

**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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## **RECOMMEDATIONS**

This research project has been submitted with our approval as the University Supervisors.

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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)

## ABSTRACT

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 interms 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 Bhattacharyya (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<sub>01</sub>:** There is no significant relationship between business strategic planning and firm performance of companies in Nairobi City County
- H<sub>02</sub>:** There is no significant relationship between top management support and firm performance of companies in Nairobi City County
- H<sub>03</sub>:** There is no significant relationship between regulatory framework and performance of companies in Nairobi City County
- H<sub>04</sub>:** 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 experience rapid growth where the number of private security firms has experience upwards trend for the last 10 years. Due to increase in 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 justify 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 wellbeing (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 (KİŞİ, 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). Similarly, 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<sup>1</sup>, 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.

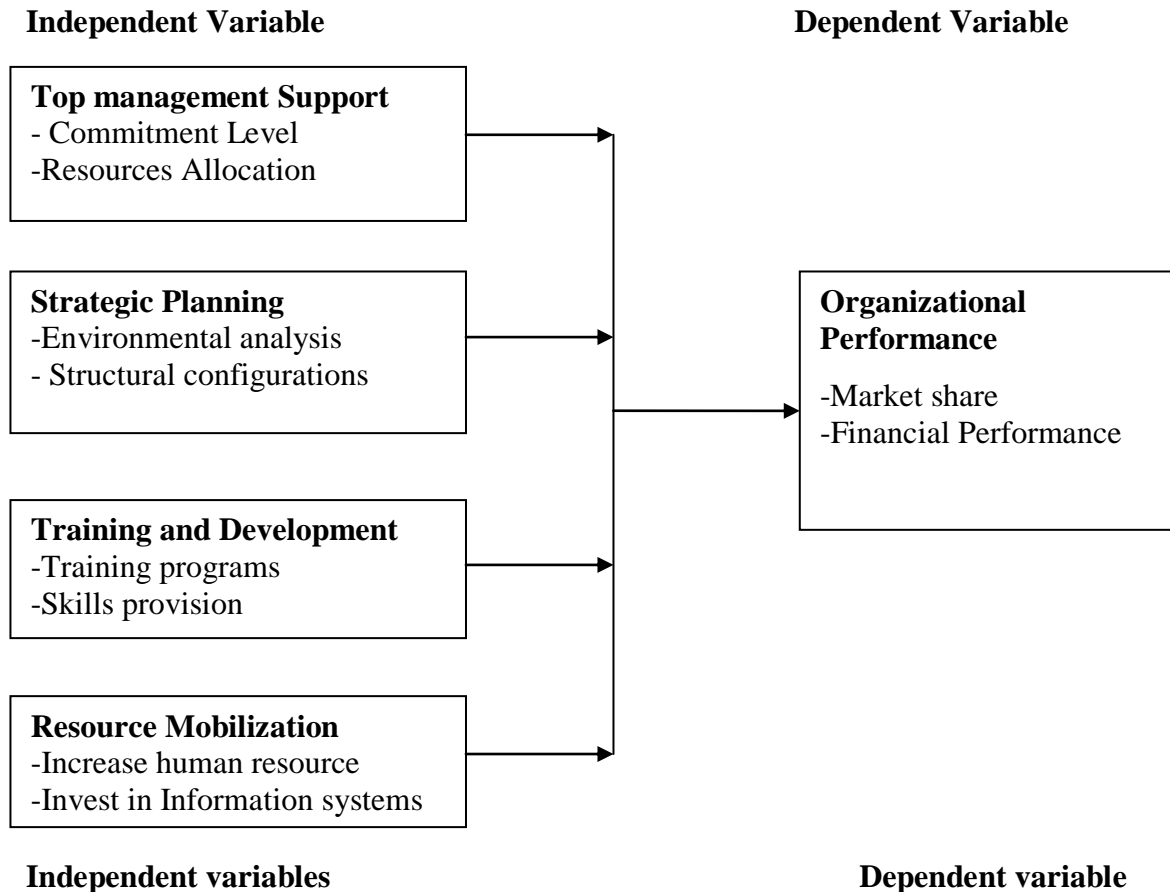
Richard, Keith and Glaister, (2006) investigated the influence of formal strategic planning and company performance. The objective of the study was to determine the influence of formal strategic planning on organizational performance. The study focused on 113 UK companies .The study variables were organizational 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.



