four specific objectives were to be addressed. The first objective was to determine influence of Strategic Planning on performance. The second was to examine influence of top management support on performance. Objective three examined influence of Resources Mobilization on performance. The last objective was determine influence of training and development on performance. The researcher reviewed related literature and found out that a gap still exists on studies on the relationship between business continuity management and organizational performance.

5.2.1 Strategic Planning
The study revealed that strategic planning led to improvement of the company performance level. The findings revealed that company management were often concerned about strategic plans, 34% were very often concern about strategic plans while 23% were fairly concerns about strategic plans in the companies. This implied that management of security companies were concerned about strategic plans of their companies ensure business continuity.

The study sought the extent to which company management of risk due to organizational planning. From the findings, 66% of the respondents indicated that companies managed risks due to organizational planning to a very great extent, 22% of the respondents indicated to a moderate extent while 12% of the respondents indicated to a great extent. This implied that security companies were effectively managing risk in organization planning for their business continuity. The respondents were requested to indicate the extent to which strategic planning influence business performance for security firms. From the results, strategic planning influence
companies scanning the environment and take measures and identifying objectives to be met improving companies’ performance to a very great extent (M=4.5854 and 4.5051, SD=.67503 and .87349) respectively. The results also indicated that through strategic planning, the companies restructure to achieve set targets leading to improvement in performance to a great extent (M= 4.4132 and 4.0000, SD= .65787 and 0.000) respectively. The findings also indicated that strategic planning lead to minimization of company costs in expenses and determining performance measures influencing company performance to a great extent (M=3.9095 and 3.8320, SD=0.88016 and 0.66421) respectively. This implied that strategic planning as a business continuity management practices contribute to achieving of security companies outcomes and achievement of objectives to a great extent.

5.2.2 Top management Support

Top Management was looked at from the aspect that it is a key element in organizational structure. Respondents were required to rate it, in terms of its role in BCM. Therefore BCM was discussed and supported by respondents in the organization structure based on authority, departmental coordination, development and strategy to achieve its purpose, roles by management team, high achievement orientation, diversity of management and its values. The study found out that there was positive relationship between top management and the business continuity management. These results concur with other previous studies (for example; Karim 2011; Sawalha 2013) who found that organization’s structure influences BCM implementations and functioning thereof. Organizations with a clear top management are able to operate for an indefinite time compared to those with no clear management team.

5.2.3 Training and Development

The study established that employees are trained for the purpose of company continuity. From the findings, 55% of the respondents indicated that respondents were trained to a great extent for the company continuity, 44% of the respondents indicated employees were trained to a moderate extent while 1% of the respondents indicated that employees were being trained to a very great extent for the purpose of company
continuity. This implied that employees were being trained in security companies for the purpose of the company continuity in the competitive market.

From the findings, 65% of the respondents indicated that training programs were implemented to a great extent, 23% of the respondents indicated that training programs were being implemented to a very great extent while 12% of the respondents indicated that training programs were implemented to a great extent. This implied that security companies were implementing training programs for employees to a great extent. The respondents were requested to indicate the extent influence of training and development on performance in security firms. From the findings, respondents indicated that the employee training led to improvement skills leading to service delivery to a very great extent (M=4.5474, SD=0.49957) and that training of employees influence efficiency in service delivery in the companies to a very great extent (M=4.5051 and SD=0.56728). The results also indicated that sufficient training resources for effective training of employees improving company performance level to a great extent (M=4.2263, SD=.41996), that training programs at the company influence achievement of company targets to a great extent (M=4.0949, SD=.56728) Further results indicated that employees training and development influence increase in employees competency, company improving performance level to a great extent (M=3.6788, SD=0.67447). From the regression findings, the study revealed that there existed a significant positive relationship between training and development in security companies and organizational Performance as indicated by $\beta_3=.561$, p = 0.002<0.05, t=10.124. The implication is that an increase in training and development undertaken in security companies would lead to an increase in organizational performance by $\beta_3=.561$.

