

**INFLUENCE OF STRATEGIC CHARACTERISTICS ON
BUSINESS CONTINUITY MANAGEMENT OF
PRIVATE SECURITY FIRMS IN KENYA**

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**Influence of Strategic Characteristics on Business Continuity
Management of Private Security Firms in Kenya**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

This thesis is dedicated to my beloved family.

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LIST OF ACRONYMS AND ABBREVIATIONS

BCM	Business Continuity Management
IBM	International Business Machine
IO	Industrial Organization
IT	Information Technology
KSIA	Kenya Security Industry Association
NACOSTI	National Commission for Science, Technology and Innovation
PSIA	Protective Security Industry Association
RBV	Resource Based View
SCA	Sustained Competitive Advantage
SEM	Structural Equation Modeling
SHRM	Society for Human Resource Management
SLA	Service Level Agreement
SPSS	Statistical Package for Social Sciences
TCA	Transaction Cost Analysis
VRIN	Valuable, Rare, In-imitable & Non-sustainable

DEFINITION OF KEY TERMS

- Business Continuity Management:** Is the act of identifying and anticipating future events that may affect the organization's critical functions in order to ensure the organization's capability to respond effectively to such events in a planned manner and increase resilience to interruption and loss (Spring Singapore, 2005; Swalha, 2011; Woodman & Hutchings, 2010).
- Communication:** Communication is the verbal interchange of a thought or an idea through a transmitting medium to the intended recipient in an organization (Littlejohn & Foss, 2008).
- Leadership:** Is the action of motivating and influencing a group of people or an organization, or the ability to guide, structure and to facilitate activities and relationships in a group or organization (Yukl, 2010).
- Organization culture:** According to Kotter and Heskett (1992) and Howe (2011), the term culture refers to a relatively stable set of beliefs, internal and external values, attitudes and behaviours commonly held by a society, leaders, customers, employees, competitors among others, that aid to understand basic societies. It simply defines the way things are done around a particular organization.
- People (aka staffing):** These are employees within the organization. They should be well trained and assigned the right jobs to exercise their talents (Jurevicius, 2013).
- Resources:** These are the physical, human and organizational wealth including capital equipment, skilled individual employees, patents, finances and gifted managers (*Berrone, Gelabert, Fosfuri & Gómez-Mejia 2007*).
- Strategic Planning:** Is the process of developing the direction and scope of an organization over the long term (Ocasio & Joseph, 2008)

which achieves advantages for the organization through its configuration of resources within a changing environment to meet the needs of markets and fulfil shareholders expectations (Johnson & Scholes, 1997 in Swalha, 2011).

Strategy: This is the way in which organization plans to outperform its competitors or how to achieve its objectives. Mintzberg and Quinn (1996) state that strategy is the process of planning or putting a plan into action in a skillful way. It includes planned resource allocation and utilization as well as other activities geared towards attaining organizational aims (Daft & Marcic, 2013).

Structure: Determines division of tasks in the organization and the hierarchy of authority from the seniors to juniors. A structure provides a skeleton of an organization and its patterns of management in addition to management styles (Mullins, 2005).

Systems: This consists of formal and informal procedures used to run the organizations on a day to day basis including structure, budgeting and programs, training and financial controls (Jurevicius, 2013).

ABSTRACT

Business continuity management (BCM) has gained wide acceptance in recent years and it is key for the survival of any contemporary organization during crisis. Therefore, modern organizations have to reconsider the significance of creating awareness and being prepared for the unexpected. This is so because in the event a catastrophe happens, it may interrupt an organization's daily operations. Companies must fully understand the importance of this concept and the impact it could have on the organization. Adequate and effective actions and procedures should be in place to address the organization's business continuity threats. The goal of this study was to explore the influence of strategic planning practices on BCM by testing the proposed model and propose strategies for BCM that could be adopted in the company emergency management and business continuity in Kenyan private security firms. Further, the study explored the different business continuity practices at security firms, threats that an organization faces (internal and external), and the concept and principles of an effective business continuity management plan to address and manage such threats. At the moment, BCM arrangement is mainly done on an operational or tactical level. Contemporary management proposes that BCM planning should be an active part of the firm's overall strategic planning processes. By way of a comprehensive literature study on BCM as well as an empirical survey of established business continuity practices at private security firms, the proposed research fell within the domain of pragmatic worldview employing a mixed approach methodology hence utilizing both quantitative and qualitative paradigms. The target population was staff and other stakeholders of private security organizations. The sample comprised 201 employees selected through stratified random sampling and purposive sampling. Questionnaires were used to collect data and were analyzed using factor analysis, correlation and multiple regression analysis. The strategic planning practice dimensions of private security firms were analyzed from data of 180 respondents to identify the most significant dimensions contributing towards BCM in private security firms through correlation and multiple regression analyses. It became evident that organizational structure and style have a positive and

significant influence on BCM. It is also worth noting that organizational resources have a positive but non-significant influence on BCM while a negative significant influence existed between organizational systems and BCM. Empirical evidence also suggests no moderating effect of government policies on the relationship between strategic planning practices and BCM. The study concluded that all the four dimensions of strategy are key influencers of BCM. It emerged that BCM is essential part to overall organization health that all sectors of business need to identify with since it is dependent on clearly defined strategic plans through planning by management. The study recommends that for any organization striving to become successful in every single day of their activities they must embrace good strategies that support BCM. Thus, there is need to support the existence of an integrated framework for BCM and strategic practices and planning. This is because the extensive and in-depth research and its findings had been extracted from reliable sources that have been approved with the intention of providing guidance for BCM implementations. This research's sampling limitations revolve around the model fit which is confined in a single service industry – private security firms with operations in Kenya therefore dictate careful generalization of findings. Furthermore, other stakeholders in the industry for example customers and suppliers were not included in the sample. The study was also limited in the data analysis techniques where in such a research more complex techniques could have enhanced study findings. Since BCM studies are rare in the Kenyan context, areas for future research are recommended.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning and business continuity management have gained momentum thus widely embraced in recent years. Globally, this has been attributed to many factors such as natural disasters, business risks and other extreme happenings like terrorist activities that have led to more emphasis on the significance of strategic planning and business continuity management (Wessels, 2007). Such aforementioned risks and occurrences have had obvious tragic consequences and continued business investments disruptions/loss and even business ‘deaths’ or collapse or closure. Further, these have left most executives faced with the challenge of improving on the continuity strategies of their businesses and normal organizational lives. Alignment of strategic goals and continuity plans to remain relevant and mitigate against losses that may be incurred such as loss of investments in terms of employees, offices, equipment among others is now the worry of many business owners and managers.

Strategy and business continuity management have been evolving as separate concepts over the last few decades in the international, regional and local arenas (Pollard & Hotho, 2006). Strategic planning as a critical instrument of management assists organizations to deal with numerous forces within their scopes and connect strategic goals with both mid-term and short-term plans (Falshaw *et al.*, 2006). Business continuity management on the other hand guarantees self-assurance and aids the organization endure business discontinuities and interruptions (Elliott, Swartz & Herbane, 2010). The importance of having a protected and strategic plan for unlikely event that may interrupt normal functioning of an organization continues to be critical in many contemporary organizations.

According to Sawalha (2013), organizational potential to interruptions and risk that have the potential to threaten the short and long-term existence of any business organization still receives little attention in strategic management research despite the fact that risk is one of the characteristics of organizations operating in vibrant and fast changing business environments.

Modern-day management thinking is driven by key business objectives such as service availability, prompt delivery and meeting customer's expectations. In order to survive, companies must do what is expected of them by the wider community i.e. reliably deliver the right services/products when needed at a reasonable cost to the end customers on a repeated basis. Therefore, they must always be prepared and to a greater extent than they have always done before, to counter all the potential threats. By doing so, it ensures availability of services. Wong (2009) argues that businesses that include business continuity management (BCM) in their strategic planning efforts are more likely to compete in their markets. Readiness to eventualities solely rests with the management of a firm in embracing the BCM (Low, Liu & Sio, 2010).

Emergency management and business continuity planning are vital programs for any organization that wants to survive and prosper (Wessels, 2007; Swalha, 2013; Herbane, 2010). While contingency planning can be a time-consuming and costly process, it is used in public and private sector entities to varying degrees. In the absence of proper planning, a crisis or disaster could devastate an organization, its people and its assets (Zhang & McMurray, 2013). Various estimates of failure rates of businesses after a disaster abound. While there is no way to confirm these statistics, they seem to suggest that contingency planning will improve the odds of an organization's survival (Bajgoric 2006; Bullock, 2006; Wong, 2009).

Due to the fear of eventualities both natural and manmade and associated costs, more organizations than ever before are considering contingency planning to help protect their people, assets, and facilities. As organizations become more complex, disruptions can cause greater and more frequent impacts (Croy & Geis, 2005; Herbane, 2010; Jones, 2005; Wessels, 2007).

A challenge for organizations is lack of knowledge about how to effectively implement a contingency planning system and incorporate it into the entity's strategic plans (Bakar, Yacoob & Udin, 2015); Belaouras (2009). According to Kerzner (2001), strategic planning is the process of formulating and implementing decisions about an organization's future direction bearing in mind all levels of the company. It is a key process to every organization's survival since it is the way by which the organization adapts to its ever-changing environment.

Contingency planners are now asserting that contingency planning is a value-added for competitiveness in the marketplace as well a means of helping organizations save money (Rothstein, 2003). Processes that are deeply analyzed in terms of continuity will usually be more secure, and new ways of working may emerge to help streamline operations (Herbane, 2010). Emergency planning can be useful when forging alliances with external organizations or during acquisition phases and should be a portion of quality cycle as well. Contingency planning should be part of an organization's quality cycle as well. Business continuity and disaster recovery have gained somewhat in the eyes of top corporate management since the start of the 1990s (Rothstein, 2003).

Crises have the potential to threaten the short and long-term existence of any business organization (Croy & Geis, 2005; Jones, 2005). They are considered as characteristics of those organizations experiencing dynamic and fast changing business environments. This calls for the need to evaluate and measure effectiveness of strategic planning and BCM practices in organizations. It has been noted by various researchers (Hotho, 2006; Ritchie, 2004; Wessels, 2007) that there is a necessity to improve an understanding of the practice of crisis management using new disciplines and subfields while taking into consideration the cross-disciplinary nature of organizational crisis that calls for an integrative-strategic approach to risk, disaster and crisis management (Sheaffer & Mano-Negrin, 2003).

Pollard and Hotho (2006) have highlighted that BCM and strategic management have been evolving separately over the last few decades and few scholars have attempted

to investigate the common ground between the two. Therefore, such a study focuses on developing an understanding of the significance of integrating BCM with strategic planning as a way to improve organizational resilience against crises. According to Elliott *et al.* (2010) crisis management can be considered to have given birth to business continuity management, and the two terms are interchangeably referred to. Business continuity management is a new corporate approach to crisis management (Elliott *et al.*, 2010; Gallagher, 2003). It is a necessary strategic process and that few exploratory studies have been undertaken in the area of strategic planning and BCM. Wong (2009) further reiterated that the role of BCM at the executive level has not been well-discussed in the literature. BCM has been articulated as a reactive approach towards organizational crisis. As a high-level management function that has the potential to play a significant role in achieving organizational success (Wong, 2009), examining interconnectedness of strategic planning and BCM is needed urgently as *Herbane et al.* (2004) posits that adopting BCM into organizations strategies may aid the firm speedily recover from disruptions with minimal impact on their competitiveness.

Since this field has been minimally researched in the context of different sector the relationships between strategic planning practices and BCM role need to be explored further. Specifically, BCM has also been considered for many years as an information, communication and technologies subject (Ernst & Young, 2008a). Fewer efforts have been undertaken to highlight BCM as an enterprise-wide activity related to organizations strategic plan and give it more thought it requires in its practicality (Booth, 2003; Royds, 2006).

The earlier studies (Ghandour, 2014; Herbane, 2010; Hoong & Marthandan, 2014; Ongas, 2013) on strategic role of BCM have asserted the vital role BCM could bring such as competitive advantage for organizations. However, these studies have fallen short to deliberating in-depth on how strategic planning management influences business continuity and impact on organization's success (Swalha, 2013). Therefore, this research responds to the calls of a number of Business Continuity Management researchers who have highlighted the significance of developing a better

understanding of the BCM practice and the significance of placing BCM in the context of Strategic Planning in order to achieve an integrated-strategic framework for BCM and strategic planning that aims to provide Kenyan private security firms an enterprise-wide capability of resilience against potential organizational risks, disasters and crises.

1.1.1 Strategic Characteristics

Planning has been classified into two broad categories: tactical and strategic (Appleby, 1994). The former involves determining allocation of organization resources to achieve strategic aims while the latter relates to goals, mission and vision usually done at the corporate level and depends on unreliable long-term forecasts. Mintzberg (1994) stated that during the 1960s, corporate leaders embraced strategic planning as the one best way to devise and implement strategies that would enhance the competitiveness of each business unit. The Net MBA (2010) asserts that strategic planning is an essential and thoughtful process in which executives create organization wide strategies and cascade them down the hierarchy for implementation. According to Ocasio and Joseph (2008), strategic planning aid in the management and planning practices with the sole aim of formulating strategies. Johnson and Scholes (1997) further state that, strategic planning provides the long-term boundary and means to achieve corporate advantage within a dynamic environment. Therefore, planning enables an organization to meet the needs of markets and to fulfill stakeholder expectations.

O'Regan and Ghobadian (2002) state that strategic planning has had numerous significances to the organization including assisting in the determination of the long term direction of the organization, as well as altering the organization's strengths relative to those of its rivals, in the most effective and efficient way. In relation to the general corporate purposes, the authors further affirm that strategic planning aims to derive a strategic plan, develop and sustain a corporate competitive advantage, and is future oriented (O'Regan & Ghobadian, 2002). Ocasio and Joseph (2008) assert that strategic plan was introduced in early 1950's, increasingly got momentum in 1960's

(O'Shannassy, 2003) and has continued to be practiced since then (Dincer *et al.*, 2006).

Researchers such as Falshaw *et al.* (2006) and Thompson (1998) posit that strategic planning has aided organizations to deal with various forces beyond daily and operational scopes and link long-term strategic goals with both mid-term and short-term plans. The authors' further claim that strategic planning is a critical instrument of management that enables an organization to take long-term decisions based on a combination of knowledge and experience in order to ensure continuous growth and development (Carter, 1999; Falshaw *et al.*, 2006). Yip (1985) reiterate that strategic planning is vital in the achievement of organizational goals, enhance sustainable competitive advantage, synergy and create change. Further, it aims at creating a course of action that guides an organization to achieve a desired future state (Malone, 1998; Sokol, 1992).

According to Bonn (2005), a strategic plan which is as a result of strategic planning focuses on making of ideas and the development of answers and actions that help to build a unique competitive advantage. Price *et al.* (2003) and Schraeder (2002) add that a strategic plan targets to improve performance, market positioning, elucidates its future direction alongside helping to ensure lasting existence and achievement beyond the current position. Wheelen and Hunger (2002) also argue that strategies are made in order to enable organizations to decide on strategies for growth and stability, operational environments, management coordination, communication as well as innovation and creativity.

1.1.2 Business Continuity Management

Business continuity management (BCM) has been alluded to have numerous implications in the literature (Smit, 2005). According to Gallagher (2003), is laid down procedures guaranteeing an organization's response to any incident in a planned and rehearsed manner. As a holistic management process (Woodman & Hutchings, 2010; Spring Singapore, 2005), it helps in the identification of potential threats to an organization and the impacts to business operations, thereby providing a

framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.

While making reference to the Disaster Recovery Institute Foster and Dye (2005) echoed Woodman and Hutchings sentiments by asserting that BCM as a system puts measures in advance that enable an organization to respond to an event without disrupting critical business functions. Huysamer (2005) further posits that business continuity planning is a way of putting forward measures enabling organizations to respond to an eventuality. According to Raath (2006:1), BCM as a holistic management gives a model for resilience in case of an event. A closer look at the aforementioned discussions evidences that BCM is crucial to the organization and that it helps organizations anticipate risks, disasters and crises before they occur, ensuring the continuity of business operations and critical functions at all times and circumstances, prevents and correcting problems, safeguards effective and fast response to disasters and crises, guarantees quick and effective recovery following a disaster, and maintains an ongoing and holistic BCM process.

According to Elliott *et al.* (2010) and Garcia (2008), BCM's goal therefore is to assure confidence and build holistic capability of resilience. Resilience is the ability to withstand discontinuities and interruptions facing an organization in order to adapt and survive in new risky and rapidly changing business environments (Starr *et al.*, 2002). This will then improve the organization's self-protective ability against numerous organizational risks, disasters and crises in order to ensure its long-term survival. Therefore, understanding an organization and its needs, being able to recognize risks that may disrupt key functions of a business, managing them to reduce their impacts and ensuring business continuity and salvage, leads to better business continuity management practice (Gibb & Buchanan, 2006).

Some researchers too have prescribed the significant roles of BCM to an organization. For example, it helps organizations reflect the worst possible future scenario and ensure pro-activity such as development of business continuity plans

prior to an incident (Moore & Lakha, 2004), putting in place necessary resources, efficiency in resource utilization and increased efficiency among other roles. Since BCM aims to ensure the long-term survival of the organization as a whole, it should be one of the responsibilities of senior management (Hayes, 2004; Gibb & Buchanan, 2006). For example, Woodman (2007) study conducted in the United Kingdom among Chartered Management Institute members revealed that those who practiced BCM acknowledged that BCM was one of the responsibilities of senior management.

Since its inception in the early 1970's, BCM has primarily focused on information technology (IT) arena as numerous researches (Elliott *et al.*, 2010; Kelly, 2007; Pitt & Goyal, 2004; Gallagher, 2003) have alluded to. It is argued that business continuity should also cover other facilities and systems at both corporate and business unit levels (that is, other business areas). This will reduce biases as evidenced in literature and change the thinking that has existed for over three decades that it is an IT issue and IT is the main driver (Elliott *et al.*, 2010; Gill, 2006; Gibb & Buchanan, 2006). By conducting this study then, it will help build on existing knowledge and literature about business continuity and its related issues. Business continuity management is a value adding process which adds to the growth and sustainability of organizational competitiveness and requires involvement of different business areas and groups of people inside and outside the organizations including employees, customers and external parties. According to Gallagher (2005), BCM is still a management activity that is based on rationality and good practice.

The threat of service interruptions and the need for organizations to respond to business continuity management has gradually manifested itself into the 21st century, due to increased regulatory requirements and business requirements from stakeholders which mandate organizations to present actionable business continuity strategies (Leegwater & Ploeg, 2005; Wessels, 2007). Business Continuity Management methodology outlines an organization's plan to facilitate critical business functions during a service disruption by providing acceptable levels of service to all stakeholders and ensuring business processes are restored within the

required timescales. Business Continuity Management establishes good business practices that should be applied to the organizations' resilience (Duncan, Yeager, Rucks & Ginter, 2010; Zhang & McMurray, 2013).

1.1.3 Private Security Firms in 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 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; (1) Kenya Security Industry Association (KSIA) and (2) Protective Services Industry Association (PSIA). KSIA is an association of bigger companies; currently it has 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. KSIA also provide a central organization for liaison with government, police, emergency services and other organizations.

On the other hand PSIA is an association of medium to smaller private companies. The association was founded in direct response to the new minimum wage requirement. Its membership is approximately 80 companies. PSIA argues that the minimum wage would make security available only to the wealthy and also that it would force a number of smaller security companies out of business.

PSIA is also seeking to enforce professional standards, but as of yet no procedures exist. There has been an upward trend in insecurity in Kenya for the last two decades. The Kenyan middle class population is growing at a higher rate, the number of investors is also increasing day by day although at a slower rate and many other organization and institutions are being started in Kenya. The early development and growth of the security sector in Kenya has given companies a competitive advantage in countries like Uganda, Tanzania and Rwanda where private security market is now expanding (Abrahamsen & Williams, 2005).

According to Eric Okeyo 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' offers 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. The main market for their services include commercial and residential clients ranging from NGOs, banks, government agencies, learning institutions, industries, embassies, international organizations, refugee camps, property management companies and private residences both single and gated communities.

1.2 Statement of the Problem

For a long time in Kenya and for many organizations, the possibility of business disruptions has been improbable. However, business continuity management has been high on many organizations strategic agenda in recent times. This is due to increasing occurrences of manmade as well as natural disasters which may include serious accidents, explosions, natural disasters, equipment breakdowns, supply

shortages, health emergencies, employee strikes, sabotage, or a terrorist attack. Private security companies have been faced with theft of cash in transit, collusion by guards and thugs to steal, leakage of private and confidential client information and, damaging lawsuits. Therefore, organizations top managers need to take cognizant the threats to continuity through proper business strategies and planning including continuity management. Thus, what enables private security firms to survive and continue to prosper in the event there is disruption (Taylor & Wilson, 2009).

Nurturing a culture of BCM in firm's strategy and planning processes is vital. Literature seldom concentrates on the development of continuity plans for smaller organizations like private security firms in Kenya characterized by little resources compared to large firms leading to little emphasis and difficulty in continuity plans (Weems, 1999). While the issue of association of strategic planning processes with business continuity management is urgent, the concept has attracted less attention in research (Alexander, 1991; Kargar & Blumenthal, 1994). Researchers' (Oanda, 2013; Magambo, 2012; Okinda, 2008; Nyika, 2007; Wambugu, 2006; Nadar *et al.*, 2011; Koseoglu *et al.*, 2009; Al-Ghamdi, 2005; Okumu, 2003) have theoretically and empirically studied strategic planning and implementation or extent of adoption among private security firms in Kenya. Other researchers such as Bakar *et al.* (2015) and Belaouras (2009) have questioned the positioning or implementation of BCM in several business levels of an organization. It is critical to understand why the issue of exposure of organizations to threats and/or fail certifies the attention of detailed research study.

BCM is not embraced by all organizations and its employees, and so not entrenched into the organizations strategic planning processes. American Telephone and Telegraph (AT&T) (2005) study shows that business continuity planning is not a high priority in every four among ten companies and that almost one third of the companies have no business continuity plans. How can sound strategic planning practices influence business continuity and recovery in the event of disruption of critical organization process activities throughout Kenyan private security firms'?

This study therefore seeks to examine the influence of the critical factors of strategic planning practices and BCM in Kenyan private security companies.

2.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to explore the influence of strategic Characteristics on business continuity management of private security firms in Kenya.

1.3.2 Specific Objectives

1. To determine the influence of organizational structure on business continuity management of private security firms in Kenya.
2. To establish the influence of organizational resources on business continuity management of private security firms in Kenya.
3. To examine the influence of organizational style on business continuity management of Kenyan private security firms in Kenya.
4. To investigate the influence of organizational systems on business continuity management in private security firms in Kenya.
5. To determine the moderating effect of government policies and regulations on the relationship between strategic characteristics and business continuity management in private security firms in Kenya.

1.4 Research Hypotheses

The following hypotheses were tested;

H0₁: Organizational structure has no positive influence on business continuity management of private security firms in Kenya.

H0₂: Organizational resources have no positive influence on business continuity management of private security firms in Kenya.

H03: Organizational style has no positive influence on business continuity management of Kenyan private security firms in Kenya.

H04: Organizational systems have no positive influence on business continuity management of Kenyan private security firms in Kenya.

H05: Government policies and regulations have no positive moderating effect on the relationship between strategic planning and business continuity management of private security firms in Kenya.

1.5 Significance of the Study

Understanding the relationship between strategic planning and business continuity management and its related factors has been of interest to researchers in the management field. Despite being scanty as alluded to by some researchers (Pollard & Hotho, 2006; Swalha, 2013; Wessels, 2007), research in this field has been driven by a number of factors for example, attempting to predict business continuity, isolating factors of continuity in the event of exposure to risk or explaining failure or linking strategic planning to business continuity management. Regardless of reasons, there is no hesitance the popularity of this domain of research.