**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**

<b>Population Category</b>	<b>Frequency</b>
Managers	82
Human resource Officers	82
Operation managers	82
ICT officers	82
Total	328

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:-

$$n = \frac{Z^2 pq}{d^2}$$

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 3.2: Sample Size**

<b>Population Category</b>	<b>Frequency</b>	<b>Sample Proportion</b>	<b>Sample Size</b>
Managers	82	0.54	44
Human resource Officers	82	0.54	44
Operation managers	82	0.54	44
ICT officers	82	0.54	44
Total	328		176

### **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.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

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**

Response	Frequency	Percentage
Returned questionnaires	137	78
Unreturned questionnaires	39	22
Total	176	100

#### 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 thresh hold for this study.

**Table 4. 2: Reliability Results**

Variable	Cronbach's	No of Item
Strategic Planning	0.8137	5
Top Management support	0.8234	5
Resources Mobilization	0.8406	6
Training and Development	0.8716	5
Performance	0.8319	5

#### 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**

	Frequency	Percent
Male	91	66
Female	46	34
Total	137	100

**Table 4. 4: Respondents Age bracket**

	Frequency	Percent
Below 20 years	30	20
20-30 yrs	31	21
31-40 yrs	16	23
41-50 yrs	31	24
51 and above	29	
Total	137	100.0

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**

	Frequency	Percent
Certificate	1	1
Diploma	76	56
Bachelor Degree	31	22
Postgraduate	29	21
Total	137	100.0

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**

	Frequency	Percent
1-5 years	17	12
6- 10 years	60	44
11- 15 years	31	23
15 and above years	29	21
Total	137	100.0

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**

	Frequency	Percent
Very great extent	16	11
Great extent	60	44
Moderate extent	61	45
Total	137	100.0

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**

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

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 .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**

Responses	Frequency	Percent
Very often	46	34
Fairy Often	32	23
often	59	43
Total	137	100.0

The respondents were requested to indicate the extent to which management were more concern 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 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.

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

Responses	Frequency	Percent
Very great extent	90	65.7
Great extent	17	12.4
Moderate extent	30	21.9
Total	137	100.0

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**

Statement	Mean	Standard Dev
The company response effectively to change in policy	4.0000	.00000
The company indentify objectives to be met	4.5051	.87349
The company scans the environment and take measures	4.5854	.67503
The performance measures determination influence company performance	3.8320	.66421
The company minimizes cost expenses	3.9095	.88016
The company restructures to achieve set targets	4.4132	.65787

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 4.12: extent to which employees are trained**

	Frequency	Percent
Moderate Extent	60	44
Great extent	76	55
Very Great extent	1	1
Total	137	100.0

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**

		Frequency	Percent
Moderate Extent	89	65	
Great extent	17	12	
Very Great extent	31	23	
Total	137	100.0	

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**

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

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**

Responses	Frequency	Percent
Great extent	92	67.2
Moderate Extent	16	11.7
Great extent	29	100.0
Total	137	100

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

#### 4.6.2 Influence of resource mobilization on organizational performance

**Table 4. 16: Influence of resource mobilization on organizational performance**

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

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**

Statement frequencies, %	N	%	L	%	M	%	GE	%	VG		Mean	Standard Dev
	E		E		E		F		E	%		
	F		F		F				F			
Provision of quality security services	0	0	0	0	0	0	13	9	1	1	4.007	.08544
							6	9			3	
Increase rate client satisfaction	0	0	0	0	46	3	22	3	61	4	4.109	.88016
						4		0		4	5	
Efficiency in service delivery	0	0	0	0	1	1	13	9	0	0	3.992	.08544
							6	9			7	
Improve profitability level	0	0	0	0	30	2	59	4	48	3	4.131	.74575
						2		3		5	4	
Increase customer base	0	0	0	0	31	2	76	5	22		3.882	.78698
						3		5			5	

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  $-1 \leq 0 \leq 1$ . 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**