5.2.4 Resource Mobilization

From the findings, the study revealed that 92% of the respondents indicated that mobilization of finance influence organizational performance in surety companies to a great extent, 29% indicated that mobilization of finance influence organizational performance to a less extent while 19% of the respondents indicated that mobilization of finance influence performance of the security companies to a moderate extent. This implies that mobilization of finance in the companies has a positive influence on organizational performance in security companies in Nairobi County.
The study sought the extent to which resource mobilization on organizational performance in security companies. From the findings, sufficient resource improve technical systems for the company improving companies performance to a very great extent (M=4.6642, SD=.47399) and that adequate resources reduces company risks improve companies’ performance to a very great extent (M=4.5117, SD= .42756). The results also indicated that resource mobilization led to acquisition of security equipment improving company performance to a great extent (M=4.4307, SD= 0.51157), improve investments in information systems improving company performance ( M=4.2190, SD= 0.79257) and that companies mobilize for more finance for buy of company equipments improving performance level to a great extent (M= 4.1022, SD= 0.57246). The implied that resources mobilization as a business continuity management practices contribute to achieving high level performance in security companies to a great extent. The regression findings further indicated that resource mobilization had a significant influence on by β₄= 0.264, p=0.008>0.05, t= 2.124. This implied that an increase in resource mobilization would led to an increase in organizational performance as indicated by β₄= 0.264.

The study revealed that business continuity management practices led to companies achieving high profitability level to a great extent (M=4.1314, SD=0.74575), increase rate client satisfaction (M= 4.1095, SD=.88016) and led to provision of quality security services (M=4.0073, SD= 0.08544). The findings indicated that adopting business continuity management practices led to improvement in efficiency in service delivery to a great extent (M= 3.9927, SD= 0.08544) and increased customer based to a great extent (M=3.8825, SD=.78698). This demonstrated that instituting and implementing business continuity management practices improve Security Company’s performance to a great extent.

There was a strong positive correlation r= 0.786) between top management and the performance in security companies in Nairobi. The correlation was statistically significant P=0.02<0.05 at 95% confidence level. The study found that there existed a strong positive correlation between strategic planning and the organizational performance in security companies in Nairobi county as (r=0.865), The correlation was statistically significant P=0.04<0.05 at 95% confidence level.
The strength of association between training and development and the performance of security companies was strong and negative \((r=0.672)\). The correlation was statistically significant \(P=0.01<0.05\) at 95\% confidence level. The study found that there existed a strong and positive correlation between training and development and the organizational performance of security companies in Nairobi County \((r=0.713)\), the correlation was statistically significant \(P=0.02<0.05\) at 95\% confidence level.

This implied that there existed a positive correlation between the influences of Resource Mobilization and the organizational performance in surety companies in Nairobi County.

From regression results in Table 4.22, the 2.450 represented the constant which predicted value of organizational performance when all top management support, strategic planning, training and development and resource mobilization were constant at zero (0). This implied that organizational performance of the security firms in Nairobi would be at 2.450 holding top management support, strategic planning, training and development and resource mobilization at zero (0).

Regression results revealed that strategic planning has a significance influence on organizational performance as indicated by \(\beta_2= 0.433, p=0.001<0.05, t=3.882\). This implied that an increase in strategic planning would lead to a significant increase in organizational performance by \(\beta_2= 0.433\). This implied that strategic planning significantly influence organizational performance in security companies the performance of the housing projects.