Research specifically related to understanding the two concepts distinctly and their relation to performance in a variety of settings has been somewhat addressed in the literature. For example, research on strategic role of BCM towards aiding competitive advantage (Alesi, 2008; Herbane, 2010; Selden & Perks, 2007); significant effects of strategic planning and/or business continuity plan have been established (Ongas, 2013), while other researchers such as Hoong and Marthandan (2014) and Ghandour (2014) have looked at the critical dimensions impacting the development and maintenance of BCM process, and their contribution to BCM success. Specific to this proposal is the influence of strategic planning practices on business continuity management in the private security industry in Kenya.

While the stream of research related to strategic planning attributes and organizational success is well developed in the literature, on the other hand the relationship between the strategic planning attributes and BCM is still scanty and unavailable. Therefore, still there are a number of gaps which exist. To date there has been limited and/or no research dedicated to, or in consideration of, the Kenyan private security business environment, with most studies being focused on European countries. Research between strategic planning and BCM is also somewhat limited on an international stage in the area of private security.

This study is important in many ways hence contributes to a number of end results:

This study is expected to make theoretical and managerial contributions. Theoretically, the study may contribute to the body of knowledge on strategic planning and BCM in not only the private security industry but other sectors as well, with a particular focus on the Kenyan market. It could also be one of the pioneer studies to simultaneously explore the relationships of the aforementioned constructs in the Kenyan private security industry.

1.5.1 Private Security Firms

From a managerial perspective, the study could assist private security firm owners and managers in managing and enhancing their BCM efforts and experiences. By identifying the specific strategic planning dimensions, private security providers would be better able to allocate limited resources to those areas they deem important and those where continuity planning expectations are not met. In addition, this study could lead to a good understanding of the impact of strategic planning and business continuity management and their influence on profitability and sustainable business development.

1.5.2 Enhanced Knowledge-base

There is a scarcity of research studies on strategic planning in relation to BCM in the private security sector in Kenya. The study findings will be significant since they

will complement and enhance previous research studies and contribute to the existing body of knowledge simultaneously generating new knowledge on how PSCs can use strategic planning in managing business continuity. This will be achieved through consolidating the findings in order to demonstrate that strategic planning improves BCM of private security firms in Kenya benefits not only the owners but different stakeholders. In addition, appropriate BCM framework will be advocated from the findings of this study.

1.5.3 Policy Makers

The study findings are intended to help influence policy formulation at firm level including informing private security firms' owners and managers develop strategies to improve level of planning for BCM.

1.5.4 Academics and Researchers

Widen and stimulate academic interest in the use of strategic planning in BCM and help further research. In addition, the findings of this study may serve as a source for ideas about improving performance and new ways to think about issues related to service quality improvement. Practitioners in this field will be able to get valuable guidelines which will help them to understand the determinants and nature of relationships in regard to expected organizational outcomes and enhance the competitive advantage of PSCs in Kenya. This study provides recommendations which it is hoped are useful information to private security companies in Kenya.

1.6 Scope of the Study

To ensure that the research topic is manageable, the boundaries of the problem must be stated. This study's scope was restricted to all the registered private security firms operating in Kenya and registered as business under the company's Act of Kenya Cap 486. This study was bordered to Nairobi city. This is because majority of these firms' headquarters are domicile in Nairobi city and have their branches across the country which was thought to give a true reflection of the subject under study. This

criterion was used because the study sought to establish the relationship between strategic planning and BCM. However, due to rapid growth experienced in the industry, some of the firms have expanded to other regions (countries) like Uganda, Tanzania and Rwanda (Abrahamsen & Williams, 2005). These regions were not selected due to their accessibility and other logistics that were involved in reaching such areas. More so, those firms headquartered outside Nairobi city were also not included because of proximity as well.

Research (KSIA, 2015; PSIA, 2015) indicates that the most of these organizations have embarked on a journey of developing an integrated BCM model into their strategic plans and/or are implementing. This research relied on responses from selected private security firms owners/managers, employees and/or other stakeholders. The study explored the individual respondents in each security firm with respect to existing practices, their experiences and knowledge about strategic planning and BCM. The final outcome entailed identifying the influence strategic planning has on business continuity management in private security firms' in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, a review of the literature was presented in order to provide a theoretical background and to develop an understanding of the significance and interrelationships of strategic planning practices and business continuity management as an enterprise-wide process that aims to counteract organizational risk, disasters and crises specifically in private security firms in Kenya, which was at the center of this research. Various strategic planning structure matters in form of resources, structure, style and systems and issues around these constructs were also discussed, culminating in the design of the conceptual framework. An appraisal of the existing works on strategic planning and business continuity management in private security contexts from developed and developing countries were also provided. The theories grounding the research study specifically open systems, contingency, institutional, crises management and resource based view theories related to the study were also reviewed. Sources such as books, journals, theses among others were consulted during the review of literature.

2.2 Review of Theories

The establishment of a priori theoretical framework is a necessary step in any research. Throughout the 1960s, strategic management theories concentrated on internal firm characteristics to explain performance differences (strength and weaknesses). Important representative of this time were Andrews (1971), Ansoff (1965), Selznick (1965), as well as Penrose (1959). In the 70s and 80s focus within strategic management shifted towards firm external factors and industry organization economics. Porter (1980, 1985) gave special emphasis to strategic management ideas. This section therefore provides a review of existing theories of management related to the study.

2.2.1 Open Systems Theory

First developed by Thompson in 1967, the open systems theory recognizes that all firms are essentially complex organizations. Consequently, they are open systems, unknown and faced by uncertainty, but at the same time are subject to criteria of rationality and hence needing determinateness and certainty (Thompson, 1967:10). The dual notions that are conspicuous about this theory are openness and uncertainty. Openness is the ability of the organization to depend on its environment and on its customers, suppliers, competition for both markets and resources, and regulatory groups as well (Bastedo, 2004; Zsidisin, Melnyk & Ragatz, 2005). The environment limits the company's activities and its actions. At the same time the firm, recognizes that it has imperfect and incomplete control over the environment. However, under certain conditions, the firm can control elements of the environment through the use of power, which results from a set of relationships between the organization and elements of its environment (Zsidisin *et al.*, 2005). Yet, many elements of the environment are outside the firm's control and it must buffer itself or attempt to coordinate activities between the elements. Ultimately, given the interdependency that exists between the firm and the environment and given the inability of the firm to control the actions or plans of environmental elements, the environment must be seen as a major source of uncertainty. Actions taken within the environment can and will affect the firm and its performance. The challenge facing the firm is that of formulating strategies aimed at surviving and thriving within this setting. For that reason, organizations as systems are self-regulating entities that can generate some change in its environment and that change is reflected in that system in some manner (feedback) that triggers a system change. A business firm is clearly an open system exchanging material with its environment focused on achieving particular goals like shareholder value, profitability and customer equity (Sundström & Hollnagel, 2006).

2.2.2 Contingency Theory

In the 1970's contingency theory played a leading role in the organizational practice. According to Islam and Hu (2012) contingency theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. The principle behind contingency theory is that no single type of organizational structure is equally applicable to all organizations. Baranyi (2001) reiterate that the theory tries to demonstrate that different circumstances require different organizational structures. Rather, organizational effectiveness is dependent on a fit or match between the type of technology, environmental volatility, the size of the organization, the features of the organizational structure and its information system (Islam & Hu, 2012).

Dobák–Antal (2010) asserts that contingency theory supposes that under different circumstances different solutions may prove effective. Matyusz (2012) argues that it typically examined the relationship between organizational structure and the operating conditions using the method of empirical comparative analysis. This methodical approach emphasizes the interaction between the organization and the environment and the importance of adaptation to the environment. Therefore, from structural point of view, the contingency theory observes the organization in terms of the environment, the organizational size and the strategic plan of the organization as contingency factors. Furthermore, Woods (2009) study hypothesized that a firm's structure was contingent on contextual factors such as technology, dimensions of task environment and organizational size. Therefore as Donaldson (2008) states, the most effective organizational characteristics are those that fit the contingency variables. For instance, specialization in an organization produces highest performance when it fits the size of the organization, that is, the level of that contingency variable. Hence, highest performance results from low specialization in an organization of small size, whereas for an organization of large size, highest performance results from high specialization.

2.2. 3 Institutional Theory

The proponents of institutional theory (Meyer & Rowan, 1977; DiMaggio & Powell, 1983) suggest that pressures in institutions push them to adopt formal structures, strategy and processes often more profoundly than market pressures. Government agencies are an example of powerful institutions that may coercively influence the actions of an organization through, for example, rules and regulations for trade among other factors (Berrone *et al.*, 2007; Rivera, 2004). Companies therefore tend to copy what other organizations are doing in order to be in line with expectations from the society and uncertainty of the business environment (Berrone *et al.*, 2007). This enables firms to get more support as its legality is validated by institutional actors' hence improved technical efficiency through innovative structures. However, formal structures of legitimacy can reduce efficiency and hinder the organization's competitive position in their technical environment (Meyer & Rowan, 1977). Institutional theory examines how external pressures influence a company. According to Zsidisin *et al.* (2005) institutional theory emphasizes homogeneity; it argues that forces exist both within the firm and the environment that encourage convergent business practices.

2.2. 4 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). The origins of the resource-based view can be traced back to several authors but Wernerfelt (1984) asserts that the fundamental principle of this theory lies on the basis of a competitive advantage of an organization through the application of the bundle of valuable resources at the organization's disposal. The resources also have to fulfill the VRIN criteria of being valuable, rare, in-imitable and non-substitutable in order to achieve a sustainable advantage (Barney 1991).

Its central proposition is that if a firm is to achieve a state of SCA it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities, plus have the organization in place that can absorb and apply them (Barney, 2002).

Hitt, Ireland and Hoskisson (2005) state that the resource based view model and the industrial organization model are used by organizations to generate the strategic inputs needed to successfully formulate strategies and to maintain strategic flexibility. The resource based theory aspires to explain the internal sources of a firm's sustained competitive advantage. Its central proposition is that if a firm is to achieve the state of sustained competitive advantage, it must acquire and control valuable, rare, imitable and non- substitutable resources.

The RBV aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Hitt *et al.* (2005) describe resources in terms of three categories: “physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers. According to Hitt *et al.* (2005) an organization's unique resources and capabilities provide the basis for a strategy. The resource based model of above average returns is as illustrated in Figure 2.1.

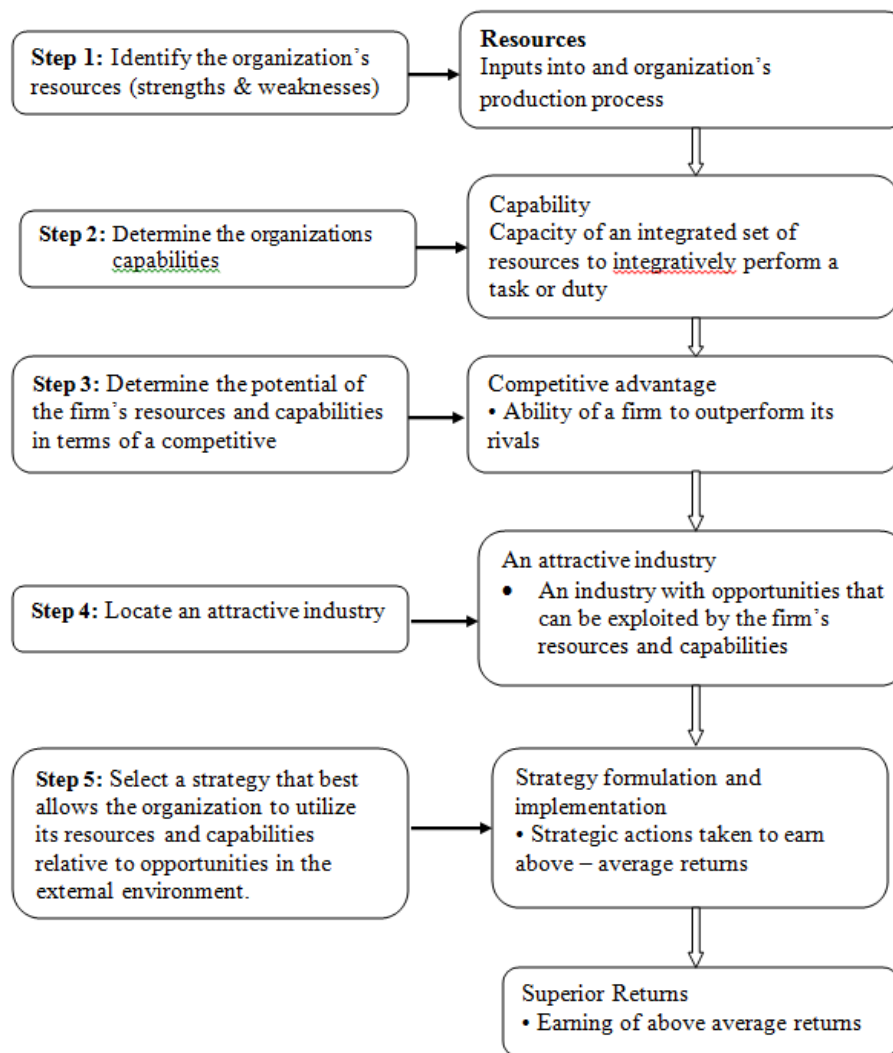


Figure 2.1: Resource Based Model of Above-Average Returns

Source: (Gwyneth, 2009)

The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. As such, the RBV does not replace the IO view; rather it complements it (Barney, 2002; Mahoney & Pandian, 1992; Peteraf & Barney, 2003). It stands against holistic or emergent theories that liken firms to organisms with complex feedback controlled mechanisms focused on

boundary maintenance. Therefore, the ultimate goal of the company as from the RBV perspective is to attain sustainable competitive advantage and this occurs when the resources and capabilities are in plenty thus giving above-average returns in the long-run (Porter, 2004). Economic and efficiency motives are thus the force behind resource choice (Berrone *et al.*, 2007).

The RBV theory explains dissimilar nature of the firms because what contributes to resource limitations increase variations in company strategies Berrone *et al.*, 2007). Further, the theory suggests that, as resources become redundant companies have to continually reinvent themselves through growth and investments, taking advantage of early adoption, deploying resources in sequence as they develop.

2.2. 5 Crisis management theory

According to Herbane (2010) crisis (also referred herein interchangeably as business interruption, risk, emergency among others) management is the organization and coordination of activities in preparation for, and response to, events that prevent or impede normal organizational operations. Two notions / concepts emerge under this theory: normal accident theory and high reliability theory. With regard to normal accident theory a system's complexity increasingly gives rise to the normality of an accident arising and this should be considered normal given the nature of the system. The inevitability of an accident rises with certain system specifics and the passage of time (Herbane, 2010). On the other hand, the above mentioned author further asserts that high reliability theory reflects the idea that crises and business interruptions are inevitable and thus organizations must be compelled via laws and rules to have provisions in place to deal with such events. Rijmpa (2003) reiterate that high reliability organizations seek and (may become) failure free as a result of lowering complexity and engage in deep learning from accidents and near misses.

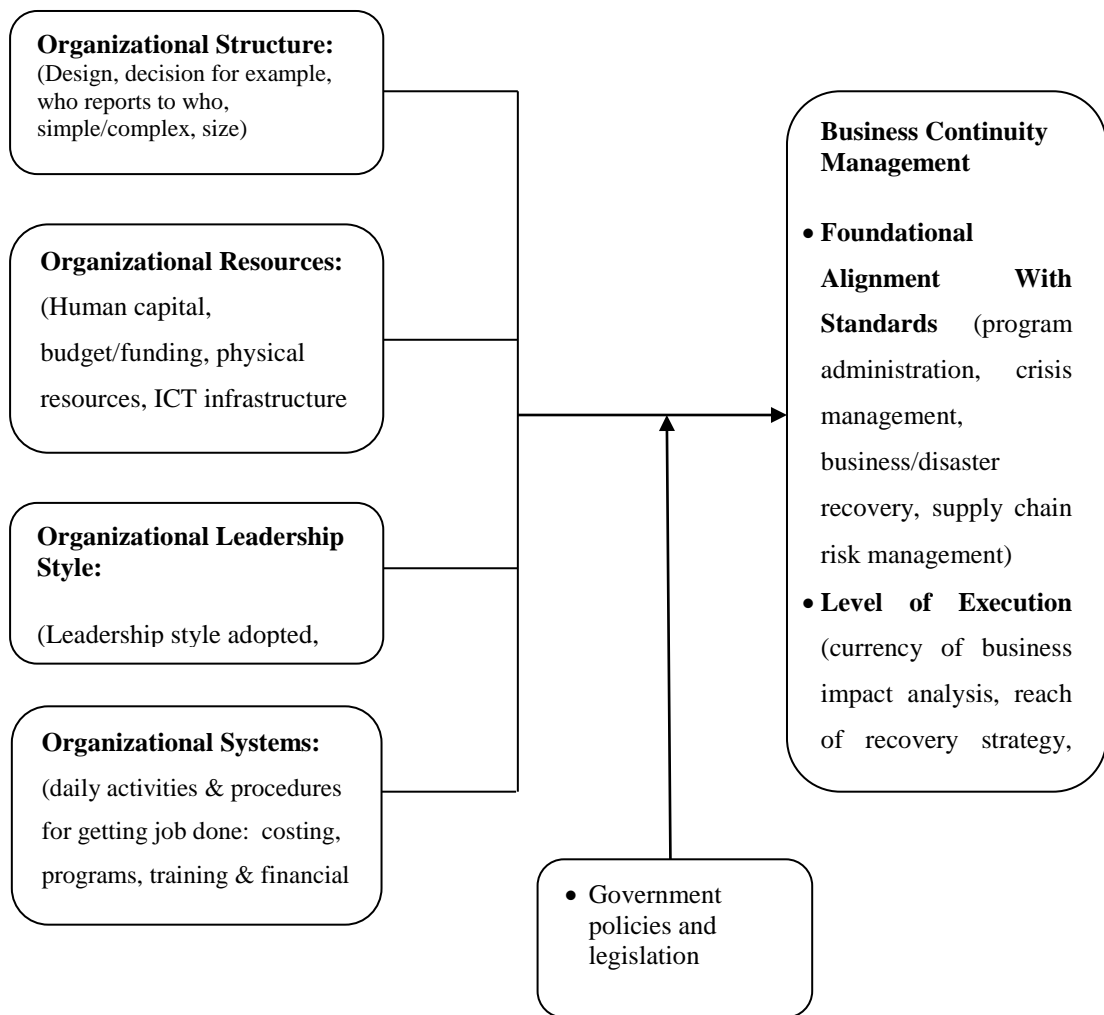
However, this theory has also received some criticism for example, re-evaluations of the term crises or emergency (Kouzmin, 2008; Lagadec, 2009) because the scope of the definition influences the scope of activity of crisis management. Contemporary crises exhibit characteristics such as greater scale, speed, management ignorance,

hyper-complexity, alongside an inability to conceive of unique crises (Lagadec, 2009). Other researchers (RouxDufort, 2007) have questioned its place within broader management theory while Roe (2009) questions the boundaries between setbacks and crisis management. A number of studies have been conducted with regard to crises management in small businesses to ensure business continuity (Lodge, 2009; Herbane, 2010; Lynch & Sheahan, 2009).

Whereas there are many competing theoretical frameworks such as the above mentioned, this study explored the relationship between strategic planning and BCM and how these influence firm performance. Thus, it was anchored towards resource based framework of the company.

2.3 Conceptual Framework

A conceptual framework consists of statements that connect intellectual perceptions to realistic data. According to Rudestam and Newton (1992), conceptual frameworks are developed to describe abstract phenomena that occur within related or similar circumstances. Based on the extensive review of the strategic planning and BCM literature and the context of this study, this study strived to unearth the strategic implications of planning on BCM in the private security firms. The study strived to isolate the key variables underpinning the strategy planning mainly structure, resources, style and systems as the key considerations in the firm's business continuity and consequently performance of security firms as illustrated in Figure 2.2.



Independent Variables

Moderating Variable

Dependent Variable

Figure 2.2: Conceptual Framework

From Figure 2.2 it is discernible that there were two major variables under study. The strategic planning was the main independent variable while the business continuity management comprising of management’s support, organization’s readiness, external requirements and fixity of continuity practice/s constituted the key dependent variable under study. These relationships/influences of strategic planning practice variables as illustrated in the conceptual framework are discussed in detail.

2.4 Review of Literature on Variables

Review of related literature was done based on the following themes derived from research objectives of the study. The sub themes included:

2.4.1 Organizational Structure and BCM

Extant literature suggests existence of numerous components of an effective strategic plan and how to advance one. It is also on record that a lot of debates on pandemic readiness and potential threats highlight the need to outline and put into context vital communication and business corridors in the event of a disruption (Chatterjee, 2008). From the aforementioned discussion, BCM has emerged as the essential part to overall organization health that all sectors of business identify. However, with the international integration of private security business practices there is a greater potential for business interruption, as companies make effort to align structures, systems, style and resources into unified business entities. Thus, in any organization of the 21st century, there need to be a clearly outlined BCM strategy within a strategic plan since it forms the basis for business performance and thus strategic to the long-term health of the firm.

Johnson and Scholes (2002) argued that structure dictates how policies, objectives are established and resource allocation. There is no one optimal organizational design or structure for a given strategy (Pearce & Robinson, 1997). They argued that when an organization changes its strategy, the existing organizational structure may become ineffective. They further highlighted that symptoms of an ineffective organizational structure include too many people, too much attention being directed towards solving conflicts, too large a span of control and too many unachieved objectives. Changes in structure should not be expected to make a bad strategy good or to make a bad manager good (Chandler, 1962).

There exist different roles required to successfully practice business continuity management and include amongst others executives, boards and committees (Graham & Kaye, 2006). Graham and Kaye (2006) recognize the roles to be at an

executive level, which include the chief executive officer (CEO) who is vested with all the responsibility of BCM. Others are the chief financial officer (CFO) and the chief information officer (CIO) who report to the CEO. Availability of financial support to fund business continuity management initiatives is ensured by the CFO. All the aforementioned role players are assigned to specific groups and committees created within the organization to work with. Then again, the manager in charge of BCM is responsible for assembling a team to execute the decisions made by the business continuity management steering committee Lam (2000). The BCM manager presents vital decisions to business owners and should lead them during the recovery processes if a disruption has occurred. From the aforementioned, it is clear that the organization's executives should drive business continuity management. It is important to incorporate at all levels of the organization BCM so as employees can get involved in the BCM processes (Doyle, 2013).

2.4.2 Organizational Resources and BCM

Organizations have at least four types of resources (human, capital, physical and time) that can be used to achieve desired result (Pearce & Robinson, 1997). Verman (2011) reiterate that BCM development and implementation has the following levels of involvement of key personnel or teams. They include general management (25%), dedicated BCM department/person (16%), information technology (20%), risk management (12%) and finance and accounting personnel (5%). Johnson and Scholes (2002) noted that resource allocation is a central management activity that allows for strategy execution. The authors further highlighted that resources should be allocated according to priorities established by annual objectives. David (1997) highlighted that factors such as overprotection of resources, too great emphasis on short run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and lack of sufficient knowledge prohibit effective resource allocation.

Irrespective of the size of the organization, Scott-Martinet (2006) state that different levels of human resources have a role in the strategic planning processes. This is because they may have input to the entire processes of strategy. Unlike large organizations which have different staff such as operational, sales and marketing, production, human resources, information technology and finance participate in strategic planning, family owned companies for instance, have all their strategies determined by the owner may (Scott-Martinet, 2006).

Generally, most organizations have inadequate resources to run efficiently. They mostly operate on a tight budget each financial year. These budgets are adjusted accordingly to meet actual budgeted income and expenses. Any new income generated is invested and lack of funds means the organization will require loans to keep afloat (Shuja & Abasi, 2015). Capital purchases that are planned for purchase always have their funds put aside for those purchases. Therefore planning is vital that failure to plan may lead to unexpected failure of the organization. Top management has a strategic role to play to manage any business disruption of all the organization's departments as resources and priorities must be considered for not only an organizational survival but those of people and property in case of a disaster Mitroff *et al.* 1992 (in Karim, 2011).