Influences of BCM;		Organizational Performance	Top management Support	Strategic Planning	Training and Development	Resource Mobilization
Top management Support	Pearson Correlation	-0.786(*)	1			
	Sig. (2-tailed)	0.02	0.02			
	N	137	137			
Strategic Planning	Pearson Correlation	0.865(*)	0.824(*)	1		
	Sig. (2-tailed)	.04	.04	0.04		
	N	137	137	137		
Training and Development	Pearson Correlation	0.672(*)	0.614(*)	.490(*)	1	
	Sig. (2-tailed)	.001	.001	.004		
	N	137	137	137	137	
Resource Mobilization	Pearson Correlation	.713(*)	.633(*)	.682(*)	.430(*)	1
	Sig. (2-tailed)	.02	.02	.02	.02	.02
	N	137	137	137	137	137

\* 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**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Sig.
1	.747	.558		.544	.45207	.000

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<sup>b</sup>**

**Table 4. 20: ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.017	4	8.504	21.049	.000 <sup>b</sup>
	Residual	53.328	132	.404		
	Total	87.345	136			

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  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ . 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:  $Y = 2.450 + 0.679X_1 + 0.433X_2 + 0.561X_3 + 0.264X_4 + e$

### Coefficient Analysis

**Table 4. 21: Coefficient Analysis**

Coefficients <sup>a</sup> Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2.450	.972			2.522	.015
Top management Support	.679	.205	.512		3.304	.002
Strategic Planning	.433	.111	.363		3.901	.001
Training and Development	.561	.136	.534		4.125	.002
Resource Mobilization	.264	.124	.253		2.124	.008

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

The established regression equation was;

$$Y = 2.450 + 0.679X_1 + 0.433X_2 + 0.561X_3 + 0.264X_4 + e$$

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 significant 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  $\beta_4 = 0.264$ ,  $p=0.008 > 0.05$ ,  $t= 2.124$ . This implied that an increase in resource mobilization would led to an increase in organizational performance as indicated by  $\beta_4 = 0.264$ .

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 embrace 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 needs 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.



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## 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 you age Group  
Below20    
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)

Statement	1	2	3	4	5
Attending meetings for decisions and idea sharing					
The executive allocate sufficient resources to company's operations					
The management involve the employee in decision making					
The management communicate effectively on companies decisions					
Management foster innovativeness in the company					
Top management support training of employees					
Planning for business continuity					

### STRATEGIC PLANNING

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

Responses	
Very often	
Fairy Often	
often	

8. To what extent is company management at risk due to organizational planning in your company?

Responses	
Moderate Extent	
Great extent	
Very Great extent	

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)

Statement	1	2	3	4	5
The company response effectively to change in policy					
The company identify objectives to be met					
The company scan the environment and take measures					
The performance measures determination influence company performance					
The company minimizes cost expenses					
The company restructures to achieve set targets					

**Training and Development**

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

- Very great extent     [    ]
- Great extent           [    ]
- Moderate extent       [    ]

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

- Very great extent     [    ]
- Great extent           [    ]
- Moderate extent       [    ]

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)

Statement	1	2	3	4	5
Training programs at the company influence achieving company targets					
The employee are training improving skills improving service delivery					
There are sufficient training resources for effective training of employees					
Training of employees influence efficiency in service delivery in the company					
Training Increase the competence of employees in the company					



## RESOURCE MOBILIZATION

Mobilization of finances and organizational performance

Responses	1	2	3	4	5
Great extent					
Moderate Extent					
Great extent					
Total					

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

Statement	1	2	3	4	5
Investing in information systems					
Acquisition of security equipment					
The company mobilize for more finance for buy of company					
Sufficient resource improve technical systems for the company					
Adequate resources reduces company risks					

### **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)

Statement	1	2	3	4	5
Provision of quality security services					
Increase rate client satisfaction					
Efficiency in service delivery					
Improve profitability level					
Increase customer base					

### **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
- 21) Arrow Guards (1984) Ltd
- 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) Chengo 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) Eflex security solutions
- 79) Eighty Seven Security Systems
- 80) Emsa Security (1995)
- 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

- 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) Nduyo 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) Roclinda 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



### KABARAK UNIVERSITY

INSTITUTE OF POST GRADUATE STUDIES

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14<sup>TH</sup> 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



**Dr. Betty Tikoko**  
**DIRECTOR - (POST GRADUATE STUDIES)**



Kabarak University is ISO 9001:2015 Certified