5.3 Conclusion

5.3.1 Top management Support

The study concluded that top management support, training of employees, planning for business continuity and allocation of sufficient resources to the company’s operations influence performance of the security companies to a very great extent. Top management support through involving the employee in decision making, fostering innovativeness in the company influence performance of security companies to a great extent. Through that top management supports through attendance to meetings for decisions and idea sharing influence achieving of companies performance to a great extent.
5.3.2 Strategic Planning

The study concluded that companies managed risks due to organizational planning to a very great extent. The study concluded that strategic planning influence business performance for security firms. From the results, strategic planning influence companies scanning the environment and takes measures and identity’s objectives to be met improving companies’ performance to a very great extent. The results revealed that through strategic planning, the companies restructure to achieve set targets leading to improvement in performance to a great extent. The study concluded that strategic planning lead to minimization of company costs in expenses and determination of performance measures influencing company performance to a great extent

5.3.3 Training and Development

The findings of the study showed that to a great extent the security companies considered training and development of employees as essential achieve business continuity. The study concluded that training led to improvement of skills of employees leading to improved service delivery in terms of efficiency. This implies improved firm performance. The study concluded that employees training and development improve employee level of competence and so is the company performance.

5.3.4 Resource Mobilization

From the results, the study concluded that resource mobilization significantly influence organizational performance in security companies in Nairobi. The study concluded that sufficient resource improve technical systems for the company and adequate resources reduces company risks improve companies’ performance to a very great extent. From the results, the study concluded that resource mobilization led to acquisition of security equipment improving company performance, improved investments in information systems improves company performance and that companies mobilize for more finance for buying of company equipment hence improving performance level to a great extent. The study concluded that business continuity management practices led to companies achieving high profitability level, led to provision of quality security services and that adoption of business continuity
management practices led to improvement in efficiency in service delivery and increased customer base to a great extent respectively.

5.4 Recommendations/implications of the study
The aforementioned results showed that only a small percentage of the respondents are keen to embraced BCM in their organization. There is thus a need to make organizations aware on the importance of developing BCM to boost on their organizational performance hence enhancing the long life of the organizations. Based on the research findings it is recommended that organizations should draw more attention to the following issues that can help to manage BCM of security firms in Nairobi. There is need to support the existence of an integrated framework for BCM and organizational performance. Further there is need to have a clearly outlined structure with clearly defined management that is well understood which supports the goals and objectives of an organization.

It has been argued that irrespective of the size of the organization, human resource training and development plays a big role in the BCM. This is because they have input to the entire process of organizational performance. An organization need resources to run its business operations. No single organization can continue without adequately trained human resources. The study therefore recommends that organizations must work hard to continuously train and develop its human resource skills. Relationship between organizational style and business continuity management, the type of leadership style used by an organization has an influence on business continuity Management. A need for a clearly outlined BCM strategy within a strategic plan is vital since it forms the basis for business performance and thus strategic to the long term health of the firm. However, a democratic style of leadership needs to be embraced by organizations so as to promote measurable strategic planning tool for BCM. Organization systems include people, machines and procedures that make work easier in any organization. The study established that there was a correlation between organizational systems and business continuity management. Organizations that have good systems are able to be in operation for an indefinite period of time in operation.
5.5 Suggestions for further Research
The study focused on determining the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya. A further study should be done to determine challenges facing implementation of Business Continuity Management practices in security firms in Nairobi City County Kenya. A further study should be carried out to determine the relationship between business Continuity Management practices on organizational performance in companies in different sectors in Kenya to provide a broad based analysis on effects of Business Continuity Management practices on organizational performance in organizations.
REFERENCES


Swiss Banking, SBA. (2013). *Recommendations for Business Continuity Management (BCM)*.

Symantec (2012). Disaster preparedness topical survey.


APPENDICES

Appendix I: Introductory Letter
Sylvia Sakura
P.O. Box 29473-00100.
Nairobi
Kenya.

Dear Respondent,

REF: REQUEST FOR RESEARCH DATA

I am a postgraduate student in the Kabarak University. I am conducting a study on the RELATIONSHIP BETWEEN BUSINESS CONTINUITY MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN SECURITY FIRMS IN NAIROBI COUNTY IN KENYA.