According to Killen, Jugdev, Drouin and Petit (2012), an organization's competitive edge has an influence on the business worth through returns in the effect of unique use of its core competences. For example, during hard economic times or downturn an organization can realize growth and increased performance when it efficiently organizes, assembles, mobilizes and utilize its unmatched resources (Kraaijenbrink, Spender & Groen, 2010). Researchers Almarri and Gardiner (2014) observe that there is an association between growth and resources of an organization that must be efficiently distributed and mobilized when required. Since BCM strives to maintain the business's worth for continuing competitive edge or the firm, organizational core competences and critical resources have a positive influence on BCM when properly organized, mobilized and used within the organization hence endurance and determined survival (Herbane 2010). Newbert (2007) argues that the growth of the

organization whether internally or externally relies upon how well resources have been put in place and used. It is important to combine organizational and financial resources with all strategic planning and implementation processes and make them available in the event of an emergency (Almarri & Gardiner, 2014) for business continuity purposes. From the transaction cost theory perspective, Habbershon and Williams (1999) state that assessing the external environment and aligning resources to it ensures prudent business continuity management. The authors further pose that Organizational resources drive the efficiency and effectiveness of the business processes for maintaining its ongoing continuousness of the business. This clearly identifies with business continuity management practices hence the link.

It was also argued that human resources of an organization play an important role to sustain the organizations competitive advantage and help develop a nexus with fruitful BCM (Becker & Gerhart, 1996). Therefore employees of an organization have tough tasks and/or responsibilities due to the ever-dynamic environmental pressures. In addition, the roles of managers and employers need to be clear (Shuja & Abbasi, 2015). Appropriate selection of employees within an organization is crucial to realize consistent productivity levels. Human resource planning and mobilization in terms of need ensures business improvement. The organization, allocation and timely mobilization have a positive impact on the smooth flow of business continuity management processes even in the event of adverse business environmental changes (Shuja & Abbasi, 2015). Research shows that human resources and planning have a distinct role in the organization, hence strategies being developed within the organization should include resource planning for effective deployment and utilization of human-capital resources that will translate to reliable economies of scale for financial stability and unmatched innovations that are unique and of value Pfeffer 1994 (in Shuja & Abbasi, 2015).

According to ISO 22301: 2012 standard, appropriate work force planning and organization is an important facet of organizational resource mobilization and that is a critical success factor of business continuity management hence leading to positive outcomes of organizational performance. Effective organizational performance is as

a result of sustained competitive advantage (Priem & Butler, 2001). Such a performance emanates from unique, valuable and non-substitutable resources which positively affect business continuity practices (Bowen & Wiersema, 1999).

Sharing, transfer and access to tangible and intangible or information based resources with other networked individuals' in the organization has been associated with success and continuity of business (Neegaard, Shaw & Carter, 2005). Successful businesses survive only when employees have and effectively use the available scarce resources in order to seize opportunities and have the ability to contain possible risks and threats existing in the external business environment (Diaz-Garcia & Carter, 2009). Establishing joint interconnected networks or relationships for smooth resource mobilization is helpful for a business to get required resources such as physical, budgetary, financial, intellectual and technical in order to keeping the business running and continuously functional for its success (Johannisson, 1995; Reiss, 2001 in Katunge 2015). This is because resource mobilization is hugely important and has a positive effect on business continuity management practices for steady functioning of the business.

Business disruptions whether natural or human made, can lead to discontinuity and interruptions of normal operations in an organization. This can adversely affect BCM processes if there is lack of effective mobilization of organizational resources to restore business normality. Delays may impact negatively on realization of business continuity management practices and ultimately the ongoing continuity of the business (Shuja & Abbasi, 2015). The aforementioned authors' further state that delays in the scheduling, relocation and deployment of employees and other organizational resources in the organizational building may lead to business to stop or close. However much it may be stressful to deploy, move, relocate, restore, and recover etc. resources in a post-crisis stage to restore normal functional and operational continuity of the business, Hassanain and Al-Mudhei (2006) state that it needs efficiency and planned proactivity in the mobilization of resources and equipment/facilities to their usual locations. This in turn will have a positive influence on business continuity management practices during business recovery and

revamp. It also needs formal awareness of all the employees about the points and locations where they need to move and be available on the time. Rauch and others state that resource mobilization as an important supportive element of positive direction of business in order to sustain long-term continuity and persistent growth in firms (Rauch, Wiklund, Lumpkin & Frese, 2009).

2.4.3 Organizational Leadership Style and BCM

Business continuity forms a critical part of an organization's overall approach to governance thus it should be treated as an executive, management-driven process (Wong & Shi, 2014). The aforementioned authors further posit that achieving board-level support is the major leading management challenges in the establishment of a business continuity management system. Tucci (2009) states that for business continuity strategy to be successful then business leadership must be present. The role of the leader should encompass setting the metrics that will drive disaster recovery spending. Business continuity needs to be perceived as a management activity that adds value to business (Wong & Shi, 2014). Management assurance at every stage is supreme to ensure BCM is integrated in organization's mainstream activities because success of BCM since business continuity itself requires the attention of the senior leadership team in order to receive the correct emphasis. A study by Gibb and Buchanan (2006) alluded that the issue of the responsibility for BCM should be one of the responsibilities of senior management. Likewise, the findings of an empirical study of Woodman (2007) on 10,600 individual Institute members from the U.K. from various sectors and sizes who practiced BCM evidenced that it was one of the responsibilities of senior management.

Research has suggested that senior management and the board have the sole responsibility to sanction and sponsor business continuity programme from its initial stage to implementation (Chow, 2000; Yen, Chou & Hawkins, 2000; Hiles, 2007; Woodman & Hutchings, 2010). They are actually the custodians of business interests and responsibilities (Hiles, 2007). Commitment from senior management is important since it ensures smooth operation of business functions and services under

crisis situation as well as crucial elements of overall organization strategy (Laurent, 2007). According to Chow (2000), BCM needs continual obligation which usually requires substantial financial resources venture by an organization. Hence, only strong commitment by senior management can warrant on-going provision of monetary support and other critical resources for developing and maintaining a BCM practices. Programme failures, lack of organizational-wide involvement and poor execution of strategies result from a lack of senior management commitment (Payne, 1999). Similarly, lack of understanding from the senior management hinders BCM practices and implementation effectiveness (Pitt & Goyal, 2004). Rohde and Haskett 1990 in Bakar *et al.* (2015) contend that staff will normally undertake the BCM initiatives seriously if it is obvious or certain that the management is fully committed and support the programme since lack of sponsorship and visionary leadership from the management results in ineffective initiatives. Attaran (2003) further adds that there will be a smaller chance for invention and deployment of strengths for organizational change.

Business managers are the overseers of business interests and responsibilities thus good stewardship is expected from them (Hiles, 2007). As the executive they cannot claim to be fulfilling their duty if an unintended event can endanger the survival of the organization. According to Germain, Aliu, Lachapele and Dewez (2012), the management has the ability to create an enabling environment in which different actors are fully involved; there is operational efficiency of processes in line with overall organizational strategy. Therefore, development and implementation of BCM and its effectiveness should be evident (ISO 22313: 2012). In relation to organization's goals and commitments the direction of business continuity programmes and related policy is defined by the top executives. In requires effective communication of its purpose throughout the organization and should complement other organizational policies. Division of roles and authorities need to be well elaborated as well. Therefore top management is responsible for creating awareness and implementing sound strategies to build organizational resilience (Ian, 2009).

Different situations need flexible and adaptive leadership behaviours to adapt to any environmental changes. Kaiser, Lindberg and Craig (2007) term the behaviours as flexible, adaptable, agile, and versatile. However, Yukl and Mahsud contend that flexible leadership can occur in several different contexts (Yukl & Mahsud, 2010). For instance, flexibility is required within the same position as conditions change when moving from one type of leadership position to another with different responsibilities and challenges. Flexible and adaptive leadership for business continuity is becoming more important for most managers and administrators as the pace of change affecting contemporary organizations increases (Burke & Cooper, 2004). These variations that increase the need for flexibility, adaptation, and innovation by leaders include globalization, rapid technological change, changing cultural values, a more diverse workforce, new forms of social networking, increased use of virtual interaction, etc. (Burke & Cooper, 2004).

In the event of an eventuality that disrupts normal business operation and functions, flexible and adaptive leadership is important. This is because most managers find themselves spending substantial amount of time dealing with problems and disturbances that can disrupt business continuity (Yukl & Mahsud, 2010). Therefore, organizational leaders need relevant skills and behaviours to manage disruptions while overseeing business continuity strategies. Some of the skills needed include ability to anticipate problems in advance, the ability to quickly but accurately identify the reasons for a problem, decisiveness in responding to immediate problems, being proactive in planning how to avoid problems, making contingency plans to minimize effects of unavoidable problems, and confidently leading others in a collective response to a crisis (Yukl & Mahsud, 2010:86).

Gradual changes in the external environment often create an emerging threat or opportunity for the business. According to Yukl (2009), adaptation to environmental changes cannot be effective unless organizational leaders are able to obtain accurate, timely information and correctly interpret the implications for their team or organization. It is only team leaning and teamwork by all that adaption to changes will be effective (Yukl, 2010). Emerging threats requires planned management

actions and judgments implementable in a systematic manner. Yukl and Mahsud (2010) state that a flexible and adaptive response to a crisis is ideal on a new business strategy or a plan that is not working to expectation.

2.4.4 Organizational Support Systems and BCM

Mintzberg (1994) highlighted that there are many routine activities that are performed in an organization to keep it running smoothly and they should be carried out efficiently. The author further stressed that communication is one of the key support systems that affect implementation of strategy. He further noted that communication enable management to develop networks of contacts and have timely information to help management monitor implementation, and take remedial actions. He also asserted that linking organizational goal setting systems is very essential in strategy plan implementation.

Communication a vital support system has a decisive role in crisis management. Wong (2014) asserts that suitable reports on BCM activities and the status of crisis management preparations are to be prepared for the Board and senior management at pre-defined intervals. These should include in particular the results of business continuity reviews and business continuity tests. Special consideration must therefore be paid to the systematic and careful preparation of communication concepts and plans (internal as well as external communication) for crisis situations. Focus should be made to ensuring a high degree of competence and upholding integrity and trustworthiness vis-à-vis the firm's numerous stakeholders (Wong, 2014). According to IBM (2009), the inability to bring people together via communication can significantly hamper the rapid decision-making needed during recovery efforts. Therefore, all communiqué strategies should in particular ensure that certain individuals can be reached in the event of a crisis.

Culture is also crucial as laid down within organizational systems. It is always a collective phenomenon because "it is at least partly shared with people who live or lived in the same social environment" (Hofstede & Hofstede, 2005). In UNESCO's (2002) universal declaration on cultural diversity, culture is defined as "the set of

distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs". Howe (2011) asserts that organizational culture is shaped by internal and external values, attitudes and beliefs including: leaders, customers, employees, competitors, society, politics, routine and habits, and approved processes. The author further argues that entrenching BCM into the corporate culture is more about guiding employees to willingly engage and support the company's business continuity efforts and arrangements through to understanding the general culture and/or structure that is, whether it is formal, bureaucratic and process driven. Therefore, awareness creation, developing BCM within the culture and monitoring cultural change are key components to successful BCM interaction (Howe, 2011).

Zawada (2005) reiterate the importance of taking culture into account since a company's culture can be diametrically opposed to another. What works in one culture may not work in the other as the aforementioned author found out in her examination of two different 'fortune 500' companies. Adjustments for example on strategy, implementation and quantifiable matrices may be needed for a culture to fit in another company's corporate culture. Both companies were successful in almost every area of business-their cultures worked for them (Zawada, 2005). Thus, an understanding of corporate culture is vital to developing, implementing and maintaining workable solutions such as BCM. IBM (2009) postulates that in the end, making effective crises response lie with every individual employee in the organization. Consequently, firms should work to impart organizational culture with the values and behaviours that would be beneficial to eventualities. What need to be emphasized is how well a firm promotes trust, teamwork, flexibility and other qualities in its weak areas (IBM, 2009).

Recent research shows that few companies have fully addressed the human side of crisis preparedness. For example, the Society for Human Resource Management, SHRM (2005) survey report revealed that more than 60% of surveyed companies did not have adequate disaster plans and prepared HR functions in these areas. Whether

employees are willing and able to work through a crisis, without necessary support they may simply not be able to (SHRM, 2005).

Relationships between organization's strategic plan and BCM have been done. For example, Sawalha (2013) conducted a study to understand the importance of including BCM within the strategic firm in Jordanian organizations. Through a mix of quantitative and qualitative paradigms a survey on 110 managers and 10 semi-structured interviews were done. Results showed that majority of the surveyed firms utilized BCM although there were some differences in their practice. Over half of organizations had integrated BCM and strategic planning which had a positive effect and/or impact on the organization. It was recognized that integration of BCM with strategic plan aided firms achieve their purpose including those geared towards BCM. As well, managers agreed that BCM would help their organizations to cope with various types of disasters and crises if it is integrated with SP.

2.4.5 Government Policies and Legislation

As currently constituted, private security firms fall under societies act CAP 486 laws of Kenya however without an umbrella body regulating their operations. This has largely affected standards as there is no measure guiding formation and management of private security firms. However, this is bound to change with the introduction of private security regulation bill, 2014. According to The Kenya Gazette Notice 2014, the private security regulation bill 2014, the government has set a number of guidelines on formation and management of private security firms. Already passed by parliament the bill will have far reaching implications that will definitely affect strategies employed by PSCs in Kenya.

2.4.6 Business continuity management

In any operational environment to a business, there are numerous challenges faced by practitioners when practicing business continuity management integrated within their strategy. For example, obtaining sufficient funding is the most challenging part of business continuity management (Peterson, 2009; Wessels, 2007). According to the

aforementioned author, managers posit that organizations find it difficult to motivate expenditures associated with business continuity management. As business continuity management does not always result in a return on investment, business continuity managers find it a challenging task to obtain the funding required to ensure business continuity. According to Cummings (2005:4) business continuity management activities like disaster recovery management, is clearly an expense, but by integrating it with business strategy, more value can be derived from the costs.

Thomas and Preston (2005:34) elucidate that taking insurance can assist the organization to reduce some of the costs and efforts associated with business continuity management. However, Hiles and Barnes (2001: 357) warn that organizations do not transfer all their risks and responsibilities to the insurer by taking out insurance. There are still certain business continuity management activities that need to be controlled by the organization to ensure a seamless recovery through the interaction with the insurer. Graham and Kaye (2006:247) reiterate that committing to ‘off the shelf’ insurance can be riskier to the organization (as many opt for) as these packages are not always designed according to the organization’s unique requirements. However, insurance payments help the company to transfer some risks to the insurance company.

2.4.6.1 Need for Business Continuity Management

The need for Business Continuity Management (BCM) has gained prominence and that contemporary organizations have embraced themselves with BCM to assure the continuity of their business. Although the need for continuity of business exists for just as long as business itself, BCM is a relatively new concept compared to most other business disciplines such as private security sub-sector. BCM came to fore in the 1960’s in the advent of business interruptions due to disasters and the need to recover, gaining momentum in the last two decades or so. Some of the reasons fronted for emergence of BCM concept in organizations include increasing pressure (from competition, higher customer demands and regulatory requirements) on organizations to guarantee for the continuity of their business processes (Leegwater

& Ploeg, 2005; Wessels, 2007). This has become more complex for many companies. Other changes that have influenced BCM include increasing threats such as disasters, fraud and commercial espionage, increasing dependency on information systems, advent of process based approaches such as ISO certification, Total Quality Management among others (Wessels, 2007). Therefore, BCM is a continuous management process which should be directed at the organization's critical business processes with an aim to ensure the continuity of the business (Bullock, 2006; Bajgoric 2006; Zhang & McMurray, 2013). With the characteristics of prevention, BCM limits the damages resulted from disruptive business events (Smit, 2005), aids organizations in staying in business under extreme circumstances (*Duncan et al., 2010*), and documents continuity and recovery procedures during and after an event (Engemann & Henderson, 2011). Wong (2009) further reiterate that organizations that incorporate business continuity management in their strategic management could gain a distinctive competency over their competitors in terms of operational resiliency which includes the speedy recovery of critical business functions at predefined period of time while minimizing the adverse impacts to their value and reputation.

By developing strategies, plans, and actions to protect or provide an alternative mode of operations for business processes if interrupted, then in the event an interruption occurs which may have adverse consequences to the company for example lead to a serious damage or cause fatal losses to an organization then BCM, disaster recovery and crisis management plans come in handy (Mark, 2008). Other researchers such as Bakar *et al.* (2015) allude to the importance of effective BCM implementation in ensuring an organization's survivability and competitiveness.

2.4.6.2 Objectives of Business Continuity Management

Key objective of BCM is to assure that businesses will continue to operate in the event there is disruption or disaster situation while efforts are being made to rescue the situation (Glenn, 2002). Levinson (2012) asserts that BCM acts as a safety net to clients therefore are essential part of running any organization that values its clients

and business. Wessels (2007) reiterate that BCM intends to minimize both the likelihood and impact of risks, threats and events that can interrupt the optimum level of business operations required. Therefore, it aims to recover the business operations by restoring the necessary business processes, functions and services. Naturally, business continuity management focuses on all resource areas in the organization.

According to Manning (1999:243) BCM aims to stop the cessation of organizational activities as a result of an event that may lead to the failure of critical processes. The main focus is on the critical business processes in an organization (Doughty, 2002). Further, Herbane *et al.* (2004:435) state that BCM helps establish precautionary and quick to respond plans to completely circumvent or limit the impact that a disruption might have on the organization. Therefore, BCM entails assessment of threats or events and the management thereof, to restore critical business operations of the organization's environment to its original state prior to the disruption (Hiles & Barnes, 2001:22).

The restoration of business processes needs to be at the state that a business can provide the required level of services to customers while limiting the financial impact caused by the disruption.

Continuous operations of a business should be assured for the organization to meet its strategic objectives (Calderon, 2003:20). Therefore, BCM should be coordinated with the real environment of the organization (Sayana, 2005) as it is a holistic managerial activity (Graham & Kaye, 2006:10). As Cummings (2005: 4) asserts, the objective of BCM focus is on business in business continuity.

2.4.6.3 Factors influencing business continuity management disruptions

Several factors exist that have been known to lead to business disruptions. According to Jones (2005:44), risk is described as uncertainties an organization has during the conduction of daily business activities. Risk is based on the decisions made by an organization and the resulting uncertainties the decision creates. According to Graham and Kaye (2006:91), most decisions are typically influenced by both

positive and negative factors as well as opportunities and threats. The decision maker makes informed decisions out of either the positive and negative factors. However, the decision taken accordingly introduces risks based on the negative factors taken into consideration during the decision making process. Hiles and Barnes (2001:31) gives five broad classification of risks as strategic risks for example, inaccurate market segmentation, poor marketing plan and wrong acquisitions, financial risks focusing on financial controls like fraud, treasury risks and credit control, operational risks is usually a result of human interaction, e.g. design blunders, inaccurate calculations or decisions, commercial risks typically focus on business interruptions and may include inadequate compliance or even the loss of an executive, and technical risks which are mostly associated with physical assets such as equipment failure, infrastructure disruption, fires, explosions, etc. By categorizing risks into any of these categories, organizations might be able to manage these risks more effectively and efficiently because they will become more proactive through identifying vulnerabilities and risks, and planning in advance how to mitigate, accept, or assign them in the event of a business disruption (Croy & Geis, 2005).

A threat is any foreseen or unforeseen environmental factor that has a severe negative impact on the continuity of an organization, should it materialize (Wessels, 2007). A threat is not based on a decision making process. A threat, like an event, can be a random factor (internal or external to the organization) that influences the organization negatively. A threat can be either foreseen or unforeseen. A threat consists of all factors that will have a negative impact on the organization should it materialize (Jones, 2005). What distinguishes a threat from an event is the fact that a threat will definitely impact an organization negatively. A threat is also more likely to be recognized prior to its materialization as it typically has a much more devastating effect on an organization when compared to an event.

Similar to a threat is an event with the exception that should it materialize, it might not have a negative impact on the organization (Wessels 2007). Typically, events are factors that have a low or moderate impact on the organization. As a result, events are often not recognized by the organization prior to its advent. Like a threat, an

event also caters for both internal and external environmental factors and occurs more frequently than threats. The majority of these events are recurring, which means that if an organization follows a proactive approach, these events can be resolved with minimal disruption and effort – if not completely prevented.

2.4.6.4 Relationship between business interruption and business continuity management

According to Herbane (2010) a myriad of crises can face organizations, and each of these crises may be addressed within an organization's business continuity plans that are an outcome of business continuity management. Several studies have been done for example, Pitt and Goyal, (2004) study which identified separate phases in the growth of crisis planning and management within organizations. Such researches have influenced expansion and establishment of new approaches to crisis planning and management including technology, emergent compliance and value. In the advent of increased technology organizations began to focus attention on the vulnerability of their electronic data processing activities (American Bankers Association, 2005).

At the functional level there is need for stewardship of senior management since the need and importance of disaster recovery would fail to reach a wider constituency of those who depend upon the information technology systems (Herbane, 2010). The author further posits that lack of visionary leaders is an impediment to the introduction of crises management and or recovery procedures. Studies have supported the notion that organizations could protect and enhance value through the adoption of business continuity planning. Business continuity should be an ongoing embedded management process and should act as an indicator within organizations (Zsidisin *et al.*, 2005).

2.4.6.5 Relationship between BCM and Organizational success

A number of studies that deliberate on managing business continuity and its relation to organizational success have been done. These studies have concluded that getting to know the likelihood and impact of eminent business disruption events can enhance organizational success (Alesi, 2008; Herbane, 2010; Selden & Perks, 2007). On the same note, Sawalha (2013) belief that, similar to risk management which is considered the origins of BCM, BCM could also play an important role that may contribute to the optimization of organizational performance. According to Bakar *et al.* (2015), BCM is exercised by organization to minimize the adverse impacts of internal and external risks that may affect its activities and performance. Jafari, Chadegani and Biglari (2011) and Saleem (2011) assert that management of risks also supports organizations in responding to uncontrollable market conditions to sustain consistent profitability, which eventually leads to optimized organizational performance.

Extant literature for example Alesi (2008), Herbane (2010), and Selden and Perks (2007) with focus on the strategic role of BCM, have posited that BCM can provide organizations with sources of competitive advantage. However, these studies have not deliberated comprehensively on how BCM could influence organizational success. This is further repeated by Sawalha (2013) that the relationship between BCM and firm success was found to be mainly under researched. His study in the banking sector in Jordan on the influence of BCM on the various elements of organizational performance including profitability, effectiveness, efficiency, quality, innovation, productivity and quality of work-life highlighted the worth of strategic planning and BCM. The study further revealed that banking operations and critical business functions are preserved uninterrupted before, during and after an unexpected incident thus continuity of business (Sawalha, 2013).

2.5 Empirical Review

There is evidence that businesses must be prepared to continue operations even when events interfere with business as usual. For instance, a study by Oanda (2013) among private security companies in Kenya tried to isolate the challenges of strategy implementation within the firms. Using a survey research design with questionnaire administered to senior and middle managers the study through descriptive analysis established that some factors which hindered strategy execution were; more time than originally allocated; poor improper communication, lacked skills and capabilities for executing strategy due to inadequate training, disharmony due to poor coordination; improper management and environmental uncertainty among others.

Sawalha (2013) conducted a qualitative study on the Jordanian banking sector involving 11 out of 17 banks on the most important roles of BCM. The study elucidated importance of preserving a positive corporate reputation which strengthens competitiveness, increase profits and improves company performance. Thus, the study supports the notion that putting in place BCM with strategy ensures key business functions are well-looked after. The study also revealed that a positive consequence on non-financial performance of the organization (Sawalha, 2013).

A study done by Hoong and Marthandan (2013; 2014) in Malaysia on the critical dimensions impacting the development and maintenance of BCM process, and the dimensions that contribute to a successful BCM utilized a theoretical model to explore the adoption of BCM process in financial institutions. A questionnaire was used to collect data and descriptive statistic and analysis were performed, followed by factor analysis as a precursor to structural equation modeling (SEM) to confirm the grouping of study construct factors as well as prepare for measurement model evaluation. This study showed that eight dimensions were critical for the implementation of BCM, in which staff competency and roles and responsibilities components being more critical (Hoong & Marthandan, 2013; 2014). The aforementioned dimensions could be used as guidance for future successful BCM rollout which could help minimize business disruptions.

By carrying out an empirical study in Ghana to explore factors that hinder effective disaster preparedness of businesses, Dushie (2014) intended to reveal the level of awareness and apparent barriers to effective disaster preparedness by businesses. Correlation and regression analyses were used in the survey and regression results indicated that there was a highly significant relationship and effect between perceived cost, lack of staff, inadequate information, and low priority with effective crises preparedness whilst apathy has less significant effect on disaster preparedness. The implications of the study were that practical events increase awareness and impel businesses to act while disaster threat on businesses did not translate into a continuity plan. Perceived increased costs, inadequate personnel and information, apathy and low priority accounted for the reasons why businesses fail to plan for a disaster. Lastly, it was revealed that there exist barriers to effective business disruption preparedness which has significant effect on business continuity.

Ghandour (2014) study examined the key aspects that explain a business continuity plan as perceived by professionals. By initiating online discussion fora, 37 participants gave 58 comments. A hierarchical cluster analysis based on the Euclidean distance between the most frequent words in the participants' text quantity, revealed being prepared (process and the exercise) and planning effectiveness as two vital aspects of BCP. All in all the results revealed an interconnection between business continuity and business continuity planning as well as the specific aspects.

While aiming at developing a measurement framework for crises preparedness for any potential threats, Karim (2011) utilized statistical indicators and conducted a survey using primary data collection method through which was designed and distributed to different people of different age group and of different educational level working at different organizations around the world. The sample incorporated respondents who have worked and have experience on BCM. A total of 182 questionnaires were distributed but only 87 were usable. Data was analyzed using regression and chi-square statistical tests to test the hypotheses. It emerged that systematic knowledge is vital on how important it is for businesses to persist with

BCM and plan to recover from disasters. The researcher concluded that there was a significant effect of strategic management, business risk analysis, training and awareness, and information life cycle managements when making plans for business continuity. Therefore, strategic plans need to include the BCM component during development.

A study by Ongas (2013) to determine the effects of the business continuity plan in the insurance industry in Kenya using a company as a case study targeting 40 managers and the employees using a questionnaire, the descriptive study established that crisis management plan, ICT continuity plan, business continuity coordinator plan, business resumption plan for critical business units and the business recovery plan were the key components needed for business continuity. The study further evidenced that BCP leads to prevention of business losses, restoration of business operations after disaster, prioritization of risk and recovery, reduction of downtime in operations and also allows for remote business operation (Ongas, 2013). Putting in place the aforementioned components prevents staff attrition after a crisis, and organizations can anticipate risks and mitigation of losses hence instill confidence in the stakeholders and other business partners. On the other hand, key challenges in the development of BCM plans timelines in developing the plan, identifying a cost effective solution, carrying out risk analysis, management of internal audits, implementing the plan, effectively testing the business continuity plan and carrying out monitoring and evaluation.

Ashwan (2015) conducted a study at a hospital with the intent at examining the existing disaster response systems in place, in order to improve the effective management strategic activities of responding to disruptions. The sample consisted of 210 respondents at the facility. Data were treated statistically through T-test, correlation coefficient and ANOVA tests. The result showed that there is a significant relationship between respondent's knowledge / awareness, and attitude towards emergency preparedness practices. On the other hand, there was need for better understanding on inputs for emergency readiness plan, models and components among a majority of the respondents.

A lot of research has been done on business continuity planning strategy with numerous revelations of increase in awareness about the issues of contemporary business environments. The studies have presented mixed results and methodology utilized; significance of strategy and BCM and existing interconnectedness of the variables under study with organization's success. From this array of studies the review of literature is presented in an effort to determine the need for further study in the area on the influence of strategic planning practices on BCM and their interrelationship with firm success and/or performance.

Further, the literature review did not reveal such a research in the world focusing on or describing integration practices of strategic planning and business continuity management adaptation for private security firms in Kenyan context. This provides confirmation of the importance of examining the two key constructs and their relationships in the Kenyan private security sub-sector. The two key constructs provide a more accurate and comprehensive picture of their importance and relationships thereof in predicting business continuity which this research is designed to cover the gap.

2.6 Critique of the Existing Literature

A number of sources inter alia literature, research studies and surveys, have provided evidence that irrespective of the business environment (private or public) and firm size (large or small) all over the globe, it seems that strategy and BCM has remained elusive, since different researchers used different methods to explore the said researches. For example, Ogas (2013) employed a descriptive approach to do analysis, Karim (2011) and Dushie (2014) utilized statistical indicators and further regression and chi-square statistical tests, Ghandour (2014) employed a hierarchical cluster analysis from online survey thus qualitative approach, and Hoong and Marthandan (2014) utilized factor analysis and structural equation modeling (SEM), while Oanda (2013) conducted a survey research design with questionnaire. In addition, different exploration designs and methodologies were applied as aforesaid.

Recent studies (Hoong & Marthandan, 2014; Oanda, 2013; Okinda, 2008; Lodge, 2009; Herbane, 2010; Lynch & Sheahan, 2009) conducted in Africa and other developed countries on dependable statistical correlation between the two constructs (strategic planning and BCM) in different sub-sectors have put forward mixed outcomes. In addition, it is evident that strategy and BCM influences business/organizational success (Herbane, 2010; Swalha, 2013). Knowing how various private security firms and stakeholders utilize strategic planning practices and BCM provides a need to contribute to this debate in a less-researched country such as Kenya. Moreover, the measure of strategic planning practices effect on BCM concept in private security firms is virtually non-existent and under-explored. Additionally, to date, it is not within the author's knowledge of any specific research, which has been reported. Studying the concept in greater detail can benefit the private security subsector. Consequently, such a study could lead to unique information that may well be implemented and augment and extend the previous quantitative studies as well.

2.7 Research Gaps

The empirical studies indicate that research on strategic planning practices and business continuity planning has been done, but not comprehensively. Most of the studies have focused on either strategic planning or BCM independently or in isolation. The study will highlight major critics and establish major research gaps and strive to fill them. Sawalha (2013) did a study that focused on a number of aspects of BCM practice, such as the person or groups who conduct BCM; the duration for which BCM has been practiced; the maturity of BCM; the responsibility for BCM; the business areas (participants) involved in BCM; the comprehensiveness of BCM; and the effectiveness of the BCM approach in the listed organizations in Jordanian Public Limited Companies. This research focuses on the practice of BCM within other types of organizations, specifically private security firms in Kenya.

There have been very few theoretical studies, as well as empirical research, that focus on the practice of BCM including the person or groups who conducts BCM; the duration for which BCM has been practiced; the maturity of BCM; the responsibility for BCM; the business areas (that is, participants) involved in BCM; the comprehensiveness of BCM; and, the effectiveness of the BCM approach in relation to organizational characteristics, such as size, age, and sector. Research is needed with a greater focus on the relationship between the practice of strategy, BCM and organizational success. Some other research showed that there is potential for common ground between BCM and SP and provided a closer look at the factors encouraging and discouraging the placing of BCM in the context of strategic planning (Bakar *et al.*, 2015). More research is required in order to demonstrate how physical integration between BCM and strategic planning can be implemented.

Foster and Dye (2005) and Herbane *et al.* (2004) argued that business continuity should no longer be constrained to disaster recovery, IT, or a matter of concern to only one department. On the contrary, it should be about building an overall corporate capability of resilience. Therefore, further research should pay more attention to this broader perspective of BCM which is required to elevate BCM to a strategic position, rather than seeing it as purely functional or operational activity. There is need for a research focusing on the role of senior managers (strategy level) in supporting the placing of BCM in the context of strategic planning. Placing BCM in the context of strategic planning requires extensive efforts in order to build and spread a continuity culture within the culture of the organization, which in turn, requires much training and testing of the BCM plans (Herbane *et al.*, 2004).

Overall, much remains to be learned about BCM and its strategic significance. It is hoped that this research has made a step forward towards the understanding the relationship between strategic planning and business continuity planning of private security firms in Kenya and will stimulate risk and strategy researchers and practitioners alike to further examine what might be constructive and fruitful areas of research in this field.

2.8 Summary

Chapter two provided a review of literature, and a theoretical and conceptual framework for the current study. A discussion of the relevant theories was done and how they influence and organizations strategy. This culminated in highlighting the dimensionality of strategic planning practices. The nexus between the two constructs (i.e. strategic planning practices and BCM) and their significance was reviewed. The influence of the strategic practices variables on BCM in different service contexts was done to provide the basis for the conceptual framework and a number of hypotheses that were formulated. The conceptual framework was developed based on a detailed theoretical review of extant literature studies, journals, and research studies. This provided confirmation of the importance of examining the influence of strategic planning practices on BCM in the Kenyan private security service firms.

The review of literature provided an inconclusive gap in planning fundamentals for non-professional contingency planners as well as those unfamiliar with strategic planning and scenario futuring. Private security firms sell a service packaged as security solutions, be it manned guarding, electronic security, courier, consultancy or cash management services. Some firms offered incentives to attract new business or offer clients a lower rate to beat the competition. While strategic planning practices focus largely on managing interaction with environmental forces like competition, government, suppliers, customers, various interest groups and other factors that affect your business and its prospects (Safranski & Kwon, 1991), on the other end risk and uncertainty are inherent in business operations. Risk need to be considered when developing contingency plans. This chapter has reviewed pertinent literature in regard to strategic planning practices and BCM as well as how the two concepts influence organizational success/performance and has enabled identification of the research gaps as well as development of the theoretical and conceptual frameworks of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covered the research methodology used to accomplish the study objectives. The research design, population of the study, sampling procedures, data collection methods, questionnaire development and administration, reliability and validity of the measurement scales, data analysis techniques and the ethical implications in view of the recommended codes of good practice were presented.

3.2 Research Philosophy

Lincoln, Lynham and Guba (2011) refers to a research paradigm as a set of basic beliefs that underlie a study or guide an act, and provide the basis for creating the knowledge and the process that will underlie the research design and therefore interpretation of the findings. Gage (1989:107) asserts that a paradigm represents a universal worldview that defines for its holder the nature of the world, the individuals place in it and the range of possible relationships to that world and its parts. According to Creswell and Plano (2007), paradigms are shaped by the discipline the researcher is undertaking, research experiences and the beliefs held by researchers which often lead to the choice of the research approach to use. Therefore, situating oneself in an explicit research paradigm enables the whole research process take shape and results in research outcomes and knowledge claims. A key point to observe is the diversity in the methodology but not the philosophy behind the research (Karl, 2004).

Various philosophies that have existed in literature (positivism, interpretivism and pragmatism) were carefully reviewed and considered for this study since they differ on the basic underlying assumptions that ultimately guide the choices about research methodology and methods. For positivists, the emphasis is on objectivity of methodologies where it is assumed that researchers stand back from the social world

and that they do not affect the findings (Stiles, 2003). On the other hand, interpretivists rely on the premise that reality is built and influenced by numerous factors like social, cultural and gender. Often described as qualitative approach (Stiles, 2003), it allows rigor, flexibility with respondents and allows for in-depth understanding of phenomena under study. With regard to pragmatism philosophy, the paradigm arises out of actions, state of affairs and consequences (Creswell, 2003), and is behind the mixed methods studies. The focus is on the research problem and application of pluralistic approaches to come up with knowledge about the problem (Creswell, 2014:10). Creswell and Clark (2007) reiterate that the ontology of pragmatic view may have single or multiple realities in that hypotheses tests by a researcher may give several perspectives. There is no specific system of philosophy and reality that pragmatism subscribes to. A concept that applies to mixed methods research where researchers freely choose the methods, techniques and procedures that suit their needs (what works at the time) and draw from both the quantitative and qualitative assumptions while conducting a research (Creswell and Clark, 2007). This therefore provides the best understanding of a research problem since the mixed methods provides the researcher the opportunity to use multiple methods, consider different worldviews and assumptions, as well as different forms of data collection and analysis (Creswell, 2014:11).

Bearing in mind the aforementioned discussion, this study utilized the pragmatism paradigm related to the area of management research and study's research framework which is usually associated with mixed methods research (Creswell & Clark, 2007) that shapes the research design and knowledge claims. Through this method, the study aims and objectives were achieved.

3.3 Research Design

According to Cooper and Schindler (2008), a research design is the blue print for fulfilling the objectives and answering the questions. Research design is the plan and structure of investigation that enables the researcher to obtain answers to the research question (Kerlinger, 1986). The choice of a research design is guided by the purpose

of the study, the type of investigation, the extent of researcher involvement, the stage of knowledge in the field, the time period over which the data is to be collected and the type of analysis to be carried out, that is, whether quantitative or qualitative (Sekaran, 2003).

The study employed a mixed methods design where both qualitative and quantitative research paradigms were used for the purposes of extent and gravity of understanding and validation (Johnson, Onwuegbuzie & Turner, 2007). Basically, the study was cross-sectional since the data was collected at one point in time. It also enabled the researcher to collect and compare different variables in the study at the same time. In addition, the collection of data was less expensive in terms of time and cost and the researcher was also able to secure the cooperation of the respondents since the data was collected at one point in time.

Furthermore, a concurrent triangulation strategy was used since different data (quantitative and qualitative) was collected on the same topic simultaneously (time-orientation) and purposely to complement or disconfirm each other (Creswell, 2014:219). The priority in this mixed methods study was assigned to quantitative approach in the collection and analysis of the data (QUAN + qual), integration of the two types of data was done during data collection in that both closed-ended and open-ended questions on the surveys was used including interviews enabling concurrent data collection in one phase.

According to Creswell and Plano (2007), the application of mixed methods allows application of various paradigms in a single study thus reducing use of single paradigm. In this approach the researcher used one method to inform the other, and re-checked on the first method, encouraging interactivity throughout the research process hence continuous update. The method helped offset the weaknesses of both the quantitative and qualitative research in a study (Creswell & Plano, 2007). Collins, Onwuegbuzie, and Sutton (2006) reiterate that there is evidence of participant enrichment, instrument trustworthiness, and enhanced reliability thus data richness.

There was also expanded interpretation and usefulness of findings as additional basis for using mixed research approaches or methods.

3.4 Target Population

The geographical location of this research study was in Kenya in East Africa focusing on several selected companies from the private security industry. Population is any group of individuals who have one or more characteristics in common that are of interest to all the researchers (Best & Kahn, 2005; Sekaran & Bougie, 2010: 262). Sekaran and Bougie, (2010:262) reiterate that it is a suitable population that is included in research, thus a researcher ends up developing a sample that participates in the study. According to the data available at the Registrar of companies' (2015), there are about 500 registered security companies operating in Kenya. Therefore, the study targeted the aforementioned firms. For the purpose of this study and to aid the achievement of the stated objectives, the target populations were two categories of staff in the private security firms in Kenya selected that is, CEO/Owners/ Director and other employees – senior level managers in the firms. At least one member of staff in each category as shown in Table 3.1 was selected to participate in the study.

Table 3.1: Distribution of Target Population

Category of respondents	Population	Percentage
CEO/Owners/Director level	217	50%
Other employees (senior & operational managers)	217	50%
Total	434	100%

Source: Registrar of Companies' of Kenya (2015)

3.4 Sampling Frame

The researcher acquired a list of all registered companies and/or members (Registrar of Companies, 2015) in the private security industry both members of Kenya

Security Industry Association (KSIA) and Protective Security Industry Association (PSIA). There are as many as 434 private security companies (PSCs) currently operating in Kenya (Ngugi *et al.* 2004). The information was accessed from the aforementioned organization databases as well as the Registrar of companies, which provide detailed public accessible data about the status of all the private security institutions existing across Kenya. Stratified and Purposive sampling procedures was used to select the companies. A number of factors were put into consideration when selecting the companies namely; location, age, size and ownership. The age and sizes of the companies are important factors because some of the companies have been in existence for less than five years hence may not be having much in terms of strategy formulation and BCM. Ownership factor is important since some of the companies are family owned. Lastly, these companies selected were based in different locations or parts of the City.

3.5 Sample and Sampling Technique

3.5.1 Sample Size

The quality of any research is influenced by the appropriateness of methodology, instrumentation and suitability of the sampling strategy that is adopted (Manion *et al.*, 2001). An ideal sample should be large enough so that the researcher can with confidence, within specific limits be certain that a different sample of the same size if drawn using the same procedures can give approximately similar results (Mugenda & Mugenda, 2003; Wiersman, 1995). Based on these arguments, the sample size used in study was calculated and made representative enough of the population. Because the study was heavily inclined towards quantitative procedures, the sample size of firms with strategic plans was calculated using Krejcie and Morgan's formula (as shown below) and made representative enough (Krejcie & Morgan, 1970 in Sekaran, 2006: 293). Babbie (2005) asserts that a sample size of between 10% - 20% of the population suffices in survey studies. The sample size used in the study was 20% of the population. The sample size for this study put into consideration a 95% level of

confidence (5% margin of error) and was also put into consideration for non-responses to some of the questionnaires.

$$s = \frac{X^2 NP (1 - P)}{d^2 (N - 1) + X^2 P (1 - P)}$$

Where:

s = the required sample size

X^2 = Chi-square value for 1 degree of freedom @ 0.05 level (3.841) preferred.

N = the population size

P = the population proportion (expected to be 0.5 of the entire sample size)

d = the degree of accuracy expressed as a fraction (0.05).

Therefore, the sample calculated is:

$$n = \frac{(1.96)^2 (.50) (.50)}{(.05)^2} = 384$$

Furthermore, Mugenda and Mugenda (2003) proposed the below formula for a desired sample estimate for a target population less than 10,000 which this study applies.

$$n = \frac{n}{(1+n)/N}$$

Where:

n = the desired sample size when the population is < 10,000

n = the anticipated sample size.

N = the estimate of the population size

Thus a sample size of 201 respondents was used in the study.

$$\frac{384}{(1+384)/434} = 201$$

Table 3.2: Distribution of Sample Size

Employee category	Target	Sample Size	Percentage
CEO /Director level	87	40	20
Senior and operational managers)	347	161	80
Total	434	201	100

3.5.2 Sampling Technique

The study employed stratified random sampling technique in the selection of respondents in order to get adequate representations of groups that are relevant for the study and also to enable the researcher to get information from all categories of respondents (Sekaran & Bougie, 2010). The groups of interest were both management and operational/administrative staff. Within each stratum (senior managers/CEOs and operational/administrative staff), then within each stratum simple random sampling method was implemented. Stratified sampling was preferred because it enabled the researcher to achieve desired representation from

various employee-groups in the accessible population. On the other hand, purposive sampling procedure was used to select the companies since it was not possible in terms of limited resources to survey the entire range of companies listed (see appendix 4).

3.6 Data Collection Instruments

In this study, the main data production tool was the questionnaire which was used to collect data. Prior to designing the questionnaires, relevant literature was reviewed to identify the key constructs of the study variables. The questionnaires were semi-structured According to Leedy and Omrod (2005) questionnaires generate data in a very systematic fashion. Therefore, a questionnaire was used in the study because it produces quick results, it can be completed at the respondents' convenience and that it offers great assurance of anonymity among other advantages. In addition, the study made use of an interview guide which has been observed to be a superior data collection tool compared to other data collection instrument since it creates rapport between the respondents and the researcher (Best & Kahn, 2001). The interviews which were used in this study were personal (Cooper & Schindler, 2008) and were administered to mostly CEOs and some senior managers. Interviews generally yield highest cooperation and lowest refusal rates, allows for longer, more complex interviews, high response quality, takes advantage of interviewer presence and allows multi-method data collection. This study used the interview guides in which the researcher developed a set of questions to be asked when interviewing. The interview guides consisted of sections similar to those in the questionnaires. The researcher took notes during the interview whereby the responses were noted as the respondent was talking.

3.7 Data Collection Procedure

Data gathering refers to the process of collecting particular data with the intention to concur or contradict certain truths (Kombo & Tromp 2006). Therefore, the process of collecting data is vital in any study since information collected can accurately be disseminated and also assist in the advancement of important platforms. Prior to

embarking on the research; the researcher sought permission by writing to management of the selected companies requesting permission to collect data from their institution. A research permit was sought from the Ministry of Higher Education Science and Technology of Kenya and National Commission for Science, Technology and Innovation (NACOSTI) as this is a government requirement. There after the research permit was then presented to the management of the selected companies for permission to carry out research. The written permission was important because it enabled the researcher to have access to the informants from the institution under study. The data was collected using questionnaires and interview guides. The questionnaires were accompanied by an introductory statement to emphasize confidentiality and other ethical considerations. One hundred and sixty questionnaires were administered by the researcher and his research assistant that was trained on how to effectively administer the questionnaire out of which 142 responses were received. A drop and pick approach was used. This ensured that the views of all respondents are obtained and a higher response rate.

With regards to interviews, they had mainly open-ended which were designed purposely to enable the respondent express his/her views on the topic of the study freely and openly. In the interview, the researcher was able to probe the respondents further to get an in-depth response and also clarify unclear items in the interview guide. Each interview session took between 30 and 45 minutes with none accepting to be tape recorded. The study managed to conduct interviews on 38 respondents.

3.8 Pilot-test

After the development of the questionnaire, a pilot study was carried out to ensure that the items in the questionnaire were stated clearly, have the same meaning to all the respondents, and also to give the researcher an idea of approximately how long it would take to complete the questionnaire. Pre-testing of research instruments is a pre-requisite step to be followed during instrument design as it aids in the identification of potential problems with the instrument exposing what works and what does not (Leedy & Omrod, 2005; Mugenda & Mugenda, 2003). After

development of the questionnaire, the instrument will be pre-tested to ensure correctness of items in the questionnaire, and that respondents will interpret same meanings from them. The researcher is also likely to have an idea of time it would take the respondents to complete the questionnaire. According to Saunders, Lewis and Thornhill (2007) a sample size sufficient to provide an effective pilot test should be ten while Radhakrishna (2007) proposes at least twenty to be sufficient for a pre-test. In this study, the researcher conducted a pilot-test in one private security firm by distributing twenty (20) questionnaires (Radhakrishna, 2007) to employee managers that were not be included in the main study. The pilot study achieved seventeen (17) responses.

3.8.1 Reliability

Reliability is the ability of a measurement instrument to produce the same answer in the same circumstances, time after time (Johnson & Harris, 2002; De Vaus, 2002). Mugenda and Mugenda (2003) define reliability as the measure of degree to which a research instrument yields consistent results or data after repeated trials. Kerlinger and Lee (2000) define reliability by giving it different synonyms thus dependability, stability, consistency, predictability and accuracy. Therefore, from the definitions it means that if respondents answer a question the same way on repeated occasions, then the instrument can be said to be reliable. This survey used Alpha – α (Cronbach) as shown below, the model for internal consistency based on average inter-item correlation to test scaled items. Brown (2002) indicates that Cronbach’s alpha reliability coefficient normally ranges between 0 (if no variance is consistent) and 1 (if all variance is consistent). The closer the coefficient is to 1.0 the greater the internal consistency of the items in the scale. An alpha (α) score of 0.70 or higher is considered satisfactory (Gliem & Gliem, 2003).

Cronbach’s Alpha Formula

$$\alpha = \frac{N \cdot \bar{c}}{v + (N - 1) \cdot \bar{c}}$$

Where:

N = number of items

\bar{c} = average covariance between item pairs

\bar{v} = average variance

3.8.2 Validity

This study employed both face and content validity. According to Mugenda and Mugenda (2003), content validity is a measure of the degree to which data collected using a particular instrument represents the content of the concept being measured. A thorough review of the literature was done to ensure content validity. Whereas, to ensure face validity, the questionnaires were given to business research experts to review and critique, their suggestions and input were included.