Your organization is selected and you have been selected to participate in the study. I kindly therefore request you to provide the necessary information for this study. The information you will provide will be purely for academic purpose and thus will be treated with utmost confidence it deserves.

A final copy of the report will be availed to you at your request.

Yours faithfully,

Sylvia Sakura.
Appendix II: Questionnaire

Section A: General Information

1. Please indicate your gender
   Female [ ]
   Male [ ]

2. Select your age Group
   Below 20 [ ]
   20-30 yrs [ ]
   31-40 yrs [ ]
   41-50 yrs [ ]
   51 and above [ ]

3. What is your highest level of education
   Primary level [ ]
   Certificate [ ]
   Diploma [ ]
   Bachelor Degree [ ]
   Postgraduate [ ]

4. For how long have you been working in your company
   Less than 1 year [ ]
   1-5 years [ ]
   6-10 years [ ]
   11-15 years [ ]
   15 and above years [ ]

Section B. Business continuity management practices and Organization Performance

TOP MANAGEMENT SUPPORT

5. Indicate the extent to which top management commitment in your company influence firm performance
   Very great extent [ ]
   Great extent [ ]
   Moderate extent [ ]
   Little extent [ ]
6. Indicate the extent to which use of top management support influence firm performance in your company? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

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<tbody>
<tr>
<td>Attending meetings for decisions and idea sharing</td>
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<tr>
<td>The executive allocate sufficient resources to company’s operations</td>
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<td>The management involve the employee in decision making</td>
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<td>The management communicate effectively on companies decisions</td>
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<td>Management foster innovativeness in the company</td>
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<tr>
<td>Top management support training of employees</td>
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<tr>
<td>Planning for business continuity</td>
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**STRATEGIC PLANNING**

7. Indicate how often is management more concern with strategic plans for the company?

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<th>Responses</th>
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<td>Very often</td>
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<td>Fairy Often</td>
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8. To what extent is company management at risk due to organizational planning in your company?

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<tr>
<td>Moderate Extent</td>
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<tr>
<td>Great extent</td>
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<tr>
<td>Very Great extent</td>
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9. To what extent do company’s plans influence performance of your company? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

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<tbody>
<tr>
<td>The company response effectively to change in policy</td>
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<td>The company identify objectives to be met</td>
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<tr>
<td>The company scan the environment and take measures</td>
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<td>The performance measures determination influence company performance</td>
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<tr>
<td>The company minimizes cost expenses</td>
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<tr>
<td>The company restructures to achieve set targets</td>
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</table>
**Training and Development**

10. Indicate the extent to which employees are trained for the purpose of company continuity in case of a risk?

<table>
<thead>
<tr>
<th>Level</th>
<th>Score</th>
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<tbody>
<tr>
<td>Very great extent</td>
<td>[     ]</td>
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<tr>
<td>Great extent</td>
<td>[     ]</td>
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<tr>
<td>Moderate extent</td>
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</table>

11. To what extent are training programs implemented in your company?

<table>
<thead>
<tr>
<th>Level</th>
<th>Score</th>
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<tbody>
<tr>
<td>Very great extent</td>
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<tr>
<td>Great extent</td>
<td>[     ]</td>
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<tr>
<td>Moderate extent</td>
<td>[     ]</td>
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</tbody>
</table>

12. Indicate the extent to which you think training and development influence organizational performance in your company? (Where 1-Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)

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<tbody>
<tr>
<td>Training programs at the company influence achieving company targets</td>
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<tr>
<td>The employee are training improving skills improving service delivery</td>
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<tr>
<td>There are sufficient training resources for effective training of employees</td>
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<tr>
<td>Training of employees influence efficiency in service delivery in the company</td>
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<tr>
<td>Training Increase the competence of employees in the company</td>
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RESOURCE MOBILIZATION

Mobilization of finances and organizational performance

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<tr>
<td>Great extent</td>
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<tr>
<td>Moderate Extent</td>
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<td>Great extent</td>
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<td>Total</td>
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The respondents were requested to indicate whether mobilization for finances influence organizational performance. From the findings, 92% of the respondents indicated that mobilization of finance influence organizational performance in surety companies to a great extent, 29% indicated that mobilization of finance influence organizational performance to a less extent while 19% of the respondents indicated that mobilization of finance influence performance of the security companies to a moderate extent. This implies that mobilization of finance in the companies has a positive influence on organizational performance in security companies in Nairobi County.

Resource mobilization influence organizational performance

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<tbody>
<tr>
<td>Investing in information systems</td>
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<td>Acquisition of security equipment</td>
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<td>The company mobilize for more finance for buy of company</td>
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<td>Sufficient resource improve technical systems for the company</td>
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<td>Adequate resources reduces company risks</td>
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</table>

Business Continuity influence Organizational Performance in your Company

16. To what extent do Business Continuity Management practices influence achieving of the following Organizational Performance indicators in your company? (Where 1- Not at all, 2-Less extent, 3-Moderate Extent, 4 –Great extent and 5 -Very Great extent)
<table>
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<tbody>
<tr>
<td>Provision of quality security services</td>
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<td>Increase rate client satisfaction</td>
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<td>Efficiency in service delivery</td>
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<td>Improve profitability level</td>
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<td>Increase customer base</td>
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</table>
Appendix III: List of Security Companies in Nairobi

1) Absolute Security Ltd
2) Access Systems Ltd
3) Accurex Investigation Bureau & Security Co Ltd
4) Affiliated Security Services Ltd
5) African Guards Services
6) African Human Security Initiative
7) Afrisafe Company Limited
8) Agoro Services
9) Alba Security Services
10) All – Time Agencies Ltd
11) All-Time Agencies Ltd.
12) Alpha Guards Services Ltd
13) Anchor Security Services Ltd
14) Apache Guards Ltd
15) Aqua Security Services Ltd
16) Archipelago Security Guards Services
17) Armed Rapid Response (alarmax)
18) ArmorGroup Kenya Ltd
19) Armourshield Security Services Ltd
20) Arome Security Guards
22) Ashbhu Securities Ltd
23) ASSA ABLOY E.A LIMITED
24) Assa Abloy E.A Ltd
25) Atlas Security Services Ltd
26) Aviation General Security Consultants
27) Bamu Security Services
28) Benga Care Services Co
29) Benori Guard Services
30) Bentech Systems
31) Blue Eye Vigilant Ltd
32) Bobby Guards Ltd
33) Bobby Guards Ltd
34) Bob Morgan – BM Security Ltd
35) Bob Morgan Services Ltd
36) Boera Main Security Services
37) Boma Security Services Ltd
38) Bravo Security Services
39) Brinks Security Services Ltd
40) Brotherhood Security Services
41) Bunduki Security Services
42) Captain & Captain Security Services Ltd
43) Carlton Guards Ltd
44) Car Track Kenya Ltd
45) C & A Security Services
46) Central Security Guards
47) Centreland Ltd
48) Charton Security Services
49) Chebit Enterprises
50) Chemo Security Services & Private Investigators Ltd
51) City Guards Ltd
52) City Guards Ltd
53) Coast Guards Services Ltd
54) Coast Security Services Ltd
55) Compliant Security Services Ltd
56) Continental Security Guards Services
57) CornerStone Security Services
58) Cossy Mobile Security Ltd
59) Coster Guards Ltd
60) Crofton Security Services Ltd
61) Crossland Security Services
62) Crossland Security Services Ltd