3.9 Data Analysis and Presentation

For this study, both qualitative and quantitative data analysis methods were used as suggested by (Creswell & Plano, 2007) and Creswell (2014). The Statistical Package for Social Sciences (SPSS) v 21 was used to manipulate the quantitative data. Data was screened and edited to detect errors and omissions. It was then serialized in readiness for coding, entry, and analysis. Cooper and Schindler (2008) refer to coding as the process of giving values to responses so that answers can be put in groups. According to Sekaran (2006: 394), descriptive statistics entails transformation of raw data into a form that would provide information to define a set of factors in a situation therefore providing the reader with a summary the variables and characteristics of the sample. Descriptive statistics were therefore computed to obtain a general understanding of the respondents' characteristics in terms of biographic information. Frequency distributions, percentages, cross tabulations and measures of central tendency such as mean scores and standard deviations were used. Cross-tabulation is a statistical procedure that is commonly used to describe the

process of organizing data by groups, categories, or classes to facilitate comparisons; a joint frequency distribution of observations on two or more sets of variables (Zikmund, 2003). The purpose of categorizations and cross-tabulation was to allow the inspection of differences among groups and to make comparisons. This form of analysis assisted in determining the form of relationship between two variables. Hence critical aspects in the questionnaire were cross-tabulated with demographical questions in the questionnaire to determine the level of association.

Inferential statistics were computed in the second stage of the analysis and included: correlation analysis to outline the mutual influences or relationship strength of two variables on each other (Sekaran, 2006;207), Factor Analysis which aided in establishing stronger linear combinations of several variables that aid in investigating the interrelationships effectively without pre-conceived hypotheses (Hair, Black, Babin & Anderson, 2010) and multiple regression analysis (an extension of simple regression analysis) since it is in the interest of the researcher to determine the influence of the independent variable/s on the given dependent variable/s (Mugenda & Mugenda, 2003:135; Hair *et al.*, 2010). It is also in the interest of the researcher to examine the relationship between variables in more detail. Therefore, to test the influence/relationships between the study variables, multiple regression analysis was used appropriately. Therefore, multiple regression analysis provided the basis to determine whether strategic planning practice variables together predict the business continuity.

Qualitative data generated from interviews was categorized into themes emerging from the study data and reconstructed into narratives. This was facilitated through the use of qualitative software such as NVivo v.11 to identify expected and unexpected theme categories emerging from the data, grouping together and reconstructing into narratives before presentation into a discussion (Creswell & Plano, 2007: 129). In addition, counts were done on the open-ended data to get percentages and thus deriving meaning from the data.

3.9.1 Hypotheses Testing

The study was based on the premise that strategic planning practices have an influence on business continuity management. Accordingly, relevant hypotheses were set to guide the study in the conceptual framework. All the hypotheses were tested at 95 percent confidence level (level of significance, $\alpha = 0.05$). Table 3.2 outlines the relevant two-tail hypotheses tests and the respective regression models that were applied in the data analysis.

Table 3.2: Study hypotheses and analytical models

Study hypotheses	Analytical model	Interpretation
H1: Organizational structure has a positive significant relationship with business continuity management of private security firms in Kenya.	<p>Exploratory factor analysis (EFA)</p> <p>Pearson correlation coefficient</p> <p>Coefficient of determination (R^2)</p> $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \dots + \beta_4X_4 + \epsilon$ <p>where:</p> <p>α = intercept constant</p> <p>Y = business continuity management</p> <p>$\beta_1, \beta_2, \dots + \beta_4$ are beta coefficients for H1</p>	<p>r: Range -1 to +1</p> <p>$R^2=0.70$ is a strong positive relationship and 0.30 is a weak relationship</p> <p>P-value to check for significance of individual variables in the equation</p>

Study hypotheses	Analytical model	Interpretation
	<p>X_1, X_2, \dots, X_4 represent dimensions of strategic planning, ϵ is the error term- (random variation due to other unmeasured factors)</p>	
<p>H2:Organizational resources have a positive significant relationship with business continuity management of private security firms in Kenya.</p>	<p>Karl Pearson's zero order coefficient of correlation (Beta test)</p> <p>To conduct a t - test to determine individual significance of the relationship.</p> <p>To conduct an F test (ANOVA test) to assess overall robustness and significance of the simple regression model will be used where:</p> $y = \alpha + \beta SP + \epsilon$ <p>Thus, business continuity management (BCM) is a</p>	<p>r: Range -1 to +1</p> <p>$R^2=0.70$ is a strong positive relationship and 0.30 is a weak relationship</p> <p>P-value to check for significance of individual variables in the equation</p>

Study hypotheses	Analytical model	Interpretation
	<p>function of strategic planning dimensions (SP).</p> $BCM = \alpha + \beta SP$ <p>Where:</p> <p>BCM = composite index of business continuity management</p> <p>α = intercept constant</p> <p>β = regression coefficient</p> <p>SP = composite index of strategic planning factors</p> <p>ϵ is the error term</p>	
<p>H3: Organizational leadership style has a positive significant relationship with business continuity management of Kenyan private security firms in Kenya.</p>	<p>Pearson correlation coefficient</p> <p>Multiple regression analysis will be used where:</p> $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_4 X_4 + \epsilon$ <p>Hence, business continuity</p>	<p>Statistical significance at $\alpha \leq .05$</p> <p>$R^2 = 0.70$ is a strong positive relationship and 0.30 is a weak relationship</p> <p>P-value to check for significance</p> <p>of individual variables in the equation</p>

Study hypotheses	Analytical model	Interpretation
	<p>management is a function of strategic planning dimensions.</p> $BCM = \alpha + \beta_1ST + \beta_2R + \beta_3STY + \beta_4SY$ <p>Where:</p> <p>BCM = composite index of business continuity management</p> <p>α = intercept constant</p> <p>$\beta_1\beta_2\dots\beta_4$ = regression coefficients</p> <p>ST = composite index of structure R = composite index of resources</p> <p>STY = composite index of style</p> <p>SY = composite index of systems</p> <p>\mathcal{E} is the error term</p>	
<p>H4: Organizational systems have a positive significant</p>	<p>Simple liner regression will be used where: $y = a + bx$</p>	<p>Statistical significance at $\alpha \leq .05$</p>

Study hypotheses	Analytical model	Interpretation
relationship with business continuity management of Kenyan private security firms in Kenya.		$R^2 = 0.70$ is a strong positive relationship and 0.30 is a weak relationship P-value to check for significance of individual variables in the equation
H5: Government policies and regulations have a positive moderating effect on the relationship between strategic planning and business continuity management of private security firms in Kenya.	Simple liner regression will be used where: $y = a + bx$	Statistical significance at $\alpha \leq .05$ $R^2 = 0.70$ is a strong positive relationship and 0.30 is a weak relationship P-value to check for significance of individual variables in the equation

Source: Researcher's own elaboration (2015)

3.9.2 Statistical Model

In order to calculate statistical predictions, the regression technique seeks to establish a multilinear relationship between the attributes concerned and/or being measured. Multiple linear regression analysis provides a predictive equation:

$$Y = \beta + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \dots \dots \dots [Equation 1]$$

$$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + e \quad [\text{Equation 2}]$$

Where:

α = constant,

$\beta_1, \beta_2, \dots, \beta_4$ = beta coefficient or standardized partial regression coefficients (Tabachnick & Fidell, 2001:112) (reflecting the relative impact on the criterion attribute) X_1, X_2, \dots, X_4 = scores on different predictors (i.e. structure, resources, systems and style) where Y is the predicted value on the dependent attribute (BCM), α is the Y-intercept (the value of Y when all the X values are 0), X represents the various independent attributes, and β is the coefficient assigned to each of the independent attributes during regression. Z represents the moderating variable (Tabachnick & Fidell, 2001).

3.9.3 Variables Definition and Measurement

Multiple regression analysis assists only quantitative explanatory attributes, measured on an interval or continuous scale. As this research will rely on interval data, the study was facilitated by simple and multiple regression analysis. On the other hand, some three important issues for a proper regression analysis were taken into account. These issues are those that could arise during the regression analysis that may affect the model fitting, which the researcher will highly be keen on. According to Hair *et al.* (2010), potential *outliers* (extreme values) are assessed through initial descriptive analysis. These are observations that are substantially different from the remainder of the dataset. Therefore, any outliers in the data sets that are likely to emerge will be cleaned and removed through descriptive statistics.

Furthermore, linear regression requires only use of attributes that are normally distributed, thus the skewness test in descriptive statistics were employed to identify the normality of the database. Only attributes approximated to normality were utilized for the model fitting. Since the data may contain highly correlated

independent attributes in a model, multicollinearity may exist. Zientek and Thompson (2006) reiterate that the more predictors there are in the model such as this study has, the greater the potential there is for multicollinearity or association between variables. To determine a possible multicollinearity problem, a correlation matrix among the independent attributes was used to detect the presence of high correlations among the attributes. According to Hair *et al.* (2010), values exceeding 0.9 needs to be considered, and correlations greater than 0.8 can often be indicative of problems. Thus, the value exceeding 0.9 was used as the limit to define multicollinearity.

To decide on measurements for a survey, researchers tend to choose one of three options, which are: adopt exactly the same questions developed by other researchers, modify the questions developed by other researchers, or develop their own questions. Although there may be numerous advantages of employing and/or adopting questions developed by other researchers or modify their developed questions, the researcher developed his own questionnaire items due to the need for originality with regard to questionnaire design and survey questions construction for the purpose of measuring aspects in the context of this study (Hyman, Lamb & Bulmer, 2006).

The conceptual model adopted in the study consists of two main variables: strategic planning and business continuity management. The two variables were measured majorly using multi-dimension scales. However, some business continuity management variable measures were assessed with a single dimension scale. The scales used for the questions for most sections, with the exception of the background information sections (which adopted the nominal scale measures for gender, risk level and operational environment), were 5-point Likert-type scales (interval scales) with five categories ranging from for instance, “strongly disagree” to “strongly agree”. Interval scales is a classification, ordered plus equal intervals between adjacent units with no absolute zero. For example, the independent variable – strategic planning was measured using interval scale where items were ranked in such a way that numerically equal distance on the scale represented the actual property being measured (Babbie & Mouton, 2007). On the other hand, ordinal scale

where classification function plus observations are ordered, distance between adjacent values not necessarily the same was utilized to measure respondents age groups and period the organization has practiced BCM.

3.10 Ethical Considerations

Ethical issues in research are concerned with safeguarding the interests of the participants and their rights in the research process (Neuman, 2006; Saunders *et al.*, 2007). They are the norms or standards of behavior in the conduct of a research (Sekaran & Bougie, 2010: 15). Moral choices about people's behaviour and relationships with others are guided by the norms. The aim is to assure that no individual may suffer any adverse consequences from research activities (Cooper & Schindler, 2008). Before undertaking the research all ethical issues expected of a researcher in the design, conduct, analysis and dissemination in the entire study were maintained. Participants were informed of the purpose of the research and their consent was sought prior to their participation in the study (Cohen, Manion & Morrison, 2007:174; Leedy & Ormrod, 2005:101). Respondents were informed the study is voluntary and that they may omit answers to any particular question if they choose, adequate measures were taken to protect the confidentiality of respondents and any promise made to the survey respondents was kept. Information about the study was availed to the potential participants to enable them give their full consent to participate in the study. Accuracy standards were adhered to in the collection, analysis, and interpretation and reporting of the study findings and storage of data (Cohen *et al.*, 2007; Creswell, 2003:63). Ethics pertaining to academic writing and publishing were followed. Furthermore, the researcher ensured that all sources cited in the study are acknowledged and that relevant research permits were acquired prior to commencement of the field work.

Table 3.3: Operationalization of Study Variables

Variables	Operationalization Measures	Measurement of Scale	Scales	Tools of Analysis
Independent Strategic planning practices	Strategic planning was operationalized using: <ul style="list-style-type: none"> • Structure • Systems • Resources • Staffing 	Ordinal Interval	Five -point likert scale on which 1 indicates “strongly disagree” and 5 represents “strongly agree.” NB: Although Likert scales are ordinal in nature, they are commonly treated as ‘ordinal-interval’ scales (Malhotra, Hall, Shaw & Oppenheim, 2002) which allow for a greater number of statistical analyses to be conducted, since points in the scales are numerically equally distanced (Field, 2005). Some items are positively worded and others negatively worded which will be reverse-coded during data analysis.	Descriptive statistics Spearman rank Correlation

Variables	Operationalization Measures	Measurement of Scale	Scales	Tools of Analysis
Dependent Business continuity management	This was measured using the following indicators: <ul style="list-style-type: none"> • Company’s behavior (management support) • Level of employee participation • Level of BCM practices • level of importance of elements to ensure BCM 	Nominal Ordinal Interval	The five point likert – type scales were developed to fit organizational characteristics where 1 indicates “lowest score” and 5 represents “highest score.”	Descriptive statistics Spearman rank Correlation
Moderating Policies – regulatory (government) and organizational	This was measured by asking respondents knowledge about legislation and requirements needed to implement BCM <ul style="list-style-type: none"> • Gender 	Nominal Nominal	Knowledge and practice about external requirements of the respondents was measured directly by ticking appropriately The demographic characteristics of	Direct measures Direct measures for

Variables	Operationalization Measures	Measurement of Scale	Scales	Tools of Analysis
Respondents’ demographic characteristics	<ul style="list-style-type: none"> • Age group • No of employees • No of years firm has practiced strategic planning • Age of firm • Risk level • Competition level 	<p>Ordinal</p> <p>Ratio</p>	<p>the respondents was measured directly by ticking appropriately where each or which category he or she belong</p>	<p>question 2, 3, 7 and 8</p> <p>Ratio data for question 4, 5, and 6.</p>

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This section of the research study discusses the findings and results of the study based on the collated primary data and interviews. The primary aim and goal of this study was directed towards finding out the influence of strategic planning practice and business continuity management of private security firms in Kenya. In this research, primary data was collected using self-administered questionnaire that was sent to employees of private security firms that were involved in the study. The questionnaires were utilized to gather both qualitative and quantitative information. The methods of analysis were both qualitative and quantitative. The qualitative data described and elaborated on the responses from the respondents while quantitative data analysis methods involve the computation of percentages, means, standard deviations and presenting information in graph and tables. Inferential statistics specifically multiple regression analysis was used to test the study hypotheses.

4.2 Pilot test results

This survey used Cronbach alpha model for internal consistency based on average inter-item correlation to test scaled items. According to Brown (2002) Cronbach's alpha reliability coefficient normally ranges between 0 (if no variance is consistent) and 1 (if all variance is consistent). The closer the coefficient is to 1.0 the greater the internal consistency of the items in the scale. An alpha (α) score of 0.70 or higher is considered satisfactory (Gliem & Gliem, 2003). The results of the pilot test are as depicted in Table 4.1.

Table 4.1: Reliability results of Pilot data

Construct/dimension/variable	Cronbach's Alpha	No of items per scale
Organizational structure	.863	8
Organizational systems	.767	6
Organizational resources	.849	6
Organizational style	.804	7
BCM processes	.846	6
BCM components	.900	8

It is evident from Table 4.1 that the reliability coefficient alphas of all the core constructs in pilot study for the questionnaire met the minimum required threshold of 0.7 mark of acceptability (Gliem & Gliem, 2003). It is quite clear that the results were quite adequate and satisfactory indicating that the study questionnaire was ideal and reliable.

4.3 Response rate

The study targeted a total sample of 201 respondents from sampled institutions by distributing 160 questionnaires and 40 interviews. In total, there were 142 dully completed questionnaires and 38 interviewees achieving a response rate of 89.5%.

4.4 Demographic characteristics of the respondents

The demographic information sought was about the respondents and background information of the company or organization. The demographics of concern included the following; the job title of the respondent whether the respondent was the owner or CEO or was an employee of the company, the gender of the respondents and their age group. Concerning background information of the company, the researcher was interested in finding out the number of employees currently employed by the

company, the number of years the company has been involved in strategic planning and finally the age or number of years the company has been in operation. The results are presented and discussed hereunder.

4.4.1 Job Title

The study sought out to group the respondents into different groups of individuals ranging from the lower level employees to the director level. The study targeted general employees and the directors/ the owners of the company. Data collected was analyzed and the results presented in Table 4.2.

Table 4.2: Employee category

Respondents	Frequency	Percent
Employee	52	36.6
Supervisor	28	19.7
Manager	38	26.8
Administrator	21	16.9
Total	142	100.0

Respondents were required to indicate their job title/category, 36.6% of the respondents were general employees with no any other supervisory duties or responsibilities. Over twenty-six percent (26.8%) of the respondents for this study were managers while 19.7% were working as supervisors in different fields. The study also involved 16.9% of the administrators as respondents for this study. This shows that all the different groups of employees participated in this study.

4.2.2 Gender

The aim of the research question was to find out whether gender representation in the study had any effect on business continuity. Data collected was analyzed and the findings are as shown in Figure 4.1.

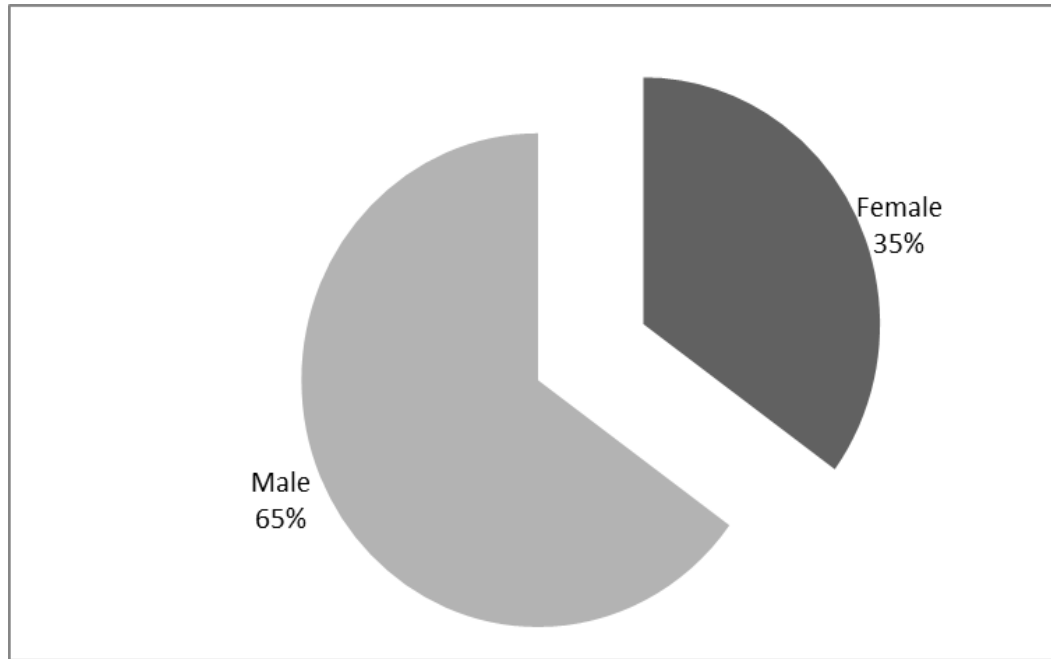


Figure 4.1: Gender of respondents

Figure 4.1 shows that more male 65% than female (35%) respondents participated in the study. This could imply that as has been a tradition, security services demand more male services compared to female and/or is a male dominated field hence the disparity of those who participated in the survey. This distribution relied heavily on the sampling procedure used which was random. The disparity was not however, expected to affect the study in any way.

4.2.3 Age Group

The researcher was concerned in finding out the age group of the respondents involved in this study. Figure 4.2 shows the distribution of respondents' age group.

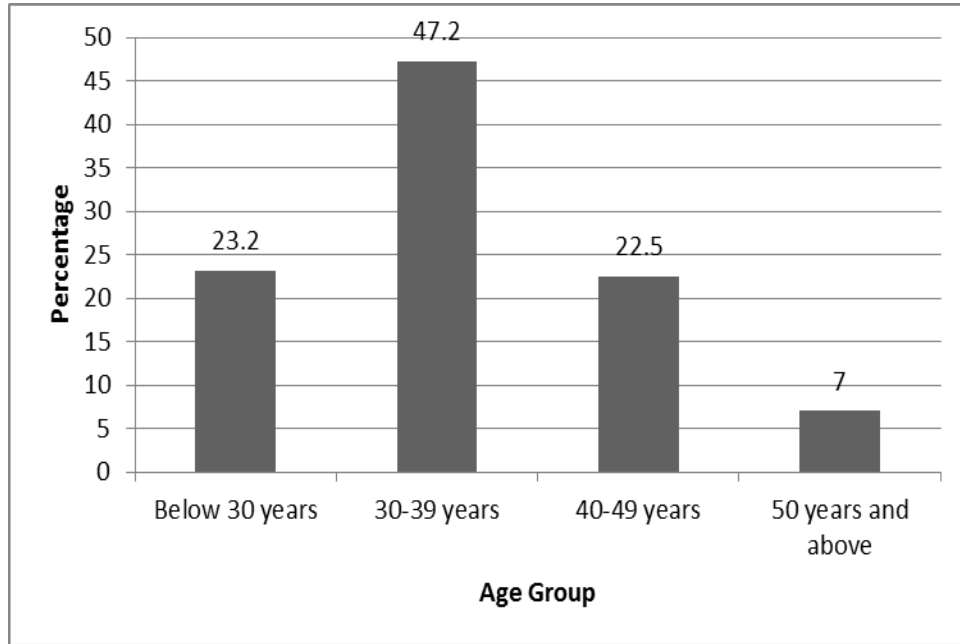


Figure 4.2: Age Group

The findings from Figure 4.2 above illustrate that the majority of the respondents were aged between 30-39 years while 23.2% were below 30 years. A small percentage of 22.5% of the other remaining respondents were aged between 40-49 years old. This showed that the age of the respondents involved for this study was evenly distributed among the respondents. This indicates that these age groups are the most active and at a stage of solidifying their careers.

4.2.4 Number of employees

It was in the interest of the study to establish the number of employees working in the different organizations that participated in the study. Data was collected, analyzed and the findings were as presented in Figure 4.3.

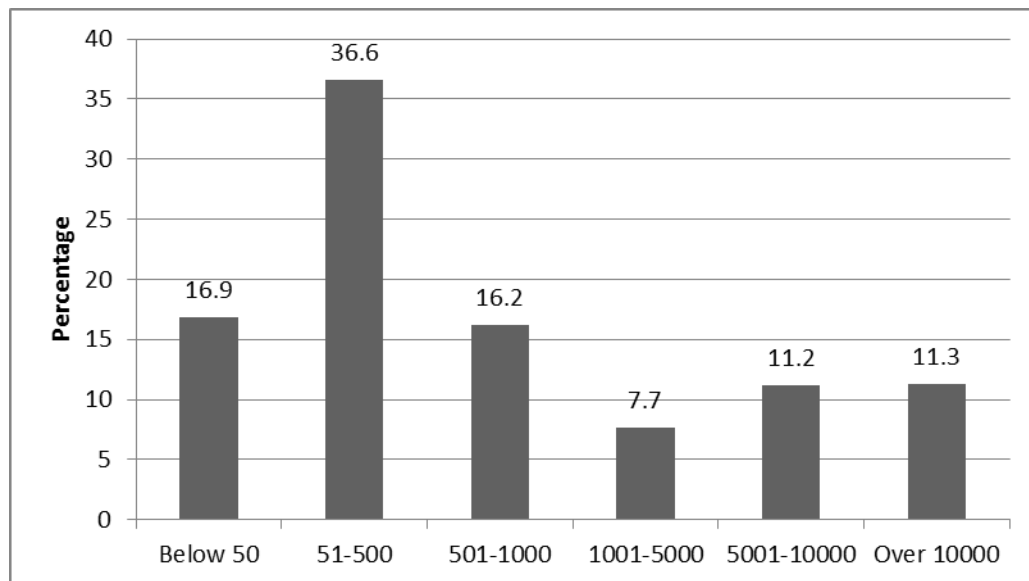


Figure 4.3: Number of employees

The findings from Figure 4.3 above show that 36.6% of the organizations have between 50-500 employees. While 16.9% have below 50 employees. Those organizations with 500-1000 employees were 16.20%. Only 7.7% of the organizations employed between 1000-5000 employees. Generally, the findings of this research showed that majority of the companies have below 1000 employees.;

4.2.5 Number of years Implementing Strategic Planning Practices

The study first tried to establish whether the company has a written strategic plan. Findings from the interviews evidenced that most of the companies did not have written strategic plans. To verify this, one of the respondents said the following:

It is not in written form but we practice it on a daily basis because we operate on some rules and we have laid down long term objectives. He added that; not at the moment but there is a future plan. It was in our recent meeting agenda. (SN MO 03).