63) Dagii Electro Tech
64) Daring Security Systems Ltd
65) Davrach Business Services
66) Delfy Security Service
67) Delmas Security Services Ltd
68) Delta Security Services Ltd
69) Dew Security Services Ltd
70) Digital Security Services & Products – change name to ORTH Enterprises Ltd
71) Diligent Security Services
72) Double Impulse Security Ltd
73) Dragon Commercial Ltd
74) Drick Ark Security Guards
75) Dunamis Security
76) Dynasty Security Services Ltd
77) EARS Group Ltd
78) Efex security solutions
79) Eighty Seven Security Systems
81) Environmental & Combustion Consultants
82) Erowa Guards Services
83) Eshibinga Security Services Guards
84) Euro Technology Ltd
85) Eveready Security Guards Ltd
86) Excellent Security Services
87) Express Escorts Ltd
88) Eyetrack Africa Systems
89) Eye Watch Trackers Ltd
90) Factory Guards Ltd
91) Falcon Security Ltd
92) Fimbo Security Services
93) Fire Guards Kenya Ltd
94) First Force Security Services Ltd
95) First Rescue Ltd
96) Flamingo Security Guards Services
97) Framlec Security Services Co Ltd
98) Freby Services
99) Galana Security Guards
100) Gallant Security Services Ltd
101) Gana International Security Services
102) Gardena Guards of Kenya
103) Garey Vigilance Security Ltd
104) Gasper Walele (H S C)
105) Gatelock Security Co Ltd
106) George Ben Security
107) Gillys Security & Investigation Services Ltd
108) Glamour A & Security Services Ltd
109) Golden Security Guards
110) Good Body Security Service
111) Good Luck Guard Services
112) Goodwill Guards Services
113) Grada General Agencies
114) Green Hill Security Services Ltd
115) Green Leaf Commercial Agencies & Security Gua
116) Gryphon Kenya Ltd
117) Guardforce Security (K) Ltd
118) Gussco Security Services
119) Gyto Success Co Ltd
120) Halins Security Services
121) Hamu Security Services
122) Hatari Security Guards Ltd
123) Hatari Security Guards Ltd
124) Hema Security Services
125) Herahoni Security Services
126) Hewalla Security Service
127) Highrise Security Service
128) Hillz Care Guards Ltd
129) Hippo Guard Ltd
130) Hire Guards Services
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131) Hotline Security Ltd
132) House Guards Ltd
133) IAS Security Systems Ltd
134) Ilder Security Services
135) Infosec Consulting Ltd
136) Instarect Ltd
137) Intel Fire Group Of Companies
138) Interguard Security Services Ltd
139) Interplus Ltd
140) Inter Security Services Ltd
141) Intrusion Equipment Vstar Security Inc
142) Island Top Security
143) Jackal Security Guards
144) Jancy Ltd
145) Jasho Security Guard Ltd
146) J J Security Guards
147) Johsan Investigation & Security Services
148) Jollic Security Guards
149) Kali Security Co Ltd
150) Kamaliza Guards Nairobi (Kenya) Ltd
151) Kamaliza Security Guards
152) Kamili Security Guards
153) Kamosec Security Services Ltd
154) Karen Langata Guards Ltd
155) Kasa Security Services
156) Kasha Investments Ltd
157) Kenda Security Services Ltd
158) Kenguards Ltd
159) Kentaza Security Guards Ltd
160) Kenya Homes Securities & Private Investigation
161) Kenya Secularms Ltd
162) Kenya Shield Security Ltd
163) Kimble Securical Ltd
164) Kirby Security Services Ltd
165) Kitale Airport Security Guards
166) Kiuna Dogs
167) KK Security
168) KK Security
169) K K Security Guards
170) KK Security Guards
171) Kleen Homes Security Services Ltd
172) Lake Security Guards Ltd
173) Lamu Security Guards
174) Lavington Security Guards Ltd
175) Leading Locks Limited