The findings revealed that it was only a few companies which have written strategic plans. A respondent said:

We have our strategic plan on how to handle our daily operations and the development of the company to reach our goal as an international security firm. (SN MO 01)

Similarly, further the study tried to establish the number of year's companies has been engaged in strategic planning. This helped find out if they have experience in strategic management because this has a direct impact on organization performance. The findings of the study were as shown in the Table 4.3.

Table 4.3: Number of years in Strategic Planning

Years	Frequency	Percent
1-5	94	66.2
5-10	25	17.6
10 and above	10	16.2
Total	142	100.0

According to Table 4.3 majority of the respondents (66.2%) their organizations have been involved in strategic management for between one and five years. 17.6% of the organizations have been engaged for five to ten years in strategic management while 16.2% have been engaged in strategic planning for 10 years and above. This shows that strategic planning is a new area that has not been explored a lot by companies or organizations.

4.2.6 Age of the Company

The main aim of this question was to find out the length of time the company has been in operation. This was to assist in comparing the number of years since creation of the company and the number of years they have been engaged in strategic planning. The findings of the research are as shown in Table 4.4.

Table 4.4: Age of the Company

Age group	Frequency	Percent
1-5 years	33	23.2
6-10 years	43	30.3
11-15 years	19	13.4
16-20 years	8	5.6
21 and above	39	27.4
Total	142	100.0

Table 4.4 illustrates that majority (55.5%) of the companies surveyed have been in operation for 10 years and below while 19.0% have been in operation for between 11-20 years. 27.4% of the remaining respondents have been in operation for 21 years and above. This shows that most of the companies have not been in operation for a very long period of time. The findings reveal that majority have been in operation for a period of less than 20 years.

4.3 Descriptive Statistics of Strategic Planning Dimensions

The main aim of this research question was to establish the strategic planning dimensions that are used by organizations. The respondents were requested to describe their level of agreement to a number of components of strategic planning on the company. The strategic planning practice components were divided into;

Organization Structure, Organization Systems, Organization Style and Organization Resources. The findings are as shown in Table 4.5.

Table 4.5: Strategic planning dimensions used by organizations

Organization Structure	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The company is authoritative in how it handles aspects of its operations	71(50%)	45(31.7%)	19(13.4%)	6(4.2%)	0
There is good co-ordination across departments	49(34.5%)	75(52.8%)	15(10.6%)	0	0
The company has a well-developed strategy to achieve its purpose	53(37.3%)	72(50.7%)	15(10.6%)	2(1.4%)	0
The company has a clearly defined purpose to which all concerned are committed	46(32.4%)	74(52.1%)	14(6.6%)	6(4.2%)	2(1.4%)
The organizations top management team members identify their own roles with organizational strategy	51(35.9%)	57(40.1%)	25(17.6%)	7(4.9%)	1(0.7%)
The organizations top management team shows high achievement orientation	44(31.0%)	69(48.6%)	16 (11.3%)	10(7.0%)	3 (2.1%)
The organizations top management team is diverse in nature	44(31.0%)	67(47.2%)	14(9.9%)	12(8.5%)	5(3.5%)
The organization's top management team shares same values concerning the way it operates	49(34.5%)	60(42.3%)	21(14.8%)	10(7.0%)	2(1.4%)
Organization system	SA	A	U	D	SD
The company has adequate systems to carry out administrative procedures	45(31.7%)	70(49.3%)	13(9.2%)	13(9.2%)	1(0.7%)
The organization has a system	42(29.6%)	76(53.5)	10(7.0%)	13(9.2%)	1(0.7%)

Organization Structure	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
for identifying problems					
The organization has a system for analyzing opinions, thus taking relevant decisions	34(23.9%)	82(57.7%)	12(8.5%)	11(7.7%)	2(1.4%)
The company has a spirit of open communication	50(35.2%)	56(39.4%)	21(14.8%)	11(7.7%)	3(2.1%)
All company decisions are communicated to all and relevant people in a timely manner	50(35.2%)	62(43.7%)	16(11.3%)	11(7.7%)	3(2.1%)
There are effective systems of monitoring and evaluation of strategy	43(30.3%)	56(39.4%)	27(19%)	12(8.5%)	3(2.1%)
Organizational Resources	SA	S	U	D	SD
This company has adequate human capital	33(23.2%)	51(35.9%)	13(9.2%)	35(24.6%)	8(5.6%)
This company has adequate capital and/or funding resources to sustain it in the long-run	39(27.5%)	47(33.1%)	22(15.5%)	25(17.6%)	9(6.3%)
The company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives	36(25.4%)	56(39.4%)	20(14.1%)	25(17.6%)	5(3.5%)
This company has skilled people in terms of their work assignments	47(33.1%)	72(50.7%)	15(10.6%)	8(5.6%)	0
The knowledge base amongst employees is adequate	36(25.4%)	80(56.3%)	12(8.5%)	9(6.3%)	3(2.1%)
Each individual within this company has the capability/competence to perform his/her duties effectively	44(31.0%)	71(50.0%)	17(12.0%)	8(5.6%)	1(0.7%)

Organization Structure	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Organizational style	SA	A	U	D	SD
The decision making process within this organization is centralized	34(23.9%)	73(51.4%)	15(10.6%)	14(9.9%)	3(2.1%)
The management exhibit a lot of commitment	50(35.2%)	53(37.3%)	21(14.8%)	11(7.7%)	1(0.7%)
The leadership style is autocratic	33(23.3%)	67(47.2%)	26(18.3%)	8(5.6%)	6(4.2%)
This company focuses on long-term strategies	48(33.8%)	68(47.9%)	16(11.3%)	8(5.6%)	2(1.4%)
The company emphasizes on long-term health relationships with stakeholders	45(31.7%)	61(43.0%)	23(16.2%)	12(8.5%)	1(0.7%)
This company engages its employees in major strategic decisions	46(32.4%)	53(37.3%)	24(16.9%)	14(9.9%)	5(3.5%)
This company strives to maintain good staff-leadership relations	46(32.4%)	59(41.5%)	19(13.4%)	14(9.9%)	4(2.8%)

On organization structure components as Table 4.4 shows, it was found that majority of the respondents agree strongly that the study had good organization components that were followed strictly. The respondents added further that the company has a well-developed strategy to achieve its purpose; this is in line with Johnson and Scholes, 2002, who said that there need to be a clearly outlined BCM strategy within a strategic plan since it forms the basis for business performance and thus strategic to the long-term health of the firm. Also reflecting from the empirical studies, this is strongly compatible with what Graham and Kaye, 2006, reiterated that there exist different roles required to successfully practice business continuity management and include amongst others executives, boards and committees as observed from the respondents' perspective on the organization structure in this study, it is therefore

true to say that every component of the structure was well represented here; where respondents opinions majorly fell on 'strongly agree' and 'agree'.

Graham and Kaye described the organizational structure from the top management and vividly explained how authority and responsibilities are defined in a structured organization. Therefore, the findings clearly indicate that respondents positively concurred that the components of the organizational structure strongly supported a successful business continuity management where it was argued that structure dictates how policies, objectives are established and resource allocation (Johnson & Scholes, 2002).

On organizational systems the study identified that there were adequate systems in the organization that were used to carry out administrative procedures. It was also established that the systems were capable of identifying problems and as a result it was easier for the management to make decisions that will affect the business continuity of their organizations. This were supported by the findings of Mitzberg (1994), who highlighted that there are many routine activities that are performed in an organization to keep it running smoothly and they should be carried out efficiently. Mitzberg also asserted that linking organizational goal setting systems is very essential in strategy plan implementation. From the findings of this study in comparison with the objective in literature review, the researcher concluded that in deed there is a positive relationship between organizational support systems and business continuity management.

Further the study sought to establish whether the organizational resources are adequate to support company in strategic planning. The majority (59.1%) of the respondents agreed that their company has adequate human capital that can support strategic planning and implementation. The findings also revealed that the companies have adequate capital and funding resources to sustain them in the long-run (60.6%). Previous studies by pierce and Robinson, 1997, stated that resources should be allocated according to priorities established by annual objectives. Therefore, Scott-Martinet (2006) said that different levels of human resources have a role in the

strategic planning processes. This is because they may have input to the entire processes of strategy. As discussed earlier, adequate resources ensure efficient running of the organization in terms of human capital and financing it was revealed that most organizations have inadequate resources to run efficiently. They mostly operate on a tight budget each financial year. These budgets are adjusted accordingly to meet actual budgeted income and expenses. Any new income generated is invested and lack of funds means the organization will require loans to keep afloat (Shuja & Abasi, 2015). For human resources, Becker and Gerhart (1996) argued that that human resources of an organization play an important role to sustain the organizations competitive advantage and help develop a nexus with fruitful BCM. Therefore employees of an organization have tough tasks and/or responsibilities due to the ever-dynamic environmental pressures. Since BCM strives to maintain the business's worth for continuing competitive edge of the firm, organizational core competences and critical resources have a positive influence on BCM when properly organized, mobilized and used within the organization hence endurance and determined survival (Herbane, 2010). In this regards, the respondents agreed that their organization had strong organizational resources and this means that there is a high competitive advantage in the industry (Priem & Butler, 2001).

4.4 The Practice of Business Continuity Management

The main reason of this research question was to evaluate the future events that may affect the organization's critical functions in order to ensure the organization's capability to respond effectively to such events in a planned manner and increase resilience to interruption and loss. Data was collected and the findings presented according to the following themes.

4.4.1 Responses on whether the respondents company has been practicing business continuity management

The objective of this question was to establish whether the various companies involved in this research have been practicing business continuity management. The data collected was analyzed and the findings presented in Figure 4.4.

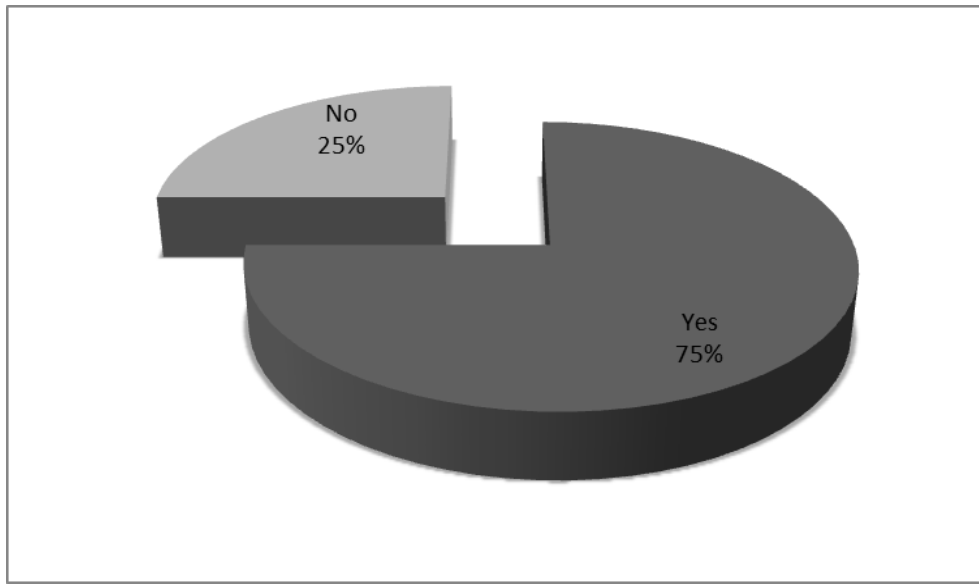


Figure 4.4: Whether company practices BCM

Majority of the respondents (75%) reported that their companies have been involved in business continuity management. A small percentage of the respondents said that their companies were not yet engaged in business continuity management. This was so because a number of the companies were reported to be in operation for a small period of time.

4.4.2 Length of time the company conducted the BCM process

The researcher was interested in establishing the length of time of operation of the company. The results were presented in Table 4.6 as shown.

Table 4.6: Length of time the company has been conducting the BCM process

Years	Frequency	Percent
Less than 1 year	27	19.0
1-5 years	45	31.7
Over 5 years	43	30.3
No Response	27	19.0
Total	142	100.0

The findings from Table 4.6 revealed that most of the companies involved in this study have been in operation for less than five years (50.7%) while 30.0% have been in operation for between six years and above. The remaining percentage of the respondents (19.0%) did not respond on this question. Thus shows that majority of the companies have been in operation for a period of not more than ten years.

Similarly, the researcher wanted to establish further on the frequency it takes for the company to review and update their BCM models. One of the respondents said that it was very difficult to review the model because it is not well written. He said;

We cannot review something that is not in written form, we just change our strategy regularly. Another respondent said that; Updated during meetings while the other respondent said that; it is reviewed yearly to check if the company is making any progress. This is because the firm changes its business plans after our annual general meeting (SN MO 06)

4.4.3 Personnel in charge of business continuity process in companies

The researcher was interested in finding out the person who is responsible in steering the business continuity management in the whole organization. Table 4.6 illustrates the findings.

Table 4.7: Personnel in charge of business continuity process in companies

Personnel category	Frequency	Percent
Board of Directors	44	31.0
Senior management	54	38.0
Business Continuity Management team	25	17.6
Operational and technical staff	19	13.4
Total	142	100.0

According to Table 4.7 the majority of the respondents (38%) said that the senior management are in charge and responsible of the business continuity management process. 31.0% said that the boards of directors are responsible for managing the whole process. 17.6% of the other respondent said that there is a business continuity management team that has been appointed to head the whole the process of managing the long life of the project. Tucci (2009) states that for business continuity strategy to be successful then business leadership must be present. The role of the leader should encompass setting the metrics that will drive disaster recovery spending. Business continuity needs to be perceived as a management activity that adds value to business (Wong & Shi, 2014). Management assurance at every stage is supreme to ensure BCM is integrated in organization's mainstream activities because success of BCM since business continuity itself requires the attention of the senior leadership team in order to receive the correct emphasis. This is true according to authors (Bullock, 2006; Bajgoric 2006; Zhang & McMurray, 2013) who shared that, BCM is a continuous management process which should be directed at the organization's critical business processes with an aim to ensure the continuity of the business in the long-term. 13.4% of the remaining respondents said that operational and technical staff has been given the responsibility of managing business continuity process. The findings from this question show that the process is managed by a designated team to steer the whole process which is quite similar to what the authors above published. Therefore, it's true that BCM success also depends on good placement and management by a designated team.

4.4.4 Company's assessment of business continuity management process

The researcher wanted to establish the main behaviors in business continuity management. The data collected was analyzed and the findings were as shown in Table 4.8.

Table 4. 8: Company’s assessment business continuity management process

Responses	Frequency	Percent
Organization conducts BCM using internal employees only	41	28.9
Organization conducts BCM using consultants	50	35.2
Organization conducts BCM using both internal employees & consultants	42	29.6
Organization does not conduct BCM at all	9	6.3
Total	142	100.0

In Table 48, research results show that in the process of business continuity management, the organization uses consultants only and not internal employees as was reported by 28.9% of the respondents. Quite a good number of companies (29.6%) reported that they conduct BCM using both internal employees & consultants. Small percentages of the respondents (6.3%) reported that their companies do not conduct BCM at all.

4.4.5 Level of participation of each and every unit/section/department in companies

The study sought to find out the participation level of various departments of the organization in strategic planning. The findings from the study were summarized as shown in Table 4.9.

Table 4.9: Level of participation of each and every unit/section/department in companies

Participation level	Frequency	Percent
No participation at all	7	4.9
Minor participation	17	12.0
Moderate participation	52	36.6
Full participation	63	44.3
No unit/section/department exists	3	2.1
Total	142	100.0

The Table 4.9 shows that most of the respondents (44.3%) said that there is a full participation and involvement of other departments and units in strategic planning. 36.6% of the respondents said that there is a moderate participation of the various departments of the organization in strategic planning while 12.0% said that the level of participation is very minimal. Small percentages of the remaining respondents said that there is no participation by any department. Other respondents said that the organization had no sections or units which mean that strategic planning is done across the organizations.

4.4.6 Elements of effective business continuity management

The study was interested in finding out different elements and their effect on effective business continuity management. The response of the study arranged on a Likert scale with 1 = very large extent, 2 = large extent, 3 = undecided, 4 = small extent and 5 = very small extent. Table 4.10 presents the results.

Table 4.10: Extent of engagement in business continuity management

	Very Large Extent	Large Extent	Undecided	Small Extent	Very Small Extent
Extent to which the company engages employees in ensuring effective business continuity management	52(36.6%)	67(47.2%)	5(3.5%)	12(8.5%)	6(4.2%)
Extent to which the company engages processes in ensuring effective BCM	28(19.7%)	66(46.5%)	32(22.5%)	13(9.2%)	3(2.1%)
Extent to which the company engages company infrastructure in ensuring effective business continuity management	28(19.7%)	70(49.3%)	24(16.9%)	13(9.2%)	4(2.8%)
Extent to which the company engages customers in ensuring effective business continuity management	60(42.3%)	45(31.7%)	23(16.2%)	9(6.3%)	3(1.4%)
Extent to which the company engages suppliers in ensuring effective business continuity management	47(33.1%)	56(39.4%)	15(10.6%)	21(14.8%)	3(2.1%)
Extent to which the company engages company facilities/ premises in ensuring effective business continuity management	38(26.8%)	67(47.2%)	15(10.6%)	17(12.0%)	5(3.5%)

Table 4.10 reveals that the company engages employees to a very large extent (83.8%) in ensuring effective business continuity management. Further the study revealed that the company engages processes in ensuring effective BCM. This showed that the companies are using all means to manage business continuity. Majority of the respondent said that equally the companies engages infrastructure to

a large extent (66.2%) so as to attain long term operation of the business. It was reported also that the company engages customers to a very large extent in ensuring effective business continuity management (69.0%) According to Sawalha (2013), a qualitative study was conducted on the Jordanian banking sector involving 11 out of 17 banks on the most important roles of BCM. The study elucidated importance of preserving a positive corporate reputation which strengthens competitiveness, increase profits and improves company performance. Corporate reputation is represented in the customers or suppliers of the organization among other external and internal environments. Thus, the study supports the notion that putting in place BCM with strategy ensures key business functions are well-looked after. In addition, the study also found out that the companies engage suppliers in ensuring effective business continuity management (72.5%). Finally, the study findings revealed that the companies engage their facilities and premises in full so as to ensure that there is an effective business continuity management process (74.0%).

4.4.7 Significance of business continuity management

The study was interested in finding out how important the following elements of business continuity management are in supporting the strategic decisions of the company. Data gathered from the field was grouped systematically, analyzed and the results were as shown in the Table 4.12.

Majority of the respondents (87.3%) as reflected in Table 4.11 indicated that management planning is extremely important in supporting business continuity management. This is because the organization is able to identify what needs to be done after the other systematically. This concurs with Newbert (2007) who argues that the growth of the organization whether internally or externally relies upon how well resources have been put in place and used. It is important to combine organizational and financial resources with all strategic planning and implementation processes and make them available in the event of an emergency (Almarri & Gardiner, 2014) for business continuity purposes.

Table 4.11: Significance of business continuity management

	Extremely Important	Very Important	Moderately Important	Slightly Important	Not Important
Management planning and support when ensuring BCM	58(40.8%)	66(46.5%)	7(4.9%)	2(1.4%)	3(2.1%)
Company readiness through creating teams and assigning roles when ensuring BCM	29(20.4%)	70(49.3%)	33(23.2%)	1(0.7%)	5(3.5%)
Assessment of potential risks to the company when ensuring BCM	37(26.1%)	70(49.3%)	27(19.0%)	1(0.7%)	4(2.8%)
Conducting business impact analysis when ensuring BCM	29(20.4%)	64(45.1%)	36(25.4%)	5(3.5%)	4(2.8%)
Developing business continuity and crises recovery plans when ensuring BCM	42%(29.6)	54(38.0%)	32(22.5%)	5(3.5%)	6(4.2%)
Continuously updating of developed plans when ensuring BCM	44(31.0%)	57(40.1%)	21(14.8%)	10(7.0%)	4(2.8%)
Continuously training of employees when ensuring BCM	44(31.0%)	45(31.7%)	38(26.8%)	6(4.2%)	6(4.2%)
Ensuring the processes meets external requirements when ensuring BCM	48(33.8%)	49(34.5%)	30(21.1%)	6(4.2%)	5(3.5%)

Equally the study found out that a company's readiness is very important (69.7%) because it helps the organization to create teams and assign roles and duties to different staffs of the organization through creating teams and assigning roles when

ensuring business continuity management is embraced in full; this is so because appropriate selection of employees within an organization is crucial to realize consistent productivity levels. Human resource planning and mobilization in terms of need ensures business improvement. The organization, allocation and timely mobilization have a positive impact on the smooth flow of business continuity management processes even in the event of adverse business environmental changes (Shuja & Abbasi, 2015).. In addition to the above results from the study it was established by the respondents that assessment of potential risks to the company are extremely important in ensuring effective BCM. This findings are similar to the a study conducted by Wessels (2007) who reiterated that BCM intends to minimize both the likelihood and impact of risks, threats and events that can interrupt the optimum level of business operations required. It was also reported that it is important for the company to conduct an impact analysis before embracing business continuity management. This is so because it gives an evaluation of the effects of the strategic planning before and after the implementation. Majority of the other respondents added that it is very important to develop business continuity and crises recovery plans before laying strategies for business continuity management. However it was suggested that the whole process needs to be updated continuously. Finally, the respondents said that it was extremely important to continuously train the employees so that they may be versed with methods of managing the going concern of the business. The respondents also agreed (68.3%) that it was very important to ensuring that the process meets external requirements.

4.4.7 Importance of adding business continuity management plan into a company's strategic planning

The study was also interested in eliciting respondents' views on how they perceive incorporation of BCM into the company's strategy and the findings were recorded and analyzed as presented in Table 4.12.

Table 4.12: Importance of adding business continuity management plan into a company’s strategic planning

	Frequency	Percent
Yes	96	67.6
No	46	32.4
Total	142	100.0

Majority of the respondents (67.6%) indicated that it was very important to add business continuity management plan into a company’s strategic planning while 32.4% said that BCM was not an important thing in strategic planning. From the above results, it is crystal clear that BCM is an important component of strategic planning that must not be left out. A follow up question was put to solicit reasons why respondents had thought it was good to have BCM incorporated into organizations strategic plans. Table 4.13 presents the results of the data.