176) Leemas Ltd
177) Lee Security Services Ltd
178) Lichi Security Systems Ltd
179) Link Security Ltd
180) Liomo Security Guards
181) L S Guards Ltd
182) Lumwa Security Services Ltd
183) Maasai Spear Guards Co
184) Magenta (k) Ltd
185) Magestic Security Systems
186) Magnet International Ltd
187) Mara Moja Security Guards Ltd
188) Marhan Security Guard
189) Mark Patrol Security Ltd
190) Marthen Investigations
191) Masaba Security Agencies
192) Maxicare Guards Services Ltd
193) Mead Security Services
194) Mercury Security Services Ltd
195) Meru Homes Ltd
196) Metric Security Guards Ltd
197) Metro Plastics Kenya Ltd
198) Micro-city Computers Ltd
199) Migben Security Services
200) Mike Security Services Ltd
201) Milimani Security Guards Ltd
202) Mindest Security Services Ltd
203) Minion Guards Co Ltd
204) Mode 1996 Security Limited
205) Modern Security Services Ltd
206) Motor Trace
207) Mugaine Kenya Ltd
208) Muhe Security Guards
209) Murema Security Services
210) Mutego Security Co
211) Muthaiga Supplies Services Ltd
212) Nairobi Guards Ltd
213) Nakuru Security Guards Ltd
214) Ndengelwa Security Guards Ltd
215) Ndunyo Security Services
216) Neighbours Security Guards Ltd
217) Network Style Security (K) Ltd
218) New Simba Security Guard Ltd
219) Ngawa Security Ltd
220) Night Guards
221) Njambi Security Services
222) Njema Security Services Ltd
223) Nordic Technologies
224) Nyamtiro Security Guards
225) Nyati Care Services Co
226) Nyati Security Guards Services Ltd
227) Oboyako Enterprises
228) OGS Enterprises
229) Ondangora Security Guards
230) Optimum Group (k) Ltd
231) Ostritch Security Service
232) Overall Security Ltd
233) Pada Private Investigators & Security Consultants
234) Pada Security And Alarms Services
235) Panther Security Ltd
236) Panther Track Guards (Kenya) Ltd
237) Parklands Security Services Ltd
238) Patana Fire Appliances
239) Patriotic Group of Companies
240) Patriotic Guards
241) Patriot Services Ltd
242) Paul-O-Higgins Securities Ltd
243) P & D Security Guards
244) Pefami Security Service
245) Perimeter Protection Ltd
246) Pescoll Security
247) Pesons Security Services
248) Petered Security Services Ltd
249) Petjab Security Ltd
250) PG Security
251) Pinkertons K Ltd
252) Pinnacle Systems
253) Porsh Security Guards
254) Power Security Services
255) Praying Mantis Ltd
256) Precise Electronic Security Services
257) Prisan Services
258) Private Guards Services
259) Pro-Fence Ltd
260) Proteq X Security Systems
261) Prowler Enterprises
262) Prowler Security Services (PPS)
263) Pwani Armor Ltd
264) Radar Limited
265) Radar Ltd
266) Rainbow Dynamic Consultants
267) Ramco Security Services
268) Rapid Security Services
269) Raptor Security Systems Ltd
270) Real Term Services Ltd
271) Real Trust Ltd
272) Real Trust Security Services
273) Red Alert Ltd
274) Red Eagle Guards Ltd
275) Red Mamba Agencies Ltd
276) Red Mamba Guards (LTD)
277) Reef Securities Ltd
278) Ref Securities Ltd
279) Regiment Eagle Agencies Ltd
280) Rema Security Services Ltd
281) Rift Valley Security Services
282) Riley Falcon (Security) Ltd
283) Riley Services Ltd
284) Rizco Security Guards Ltd
285) Rocheh Security Services Ltd
286) Rocinda Security Services
287) Roco Security Services Ltd
288) Ronclok Security Agencies Ltd
289) Royale Guards Ltd
290) Royal Touch
291) Sage Events
292) Samanje Guards Ltd
293) Samanje Guards Ltd
294) Samkan Agencies
295) Satellite Tracking (Kenya) Ltd