Table 4.13; Reasons why it is Important to incorporate BCM in strategic planning

Reason	Frequency	Percent
For the growth of the company	28	19.7
Continuous updating of developed plans	18	12.7
Assessing potential risks	20	14.1
For the company to run smoothly	5	3.5
To plan for the future	22	16.5
To assess the progress of the company	4	2.8
To plan well for adequate funding	7	4.9
To enhance work relations	10	7.0
For continuity	2	1.4

From Table 4.13 the study revealed that BCM was an important component of strategic management because it supports growth and expansion of the company. Further the respondents added that when you plan well then it means that you are planning for the future. Planning for the future is very important as it gives the guidelines for long term business continuity management. Business continuity management must be added into the strategic planning as it helps the organization in assessing potential business risks and giving a projection on where the company wants to be. This assists very much in that the company is able to run its activities smoothly. The opinions of the respondents above are therefore relevant to what Wong (2009) reiterated that organizations that incorporate business continuity management in their strategic management could gain a distinctive competency over their competitors in terms of operational resiliency which includes the speedy recovery of critical business functions at predefined period of time while minimizing the adverse impacts to their value and reputation. Additionally, the respondents said that strategic planning with regard to the long life of the business assists the company to plan well so as to get adequate funding. Planning also enhances good working relationships between the employees of the company and among different companies within similar and divergent industries. Additionally, the researcher tried to establish the purpose of BCM in organizations, among the responses said that were provided include;

BCM aims to improve the organization. It helps the organization to survive the loss in case of disasters and also to identify, manage and mitigate the risks. He added that it guides in prioritizing the most important business activities. Moreover, BCM helps to determine the business recovery mechanisms. (SN MO 01)

Another respondent said that the BCM helps to enhance our business opportunities and meet the new demands and challenges. Another respondent felt that the purpose of the BCM is to equip company leaders with necessary skills to use in responding to crises because preparing for a crisis can improve the day to day operations. It was seen as an important tool/plan the

future; growth of company in terms of new need and demands, personnel and financial resources. (SN MO 02)

Identifying potential impact that threatens our organization and helping us to identify our risks.it also helps us achieve our plans and our various strategies (SN MO 04)

Its main purpose is to keep the company focused on long term and short term objectives as well as keep it updated on the current policies that address issues. (SN MO 07)

To help focus on the company objectives in provision of services to ensure good relationship with its stakeholders. (SN MO 08)

The purpose of BCM is to create a system of prevention and recovery to deal with potential threats, risks and vulnerabilities to the company. It is also used to minimize disruptions of unexpected events and disasters. It also keeps the business competitive. (SN MO 11)

From the aforementioned responses, it is evident that there is some knowledge of the objectives of BCM. For example, several authors have written about purposes or objectives of BCM. According to Manning (1999:243) BCM aims to stop the cessation of organizational activities as a result of an event that may lead to the failure of critical processes. The main focus is on the critical business processes in an organization (Doughty, 2002). Further, Herbane *et al.* (2004:435) state that BCM helps establish precautionary and quick to respond plans to completely circumvent or limit the impact that a disruption might have on the organization. Therefore, BCM entails assessment of threats or events and the management thereof, to restore critical business operations of the organization's environment to its original state prior to the disruption (Hiles & Barnes, 2001:22). The restoration of business processes needs to be at the state that a business can provide the required level of services to customers while limiting the financial impact caused by the disruption. Continuous operations of a business should be assured for the organization to meet its strategic objectives

(Calderon, 2003:20). Therefore, BCM should be coordinated with the real environment of the organization (Sayana, 2005) as it is a holistic managerial activity (Graham & Kaye, 2006:10). As Cummings (2005: 4) asserts, the objective of BCM focus is on business in business continuity.

4.5 External and Internal Policy Requirements

4.5.1 Awareness on the existence of any policies that address the issue of BCM in organization

The study was interested in establishing if there were both internal and external policies of addressing BCM. Data collected was analyzed and the findings are as shown in Table 4.14.

Table 4.14: Awareness on the existence of policies addressing BCM in organizations

Response	Frequency	Percent
Yes	65	45.8
No	77	54.2
Total	142	100.0

From Table 4.14 majority of the respondents (54.2%) said that there are no policies that address the issue of business continuity management while 45.8% said that they have clear policies that address the issue. The study further wanted to establish the company's involvement in the development of the BCM plans and the following responses emerged;

My involvement to ensure I contribute in decision making and provide best advice (SN MO 02)

To ensure all the operations of the firm goes well. The company is also involved by recruiting competent staff for the organization. I also ensure everyone is taking part in their roles. My involvement is in decision making whereby all our decisions are accepted by our superior authority. (SN MO 04)

I do my part by working hand in hand with our officers and our management team. By ensuring my department is always doing its best. As the manager I ensure all activities of the firm are headed to the right direction (SN MO 06)

4.5.2 Policies that address the issue of BCM in organization

It was in the interest of the study to find out the available policies addressing issues in regard to BCM. The findings were documented and presented as shown in Table 4.15.

Table 4.15 Application of the policies

	Frequency	Percent
Manage day to day running of the company	11	7.7
Safety	17	12.0
Potential risks	21	14.7
Problem solving	6	4.2
Services rendered	4	2.8
Man-power management	4	2.8
Development plans	11	7.7
Total	142	100.0

From Table 4.15, the respondents said that their organizations have well-structured policies on how to manage day to day running of the company. They have also safety management procedures within the organization. A number of the other respondents said that they have procedures and policies on risk identification and techniques of solving problems. Additionally, some organizations have policies on the quality of services rendered to the customers and they have internal structures of ensuring that their manpower is managed appropriately. All the above have been documented in a developmental plan as was documented from the research.

4.5.3. Effectiveness of current policies in addressing the importance of SP and BCM for development and risk mitigation purposes

The main aim of this question was to find out if the companies had effective policies of addressing strategic planning, business continuity management and risk mitigation strategies. The findings are as shown in Table 4.16.

Table 4. 1: Effectiveness of current policies in addressing the importance of SP and BCM for development and risk mitigation purposes

Response	Frequency	Percent
Yes	48	33.8
No	84	59.2
Total	142	100.0

Table 4.16 shows that the majority of the respondents (59.2%) said that the companies did not have effective policies of addressing strategic planning; business continuity management and risk mitigation strategies. 33.8% said that their companies have current and effective policies. The study tried to establish if BCM form part of the SP or sit it a separate plan together, some of the responses recorded from interview were:

The BCM form part of the SP. The SP and BCM are together that's BCM incorporate SP not separated (SN MO 04)

We have a detailed written script on the mission and vision, purpose of the company, strategies for the realization of our vision and the foreseeable risks. (SN MO 05)

On where the company's SP is kept and who has access to the document the the following emerged:

It is kept by the managerial staff. It cannot be accessed by the non-managerial staff. (SN MO 06)

It's kept by the CEO who is the owner of the firm. The director has the SP in the office and any employee can access it through the secretary. (SN MO 07)

It is kept across the enterprise and every employee has access to it. In case of disaster, employees need to know their roles and how to minimize the risks. (SN MO 08)

It is available all employees through a simplified booklet containing the vision, mission, purpose, goals, long term and short term objectives and rules and regulations guiding the company. (SN MO 09)

It is kept in the company data base. It is available to all employees through computer client server technology. (SN MO 11)

Some of the implications identified by the respondents were analyzed and presented as shown in Table 4.17.

Table 4.17: Effect of the policies on business continuity management

Responses	Frequency	Percent
Minimizes theft	10	7.0
Customer satisfaction	2	1.4
Minimization of costs	4	2.8
Boosting the confidence of customers	3	2.1
Ensures proper planning	6	4.1
For compensation claims and company profiling	4	2.8
Assessing disasters	7	4.9

It was clear from table 4.17 as reflected in the respondents' sentiments that the policies are effective in minimizing theft while others said that the available policies assist in curbing high turnover of employees. A group of the other respondents said the laid down policies are effective in promoting customer satisfaction. Some of the respondents said that the policies are helpful in cost minimization which boosts the confidence of customers for compensation claims and company profiling. Finally, the respondents said that effective policies help in ensuring proper planning and assessing disasters.

4.5.4 Concerns on the way/manner in which BCM is practiced in organizations

The study focused on establishing if there have been any concerns raised in relation to the way in which business continuity management is practiced in this organization. The findings were as shown in Table 4.18.

Table 4.18: Concerns on the way/manner in which BCM is practiced in organizations

	Frequency	Percent
Yes	93	65.5
No	40	34.5
Total	142	100.0

Majority of the respondents (93%) said that there have been concerns on the manner in which business continuity management has been managed while a small percentage of the respondents said that they were satisfied in the way with which their companies are managing the long life of their companies. The researcher further wanted to establish if there has there been an incident where the respondent had to use your BCM. From the study the respondents said:

When the business was under various threats and risk. We also use BCM as a forum for us to get together and prepare for predictable and unforeseen business challenges and threats. (SN MO 01)

Another respondent said that the BCM is used;

To review and evaluate the level of achievement of our short and long term objectives. We use it at all times to maintain our relevancy as a modern security firm committed to safety of the clients. However, it is explicitly used at the year end to evaluate our performance and growth. (SN MO 02)

In conducting a business impact analysis can reveal any possible weaknesses as well as the impact of disaster on various departments. (SN MO 03)

The business impact analysis informs an organization on the most crucial functions and systems to be prioritized in a business continuity plan. We also use it in planning for the future and reviewing the business impact analysis.
(SN MO 04)

Respondents’ opinions were solicited in order to gauge their perceptions of BCM in their organizations. Their responses were analyzed and descriptive results presented as reflected in Table 4.19.

Table 4.19: Business Continuity Management Practice

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Business continuity management is an additional load to business	18(12.7%)	33(23.2%)	16(11.3%)	38(26.8%)	35(24.6%)
There is potential for business continuity management to be joined into the strategic planning of this company	37(26.1%)	88(62.0%)	11(7.7%)	3(2.1%)	1(0.7%)
Business continuity management is key to the company’s approach to threat	37(26.1%)	78(54.9%)	22(15.5%)	2(1.4%)	1(0.7%)
BCM will help my company handle numerous types of disasters or crises if incorporated into the strategic planning	50(35.2%)	62(43.7%)	12(8.5%)	14(9.9%)	2(1.4%)

Table 4.19 illustrates that the majority of the respondents strongly disagree (51.4%) that business continuity management is an additional load to business. They feel that it should be incorporated into the company's strategic planning of this company. Majority (81%) of them agree strongly that there is potential for business continuity management to be joined into the strategic planning of the companies. In addition, respondents felt that business continuity management is a key to the company's approach to threat this is because the respondents feel that that business continuity management will help my company handle numerous types of disasters or crises if incorporated into the strategic planning. The empirical reviews' comparison to this was shared by Sawalha, 2013, who found out that majority of the surveyed firms utilized BCM although there were some differences in their practice. Over half of organizations had integrated BCM and strategic planning which had a positive effect and/or impact on the organization. It was recognized that integration of BCM with strategic plan aided firms achieve their purpose including those geared towards BCM. As well, managers agreed that BCM would help their organizations to cope with various types of disasters and crises if it is integrated with SP. This finding concurs to Sawalha's (2013). It is therefore clear to understand that BCM success also relies on its incorporation into the strategic planning.

4.5.5 Challenges facing effective business continuity management

The study sought to find out the challenges facing effective business continuity management in companies. The findings from the field were analyzed and presented Table 4.20.

From Table 4.20 the majority of the respondents (40%) identified inadequate finances and on the other hand a few (3.5%) pointed out lack of modern ICT tools as some of the hindrances for managing business continuity. No single business can operate without finances and resources. Some respondents felt that their roles and responsibilities are not clear. They seem ambiguous or rather conflicting. Other respondents felt that there is poor management of resources by their organization.

Table 4.20: Challenges facing effective business continuity management

	Frequency	Percent
Work overload	10	7.0
Inadequate number of skilled personnel	12	8.4
Non-involvement of all employees in rolling out SP	9	6.3
Inadequate finances	40	28.1
Unclear responsibilities and roles	11	7.7
Poor management of resources	10	7.0
Poor coordination among top management in planning	23	16.1
New risks like terrorism	2	1.4
Lack of modern ICT tools	5	3.5
Competition from other companies	3	2.1

In general, respondents asserted that organizations were diverting finances to other projects that are not beneficial to the organizations. Some organizations said that they have inadequate number of skilled personnel. Poor coordination among top management in planning was also seen as one of the challenges that arise that is affecting the long life of businesses. In addition, to that some employees felt that non-involvement of all employees in strategic planning is one of the challenge that must be countered so as to achieve business growth and continuity. Some employees feel that they are given too much tasks and responsibilities and as such they are not able to accomplish their tasks. Some companies face stiff completion from competitors and as a result they feel that they are being pressurized to move out of business. Researchers Leegwater and Ploeg (2005) and also Wessels (2007) found similar results which among the reasons fronted for emergence of BCM concept in organizations included increasing pressure from competition, higher customer demands and regulatory requirements) on organizations to guarantee for the

continuity of their business processes. Another challenge according to Peterson (2009) and Wessels (2007) was that managers posit that organizations find it difficult to motivate expenditures associated with business continuity management. As business continuity management does not always result in a return on investment, business continuity managers find it a challenging task to obtain the funding required to ensure business continuity. Some companies are exposed to dangerous risks like terrorism which hinders their operations and long life.

4.6 Descriptive Statistics

4.6.1 Factors Impacting on BCM

The study wanted to find out the average means of the respondents from the respondents based on the respondents from the different components that affect business continuity management. The findings from the study are as presented in Table 4.21.

Table 4.21: Descriptive Statistics of factors impacting on BCM

Item	N	Mean	Std. Deviation
The company is authoritative in how it handles aspects of its operations	141	1.7163	.85629
There is good co-ordination across departments	142	1.8028	.70700
The company has a well-developed strategy to achieve its purpose	142	1.7606	.69374
The company has a clearly defined purpose to which all concerned are committed	142	1.9014	.84476
The organizations top management team members identify their own roles with organizational strategy?	141	1.9362	.89612
The organizations top management team shows high achievement orientation?	142	2.0070	.94903

Item	N	Mean	Std. Deviation
The organizations top management team is diverse in nature?	142	2.0634	1.03290
The organization's top management team shares same values concerning the way it operates?	142	1.9859	.95268
The company has adequate systems to carry out administrative procedures	142	1.9789	.91843
The organization has a system for identifying problems?	142	1.9789	.89497
The organization has a system for analyzing opinions, thus taking relevant decisions	141	2.0426	.87727
The company has a spirit of open communication	141	2.0142	1.00702
All company decisions are communicated to all and relevant people in a timely manner	142	1.9789	.98549
There are effective systems of monitoring and evaluation of strategy	141	2.1206	1.01048
This company has adequate human capital	140	2.5286	1.25488
This company has adequate capital and/or funding resources to sustain it in the long-run	142	2.4225	1.23956
The company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives	142	2.3451	1.14263
This company has skilled people in terms of their work assignments	142	1.8873	.80863
The knowledge base amongst employees is adequate	140	2.0214	.89336
Each individual within this company has the capability/competence to perform his/her duties effectively	141	1.9433	.85166

Item	N	Mean	Std. Deviation
The decision making process within this organization is centralized	139	2.1295	.96935
The management exhibit a lot of commitment	136	1.9706	.95794
The leadership style is autocratic	140	2.1929	1.00285
This company focuses on long-term strategies	142	1.9296	.89639
The company emphasizes on long-term health relationships with stakeholders	142	2.0352	.94089
This company engages its employees in major strategic decisions	142	2.1479	1.09121
This company strives to maintain good staff-leadership relations	142	2.0915	1.05121
Valid N (listwise)	130		

Table 4.21 shows the means and standard deviations of the factors that affect BCM. The mean of the factors according to the findings ranged between 1 and 2. The factors with a mean of 1-1.9 showed that majority of the respondents agreed strongly to the influence of factors to BCM. The mean of 2 to 2.1 showed that majority of the respondents agreed that the factors have an influence to BCM.

4.6.2 Factor Analysis

There were a lot of items that were to be considered in the two main constructs under stud. Therefore, this study used factor analysis to reduce the items as proposed by Andy Field. Field (2009) argues that since eigenvalues measure the substantive importance of a variable, only factors with higher eigenvalues are retained. This study used variables with eigenvalues greater or equal to 1.00 that were extracted. This section therefore provides summary results of factor analysis using principal component analysis (PCA) and varimax rotation techniques which were used to run the data reduction.

Table 4.22: Communalities

	Initial	Extraction
The company is authoritative in how it handles aspects of its operations	1.000	.825
There is good co-ordination across departments	1.000	.746
The company has a well-developed strategy to achieve its purpose	1.000	.656
The company has a clearly defined purpose to which all concerned are committed	1.000	.675
The organizations top management team members identify their own roles with organizational strategy?	1.000	.613
The organizations top management team shows high achievement orientation?	1.000	.745
The organizations top management team is diverse in nature?	1.000	.619
The organization's top management team shares same values concerning the way it operates?	1.000	.640
The company has adequate systems to carry out administrative procedures	1.000	.657
The organization has a system for identifying problems?	1.000	.650
The organization has a system for analyzing opinions, thus taking relevant decisions	1.000	.769
The company has a spirit of open communication	1.000	.611
All company decisions are communicated to all and relevant people in a timely manner	1.000	.713
There are effective systems of monitoring and evaluation of strategy	1.000	.794
This company has adequate human capital	1.000	.731
This company has adequate capital and/or funding resources to sustain it in the long-run	1.000	.758

The company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives	1.000	.774
This company has skilled people in terms of their work assignments	1.000	.719
The knowledge base amongst employees is adequate	1.000	.695
Each individual within this company has the capability/competence to perform his/her duties effectively	1.000	.689
The decision making process within this organization is centralized	1.000	.531
The management exhibit a lot of commitment	1.000	.683
The leadership style is autocratic	1.000	.670
This company focuses on long-term strategies	1.000	.758
The company emphasizes on long-term health relationships with stakeholders	1.000	.706
This company engages its employees in major strategic decisions	1.000	.744
This company strives to maintain good staff-leadership relations	1.000	.701

Extraction Method: Principal Component Analysis.

Table 4.22 shows communalities before and after extraction, According to Field (2009), the assumption of principle component analysis method is that all variance is common therefore, before extraction the communalities are all 1. The communalities in the column labelled 'extraction' reflect the common variance in the data structure. In the case of this study for example, looking at the first item, 82.5% of variance is associated with the first question item and is common variance.

4.6.3 Data Reduction of Key Study Constructs

Eigenvalues associated with each linear factor before extraction, after extraction and after rotation are shown in Table 4.23. Before extraction there are 27 linear components identified within the data set. It is clear that there are eight (8) factors with eigenvalues greater than 1. The percentage of the variance for these values is explained in column two labelled extraction of sums of squared loadings. While in the third column (rotation sum of squared loadings) the eigenvalues of the factors after rotation are displayed. From the table we can see that factor 1 accounted for considerable more variance (34.745%) than the remaining three. However, after extraction it accounts for 15.453% of variance.

Through the Principle Component Analysis (PCA) method, eight factors were retained and thus, varimax rotation was performed to aid in the interpretation of the extracted factors as shown in Table 4.23. The items which loaded on each factor were clustered together and sorted in order of the size of their correlations. From Table 4.23, **Factor 1** comprised of six items with scores ranging between 0.807 and 0.549. **Factor 2** had 3 items ranging from the highest item score 0.802 to 0.747. **Factor 3** had four items (0.697 – 0.541); **Factor 4** consisted of five items (0.740 – 0.459); **Factor 5** had three items (0.695 – 0.650); **Factor 6** with two items (0.785 – 0.523). Similarly, **Factor 7** with two items (0.890 – 0.568) while **Factor 8** (0.703 – 0.642).

Table 4. 23:2 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings			Loadings		
				Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.381	34.745	34.745	9.381	34.745	34.745	4.172	15.453	15.453
2	2.116	7.838	42.584	2.116	7.838	42.584	3.107	11.507	26.960
3	1.547	5.729	48.313	1.547	5.729	48.313	2.316	8.579	35.539
4	1.430	5.296	53.610	1.430	5.296	53.610	2.268	8.400	43.940
5	1.233	4.568	58.177	1.233	4.568	58.177	2.211	8.187	52.127
6	1.149	4.256	62.433	1.149	4.256	62.433	1.653	6.122	58.249
7	1.012	3.749	66.182	1.012	3.749	66.182	1.631	6.040	64.289
8	1.004	3.720	69.901	1.004	3.720	69.901	1.515	5.612	69.901
9	.902	3.339	73.240						
10	.836	3.095	76.336						
11	.658	2.435	78.771						
12	.632	2.341	81.112						
13	.589	2.181	83.294						
14	.536	1.984	85.278						
15	.507	1.879	87.157						
16	.471	1.745	88.902						
17	.389	1.440	90.343						
18	.367	1.358	91.701						
19	.328	1.213	92.914						
20	.317	1.173	94.088						
21	.293	1.086	95.174						
22	.274	1.014	96.188						
23	.265	.981	97.169						
24	.215	.795	97.965						
25	.202	.748	98.713						
26	.175	.647	99.360						
27	.173	.640	100.000						

Extraction Method: Principal Component Analysis.

Table 4.24:3 Rotated Component Matrix

Item	Component							
	1	2	3	4	5	6	7	8
The organizations top management team shows high achievement orientation?	.807							
The organizations top management team is diverse in nature?	.710							
The organizations top management team members identify their own roles with organizational strategy?	.670							
The organization's top management team shares same values concerning the way it operates?	.604							
The company has a well-developed strategy to achieve its purpose	.576							
The company has a clearly defined purpose to which all concerned are committed	.549						.400	
The company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives	.802							
This company has adequate capital and/or funding resources to sustain it in the long-run	.797							
This company has adequate human capital	.747							
This company engages its employees in major strategic decisions	.697							
This company strives to maintain good staff-leadership relations	.603							
The company emphasizes on long-term health relationships with stakeholders	.413		.566					
There are effective systems of monitoring and evaluation of strategy	.478	.541						
The organization has a system for analyzing opinions, thus taking relevant decisions	.740							
The organization has a system for identifying problems?	.679							
All company decisions are communicated to all and relevant people in a timely manner	.587	.423						

Item	Component							
	1	2	3	4	5	6	7	8
The company has a spirit of open communication				.554				
The company has adequate systems to carry out administrative procedures	.449			.459				
The knowledge base amongst employees is adequate					.695			
Each individual within this company has the capability/competence to perform his/her duties effectively					.695			
The management exhibit a lot of commitment					.650			
The leadership style is autocratic						.785		
The decision making process within this organization is centralized						.523		
The company is authoritative in how it handles aspects of its operations							.890	
There is good co-ordination across departments	.551						.568	
This company focuses on long-term strategies								.703
This company has skilled people in terms of their work assignments		.482						.642

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Table 4.24 shows the factors arranged from the ones with higher factor loading to the least. The findings revealed that the first component that affect business continuity management include the following factors. The organizations top management team shows high achievement orientation; The organizations top management team is diverse in nature; The organizations top management team members identify their own roles with organizational strategy; The organization's top management team shares same values concerning the way it operates; The company has a well-developed strategy to achieve its purpose and that the company has a clearly defined

purpose to which all concerned are committed. This showed that the organization structure had a high influence on business continuity management.

The Second components included; The Company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives; the company has adequate capital and/or funding resources to sustain it in the long-run and that the company has adequate human capital. The findings revealed that Organization Resources were the second factors that affected business continuity management. Resources were seen as being another key contributor to business continuity management.

The third factor that affected business continuity management according to the findings of this research included; the company's engagement of its employees in major strategic decisions the company's strives to maintain good staff-leadership relations and lastly the company's emphasis on long-term health relationships with stakeholders. Organization Style was seen as the least factors that affected BCM according to the findings of this study with the above factors having a significant factor loading that the others.

Table 4.25: Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.577	.442	.378	.310	.331	.203	.196	.209
2	-.530	.430	-.093	.402	.330	-.083	-.481	.134
3	-.207	-.604	.306	.164	.326	.595	-.099	.050
4	.211	-.276	.002	.778	-.323	-.235	-.100	-.322
5	-.239	.354	-.262	.154	-.230	.594	.384	-.414
6	-.330	.089	.484	.100	-.605	.015	.155	.499
7	.156	-.162	-.672	.210	-.053	.169	.102	.641
8	-.330	-.139	.008	.180	.386	-.402	.727	.017

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The findings in Table 4.25 from factor analysis are supported by the findings of Wong (2009) who added that businesses that include business continuity management (BCM) in their strategic planning efforts are more likely to compete in their markets. Readiness to eventualities solely relies with the management of a firm in embracing the BCM (Low, Liu & Sio, 2010). Gallagher (2003) posits on whether laid down procedures guarantee an organization's response to any incident in a planned and rehearsed manner. As a holistic management process (Woodman & Hutchings, 2010; Spring Singapore, 2005), it helps in the identification of potential threats to an organization and the impacts to business operations, thereby providing a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. Gibb & Buchanan, 2006) said that understanding an organization and its needs, being able to recognize risks that may disrupt key functions of a business, managing them to reduce their impacts and ensuring business continuity and salvage, leads to better business continuity management practice.