296) Scantronic Technical Systems Ltd.
297) Scope Lite Kenya
298) Secucenter Ltd
299) Secure Digital Limited
300) Securex Agencies (K) Ltd
301) Securicor Integrated S Solutions
302) Securicor Security Services Kenya Ltd
303) Security Advisory Services Ltd
304) Security Expanders Limited
305) Security Express Ltd
306) Security Five
307) Security Group Africa – Kenya (SGA)
308) Security Holdings Ltd
309) Security Plus Ltd
310) Security Research Consultants (Sereco)
311) Security Systems International Ltd.
312) Secutron (Kenya) Ltd
313) Senaca Ea
314) Shabana Security Guards
315) Shamud Security Services
316) Shaza Security Services
317) Shika Shika Security Alarms Ltd
318) Shupavu Security Services
319) Silyoi Security Services
320) Simba Security Ltd
321) Sisina Securities
322) Skyhawk Services Ltd
323) Skyline Security Ltd
324) Soma Security Services
325) Sosera Security Guards Ltd
326) South Services Co Ltd
327) Space Security Services
328) Spur Security Services Ltd
329) Staff Point Security Ltd
330) Star Guards Co
331) Success Security Services Ltd
332) Tabura Security Agency (K) Ltd
333) Tandu Alarm Systems Ltd
334) Tango Security Guards & Private Investigators
335) Taws Ltd Security Print
336) The Root Security Service
337) Tiger Homes & Security Services
338) Timo Security Servcies
339) Tiriki G & Services
340) Titan Fire & Security
341) Tomlin Security Services Ltd
342) Top Security Systems Ltd
343) Torch Security Services
344) Total Security Surveillance
345) Tough Security Guards
346) Trace Limited
347) Trace Ltd
348) Track N Trace
349) Trail My Car
350) Trail My Car – UVACORP TECHNOLOGIES LIMITED
| 351) | Trans Rift Patrol Service |
| 352) | Trio Star Security Services Ltd |
| 353) | Tudor Security Services Ltd |
| 354) | Ujuzi Security |
| 355) | Ukuta Security Guards |
| 356) | Ultimate Building |
| 357) | Ultimate Security Ltd |
| 358) | United International Investigative Services |
| 359) | Vigorous Services Ltd |
| 360) | Vogue Security Services Ltd |
| 361) | Wamato Co Ltd |
| 362) | Wamu Security Guards Services & Private Inves |
| 363) | Warriors Security Service |
| 364) | Watch Dog Alert Ltd |
| 365) | WAY AHEAD TECHNOLOGY |
| 366) | Wells Fargo Ltd |
| 367) | Windrush Security Guards (K) Ltd |
| 368) | Winguards Services Ltd |
| 369) | Winmatt Lifeline Services |
| 370) | Winstar Co Ltd |
| 371) | Winvex Security Ltd |
| 372) | Witerose Security Systems (K) Ltd |
| 373) | Wykem Security Consultants (K) Ltd |
| 374) | Yegboi Security Services |
Appendix IV: Kabarak University Letter Of Approval

Private Bag - 20157
KABARAK, KENYA
E-mail: directorpostgraduate@kabarak.ac.ke

14th November, 2018.

Ministry of Higher Education Science and Technology,
National Council for Science, Technology & Innovation,
P.O. Box 30623 – 00100,
Nairobi

Dear Sir/Madam,

RE: RESEARCH BY SILVIA SAKURA GMB/NBE/0693/05/15

The above named is a student of Kabarak University taking Masters of Business Administration. His research is entitled “The Relationship between Business Continuity Management Practice and Organizational Performance, A case Study Security Farms in Nairobi.” She has been Examined and Accepted by the Board of Postgraduate Studies.

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide the necessary assistance.

Thank you.

Yours faithfully,

[Signature]

Dr. Betty Tiko
DIRECTOR - (POST GRADUATE STUDIES)

Kabarak University is ISO 9001:2015 Certified