4.7 Inferential Statistics

4.7.1 Correlations

Table 4.26: Correlations Matrix

		Organizational Structure	Organizational Resources	Organizational systems	Organizational Style	Business continuity management
Organizational Structure	Pearson	1	.529**	.548**	.564**	.405**
	Correlation Sig. (2- tailed)	.000	.000	.000	.000	.000
	N	142	142	142	142	139
Organizational Resources	Pearson	.529**	1	.566**	.036**	.361**
	Correlation Sig. (2- tailed)	.000	.000	.000	.000	.000
	N	142	142	142	142	139
Organizational systems	Pearson	.548**	.566**	1	.633**	.511**
	Correlation Sig. (2- tailed)	.000	.000	.000	.000	.000
	N	142	142	142	142	139
Organizational Style	Pearson	.564**	.036**	.633**	1	.544**
	Correlation Sig. (2- tailed)	.000	.000	.000	.000	.002
	N	142	142	142	142	142
Business continuity management	Pearson	.405**	.361**	.511**	0.02	1
	Correlation Sig. (2- tailed)	.000	.000	.000	.000	.000
	N	142	142	142	142	142

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

The findings (Table 4.26) revealed that there is a weak but positive correlation between organizational structure and business continuity management. This was according to the Pearson correlation coefficient of 0.405. The findings reiterated the same findings of David (1997) who highlighted that factors such as overprotection of resources, too great emphasis on short run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and lack of sufficient knowledge prohibit effective resource allocation. The findings also go in hand with the findings of Killen, Jugdev, Drouin and Petit (2012) who said that an organization's competitive edge has an influence on the business worth through returns in the effect of unique use of its core competences. Organizational resources have a positive significant relationship with business continuity management of private security firms in Kenya.

The Pearson correlation coefficient of 0.5 showed a strong positive correlation between the variables. The findings revealed that organizational style has a positive significant relationship with business continuity management of Kenyan private security firms in Kenya. The findings of Tucci (2009) states that for business continuity strategy to be successful then business leadership must be present. The role of the leader should encompass setting the metrics that will drive disaster recovery spending. Business continuity needs to be perceived as a management activity that adds value to business (Wong & Shi, 2014). A study also by Gibb and Buchanan (2006) alluded to similar findings that the issue of the responsibility for BCM should be one of the responsibilities of senior management. Likewise, the findings of an empirical study of Woodman (2007) on 10,600 individual Institute members from the U.K. from various sectors and sizes who practiced BCM evidenced that it was one of the responsibilities of senior management.

The Pearson correlation coefficient of 0.5 showed a strong positive correlation between the variables. The findings revealed that Organizational systems have a positive significant relationship with business continuity management of Kenyan security companies. This supports the study of Mintzberg (1994) who highlighted that there are many routine activities that are performed in an organization to keep it

running smoothly and they should be carried out efficiently. The study was also in line with the findings of Wong (2014) who asserted that suitable reports on BCM activities and the status of crisis management preparations are to be prepared for the Board and senior management at pre-defined intervals.

4.7.2 Regression Analysis Model

Regression analysis was used to investigate the influence of predictors' variables on BCM. Results are tabulated in Tables 4.27; 4.28 and 4.29.

Table 4.27: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.340	.35401

a. Predictors: (Constant), Average organization structure, Average organization resources, Average organization style , Average organization systems

The R value (multiple correlation coefficients) of 59.9% indicates that there is a moderately strong relationship between (great deal of variance shared by) the independent variables and the dependent variable. The R square (coefficient determination) indicates goodness-of-fit, the value of 35.9% of the variance in the dependent variable is explained by the independent variables in the model i.e. 35.9% of the variability in the success of the BCM is accounted for by the explanatory variable in the organisation's strategic planning practices while the remaining percent could be attributed to the random fluctuation on other unspecified variable (i.e. stochastic error term).

Table 4.28: ANOVA

Model		Sum	of Df	Mean	F	Sig.
		Squares		Square		
	Regression	9.394	4	2.348	18.739	.000 ^b
1	Residual	16.793	134	.125		
	Total	26.187	138			

a. Dependent Variable: Average BCM

b. Predictors: (Constant), Average Organization Structure, Average business continuity management, Average organization resources, Average organization systems

The ANOVA Table 4.28 describes the overall variance accounted for in the model. The F statistics tests the null hypothesis that the expected values of the regression coefficients are equal to each other and that they equal zero. The value of F (18.7) which is higher and a small significance level ($P < .000$) two tailed, indicate that the four predictor variables are not equal to each other and can be used to predict the dependent variable BCM. Therefore we fail to accept the null hypothesis (H_0), hence there is a significant relationship between the constructs under investigation.

Table 4.29: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.494	.120		4.116	.000
Average of organization Structure	.152	.060	.228	2.532	.012
1 resources	.091	.049	.165	1.851	.066
Average of organization Style	.267	.046	.447	5.791	.000
Average organization systems	-.138	.059	-.209	-	.021
				2.344	

a. Dependent Variable: Overall BCM

Table 4.29 provides the effect of individual predictor variables on the dependent variable. The coefficients indicate the increase in the value of the dependent variable for each unit increase in the predictor variable. The standardized coefficient or beta column provides a common scale (Z score; all variables have a mean of zero and a standard deviation of one and are expressed in the same unit of measurement). These values gave the following regression model:

$$Y = 0.494 + 0.152OS + 0.091OR + 0.267OST - 0.138OSY + e$$

Where:

- OS = Organizational Structure
- OR = Organizational Resources
- OST = Organizational Style
- OSY = Organizational Systems

From the regression analysis, the findings revealed that there is significant influence on the business continuity management by the following predictors; organizational structure, organizational style, and the organization systems.

Therefore, a unit increase in organizational structure, resources and structure causes a 15.2%, 91% and 32.6% increase in BCM implementation respectively. The other component of strategy that is, organization systems show a negative relationship; hence a unit increase in systems causes 13.8 % decrease in BCM. Therefore the security firms need to pay more attention to structure, resources and style (in that order) in order to succeed in BCM.

4.7.3 Test of Hypotheses

The researcher was interested in testing the hypothesis “There is no significant influence of organizational structure on business continuity management of private security firms in Kenya”. The findings are as shown in the Table 4.30.

Table 4.30: Group Statistics

Has your company been practicing BCM?		N	Mean	Std. Deviation	Std. Error Mean
Mean of org. structure	Yes	105	1.7560	.57029	.05565
	No	35	2.3143	.60586	.10241

Majority of the respondents (75%) agreed that their organizations practiced business continuity management. A small percentage of the respondents said that their organizations did not perform BCM.

The findings in Table 4.31 revealed a probability value of .000 which is very small. The sig. value is less than 0.5. This means that the means are not equal. This leads to the rejection of the hypothesis which states that there is no significant difference

between organizations structure and business continuity management. This means that there is a probability relationship between the two means. Extant literature suggests existence of numerous components of an effective strategic plan and how to advance one. It is also on record that a lot of debates on pandemic readiness and potential threats highlight the need to outline and put into context vital communication and business corridors in the event of a disruption (Chatterjee, 2008). From the aforementioned discussion, BCM has emerged as the essential part to overall organization health that all sectors of business identify.

Table 4.31: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean of org. structure	assumed equal variances	.342	.559	-	138	.000	-.55833	.11306	-	-
	not assumed equal variances			4.938					.78189	.33478
org. structure	assumed equal variances			-	55.467	.000	-.55833	.11656	-	-
	not assumed equal variances			4.790					.79187	.32480

Furthermore, the findings revealed that there is a weak but positive correlation between organizational structure and business continuity management [BCM] ($r = 0.405$; $p = 0.000$). Furthermore, multiple regression results showed a positive and significant influence of the organizational structure on BCM ($\beta = .152$; $t = .228$; p

=.012). These results concur with other previous studies (for example; Karim, 2011; Sawalha, 2013) who found that the way an organization is arranged influences BCM implementation and functioning thereof. This led to the acceptance of **H1**, which stated organizational structure has a positive significant relationship with BCM of private firms in Kenya.

The second hypothesis under test was “there is no significant influence of organizational resources on business continuity management of private security firms in Kenya”. The findings are as shown in Table 4.32.

Table 4.32: Group Statistics

	Has your company been practicing BCM?	N	Mean	Std. Deviation	Std. Error Mean
Mean of org. resources	Yes	103	2.0485	.73492	.07241
	No	34	2.6618	.80767	.13851

Table 4.33: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean of org. resources	Equal variances assumed	1.156	.284	-	135	.000	-.61322	.14900	-.90791	-.31854
	Equal variances not assumed			-	52.241	.000	-.61322	.15630	-.92683	-.29961

The findings in Table 4.33 revealed a p-value of .000 which is very small. The p-value is less than .05. This means that the means are not equal. This leads to the rejection of the null hypothesis which states that there is no significant difference between organizations resources and business continuity management. This means that there is a sig. difference between organizational resources and business continuity management. These findings concur with those of Neegaard, Shaw and Carter (2005), who said that sharing, transfer and access to tangible and intangible or information based resources with other networked individuals' in the organization has been associated with success and continuity of business Successful businesses survive only when employees have and effectively use the available scarce resources in order to seize opportunities and have the ability to contain possible risks and threats existing in the external business environment (Diaz-Garcia & Carter, 2009).

In addition, on the same question the findings revealed a positive and significant influence of organizational resources on business continuity management of private security firms in Kenya based on the findings from the correlation table ($r = 0.361$; $p = 0.000$). Despite a positive relationship (correlation results), the regression results from the findings revealed a non-significant relationship between organizational resources and BCM ($\beta.091$, $t= 1.851$ and $p= .066$). Therefore, H2 was accepted and concluded there is no significant relationship between organizational resources and BCM of private security firms in Kenya.

The third research hypothesis tested stated: "there is no significant influence of organizational style on business continuity management of Kenyan private security firms in Kenya.

Table 4.34: Group Statistics

	Has your company been practicing BCM?	N	Mean	Std. Deviation	Std. Error Mean
Mean of	Yes	99	1.9408	.52786	.05305
org. style	No	34	2.4328	.83706	.14355

Table 4.35: Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper	
Mean of org. style	Equal variances assumed	19.158	.000	-	131	.000	-.49194	.12333	-	-
				3.989					.73591	.24796
	Equal variances not assumed			-	42.364	.003	-.49194	.15304	-	-
				3.214					.80071	.18316

Independent test was conducted and according to Table 4.35, it was found out that the p-value is .000, which is less than .05. This means that the means of the groups were not equal. This led to the rejection of the null hypothesis. The study therefore concluded that the difference in the means between the organizational style of leadership and business continuity management was very significant. Similar findings by Gibb and Buchanan (2006) alluded that the issue of the responsibility for

BCM should be one of the responsibilities of senior management. Likewise, the findings of an empirical study of Woodman (2007) on 10,600 individual Institute members from the U.K. from various sectors and sizes who practiced BCM evidenced that it was one of the responsibilities of senior management.

Research has suggested that senior management and the board have the sole responsibility to sanction and sponsor business continuity programme from its initial stage to implementation (Chow, 2000; Yen, Chou and Hawkins, 2000; Hiles, 2007; Woodman & Hutchings, 2010). They are actually the custodians of business interests and responsibilities (Hiles, 2007). Commitment from senior management is important since it ensures smooth operation of business functions and services under crisis situation as well as crucial elements of overall organization strategy (Laurent, 2007).

Pearson correlation coefficient results revealed the following results: $r=0.544$ p value= $.002$ indicating a positive and significant relationship between organizational style and BCM. Furthermore, regression tests showed a positive and significant influence of organizational style on BCM ($\beta=.267$ $t= 5.791$, $p=.000$). Therefore, **H3** was accepted which stated that “organization style has a positive significant relationship with BCM of Kenyan private security firms”.

The researcher also wanted to establish that Organizational systems have a positive significant relationship with business continuity management of Kenyan private security firms in Kenya. The findings were as presented in the Table 4.36.

Table 4.36: Group Statistics

	Has your company been practicing BCM?	N	Mean	Std. Deviation	Std. Error Mean
Mean of org.	Yes	105	1.9540	.62168	.06067
systems	No	35	2.1667	.66298	.11206

Table 4.37: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean of org. systems	Equal variances assumed	.272	.603	-1.724	138	.087	-.21270	.12337	-.03125	.45665
	Equal variances not assumed			-1.669	55.298	.101	-.21270	.12743	-.04265	.46805

The results of Table 4.37 showed a significant difference value of .087. This value is equally relatively small which led to the rejection of the null hypothesis hence accepting the alternative hypothesis which states that; “there is a significant relationship between the means of organizational systems and BCM. Similar findings by Mintzberg (1994) highlighted that there are many routine activities that are performed in an organization to keep it running smoothly and they should be carried out efficiently. The author further stressed that communication is one of the key support systems that affect implementation of strategy. He further noted that communication enable management to develop networks of contacts and have timely information to help management monitor implementation, and take remedial actions. He also asserted that linking organizational goal setting systems is very essential in strategy plan implementation.

On the other hand, the Pearson correlation coefficient of 0.51, p value=.002 showed a strong positive correlation between the variables studied. However, regression results (β -.138, t = -2.344, p Value= .021), showed negative influence (β -.138) of organizational systems and BCM although it was significant. Hypothesis H4 is accepted and it was concluded that organizational systems have a negative significant relationship with business continuity management of Kenyan security companies.

Lastly the respondent tried to investigate if the relationship between Government policies and regulations had a positive moderating effect on the relationship between strategic planning and business continuity management of private security firms in Kenya. Data collected was analyzed and the findings revealed the following.

Table 4.38: Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Mean of	Are the current policies effective in addressing the importance of SP and BCM for development and risk mitigation purposes?				
	Yes	48	2.2135	.45543	.06574
BCM	No	83	2.3102	.48701	.05346

Table 4.39: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean of BCM	Equal variances assumed	.308	.580	-	129	.264	-.09670	.08627	-	.07399
	not assumed			1.121					.26738	
Mean of BCM	Equal variances assumed			-	103.718	.256	-.09670	.08473	-	.07132
	not assumed			1.141					.26472	

The findings as shown on Table 4.39 revealed a p-value of .264 which is which is greater than the p-value of .05. This means that equal variances were assumed. The implication of this was that the means were equal. This leads to the acceptance of the null hypothesis which states that there is no significant difference between government policies and regulations had a positive moderating effect on the relationship between strategic planning and business continuity management of private security firms in Kenya. According to The Kenya Gazette Notice 2014, the private security regulation bill 2014, the government has set a number of guidelines on formation and management of private security firms. If passed by parliament the bill will have far reaching implications that will definitely affect strategies employed by PSCs in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings. It then gives discussions and conclusions derived from the study, recommends and finally gives suggestions for further studies.

5.2 Summary

The goal of this study was to determine the influence of strategic planning practices on BCM among private security firms in Kenya. Five specific objectives were to be addressed. The first objective was to determine the influence of organizational structure on BCM. The second objective was to establish the influence of organizational resources on BCM. Objective three examined the influence of organizational style on BCM while objective four investigated the influence of organizational systems on BCM. The last objective was to explore the moderating effect of government policies and regulations on the relationship between strategic planning and BCM. In the same vein, five hypotheses were formulated and tested.

The researcher reviewed related literature and found out that a gap still exists on studies on the influence of strategic planning practices on BCM. The literature reviewed revolved around the two main constructs and related components. The study used mixed methods approach employing a survey targeting employees of security firms. A combination of probabilistic and non-probabilistic sampling methods were used. Specifically, stratified and simple random sampling and purposive sampling techniques were used to select the sample for the study. The study surveyed 142 employees and 38 senior managers and data analysed using correlation and multiple regression analysis using the Statistical Package for Social Sciences (SPSS) and Microsoft Excel software packages. The following findings were arrived at based on the analysis of the data obtained.

5.2.1 Influence of organizational structure on business continuity management

Organization structure was looked at based on key elements that make up an organization's structure. Respondents were required to rate their opinions about what they thought their contribution is towards success of BCM. Therefore, BCM was discussed and supported by respondents in organization structure based on authority, departmental coordination, developed strategy to achieve its purpose, roles by management team, high achievement orientation, diversity of management team and its values. The study found out that there was a positive correlation between organizational structure and business continuity management. Multiple regression results showed a positive and significant influence of the organizations structure on BCM. These results concur with other previous studies (for example; Karim, 2011; Sawalha, 2013) who found that the way an organization is arranged influences BCM implementation and functioning thereof. Organizations with clear structures are able to operate for an indefinite time compared to those with no clear structures.

5.2.2 Influence of organizational resources on business continuity management

The findings revealed organizational resources have an influence on business continuity management of private security firms in Kenya. The findings agree with those of David (1997) who highlighted that factors such as overprotection of resources, too great emphasis on short run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and lack of sufficient knowledge prohibit effective resource allocation. The findings also go in hand with the findings of Killen, Jugdev, Drouin and Petit (2012) who said that an organization's competitive edge has an influence on the business worth through returns in the effect of unique use of its core competences.

Furthermore, the resources of the organization were limited to human capital, the companies' capital for funding long term processes, ICT infrastructure and how it assists to achieve organizational goals. The resources also included skills and assignments designated to people and not forgetting their competence to perform duties respectively. According to Scott-Martin (2006), Irrespective of the size of

the organization, different levels of human resources have a role in the strategic planning processes. This is because they may have input to the entire processes of strategy. An organization needs resources to run its business operations. No single organization can continue without adequate resources. The study therefore found out that those organizations with resources are deemed to operate for an indefinable period compared to those with limited resources. Therefore, organizational resources were seen as very important in supporting business continuity.

5.2.3 Influence of organizational leadership style on business continuity management

Organizational style majorly dealt with leadership by management of the companies. Here the elements of style included decision making that was centralized within the organization, commitment by managers. There was a positive and significant influence of organizational style on BCM. These results concur with previous findings of Tucci (2009) and Woodman (2007) which showed that the success of business continuity strategy is dependent on the presence of business leadership, which encompass among other roles setting the metrics that will drive disaster recovery spending. Also a study by Gibb and Buchanan (2006) reiterate that the issue of the responsibility for BCM should be one of the responsibilities of senior management.

In addition, the majority of respondents indicated that they used autocratic leadership style to help the company's focus on long term strategies that is emphasized through long-term health relationship with stakeholders as supported by Johnson and Scholes, 2002, who said that there need to be a clearly outlined BCM strategy within a strategic plan since it forms the basis for business performance and thus strategic to the long-term health of the firm.

Majority of the respondents agreed that their companies have been involved in business continuity management of which most of them had been conducting BCM between 1-5 years. It was further revealed that senior management took charge of the business continuity processes in companies. The findings from the interviews also

established that the board of directors was responsible in steering business continuity management. This simply means that the top management of an organization is responsible for BCM success or failure. The company extensively engaged company infrastructure to ensure effective BCM, they engaged customers and suppliers as well as facilities/premises for effective BCM. The leadership style of any organization has an influence on how the organization is managed. Autocratic leadership does not give the employees a chance to contribute their views on the best ways to manage and run an organization. Participatory leadership takes into consideration the views of the employees which in turn may lead to improvements on how business operations are conducted. The study therefore found out that leadership style had an impact on business continuity management.

5.2.4 Influence of organizational systems on business continuity management

Organization system was another sub-construct under consideration for BCM. Inferential statistical results revealed a negative and significant influence of organization systems on BCM. Surprisingly, these results are in contrary with previous studies such as Ghandour (2014) and Wong (2014) who assert that suitable reports on BCM activities and the status of crisis management preparations need to be prepared and up to data for the Board and senior management at pre-defined intervals. Oanda (2013) also emphasizes that training is paramount for success of BCM.

The study findings further revealed that the respondents were in agreement that there was an adequate system to carry out administrative procedures. The organization had a system to identify problems, had a system for analyzing opinions, spirit of open communication and how decisions are communicated to all and relevant people in a timely manner. 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.

This is in line with the main objective of the business that it has to be in operation for an indefinite period of time.

5.2.5 Moderating effect of policy and regulation on the relationship between strategic planning practices and business continuity management

The fifth objective was to assess the moderating effect of government policies and regulations on the relationship between strategic planning practices. Specifically, age of the organization was tested to find out whether age has a significant moderating effect on the relationship between strategic planning practices and BCM. The findings revealed a significance value of 0.264 which is more than the p value of 0.05 hence, the study rejects null hypothesis five (H_{05}) and conclude that actually age has a moderating effect on the relationship between strategy planning practices and BCM. This means that BCM among companies is influenced by factors unique to the company and strategies laid in place that are practiced. This may also explain from the revelation of findings that showed most companies under study did not have a written strategic plan but rather it was practiced frequently on a daily basis as employees worked under rules set for the work environment. However, companies involved in the research practiced strategic management and planning and that they had existed for 6-10years and many others having existed for more than 20 years as indicated by the respondents.

5.3 Conclusions

BCM has emerged as the essential part to overall organization health that all sectors of business identify. It is clear that BCM success depends on clearly defined strategic plans through planning by management. Management planning was regarded as strongly important by the respondents. The strategic plans are laid down by the management of an organization which is defined by several elements in practice. The elements are categorically based on the organization structure, style, system and resources. This study concludes that there exists a positive and significant influence of organizational structure on business continuity management; a positive but non-significant influence of organizational resources on BCM; and a positive and

significant influence of organizational style on BCM. On the other hand, a negative significant influence of organizational systems on BCM exists among Kenyan private security firms. Therefore, this could imply that business continuity management is a combination of different elements of the organization. It is important to combine organizational and financial resources with all strategic planning and implementation processes and make them available in the event of an emergency for business continuity purposes.

On the other hand, the company or organization should have a well-developed strategy to achieve its purpose it is a conclusion made through the strongest support by the respondents out of all other elements that ground success of BCM. However, to have a strategy to achieve, there must be a clear objective or purpose. The findings from majority of the established that companies had a clearly defined purpose to which all concerned are committed. It is thus true to say that, strategy and purpose in an origination cannot be separated because when an organization changes its strategy, the existing organizational structure may become ineffective which means that when a strategy is changed, the purpose of the strategy and long-term goals/objectives will change in favor of the strategy or opposite. They further highlighted that symptoms of an ineffective organizational structure include too many people, too much attention being directed towards solving conflicts, too large a span of control and too many unachieved objectives. Changes in structure should not be expected to make a bad strategy good or to make a bad manager good.

The study also revealed that most organizations have a system for analyzing opinions which help management in taking relevant decisions. Such opinions are channeled thorough communication which also plays an important role in ensuring that there is a free flow of information between departments. On the other hand, management is known to make final/strategic decisions but as discussed here, opinions from other employees are channeled, analyzed and discussed at management levels. This means that other employees are participative in strategy creation and implementation indirectly with minimal knowledge that they contributed. Apart from indirect participation by other employees in decision making, the respondents agreed that all

the company decisions are communicated to all and relevant people in a timely manner. Effective communication and strategic planning cannot work in isolation but under effective systems of monitoring and evaluation of strategy that needs to be adopted. This was supported by a higher number of respondents who agreed strongly to this sentiment.

Therefore, Sharing, transfer and access to tangible and intangible or information based resources with other networked individuals' in the organization has been associated with success and continuity of business. Successful businesses survive only when employees have and effectively use the available scarce resources in order to seize opportunities and have the ability to contain possible risks and threats existing in the external business environment. Establishing joint interconnected networks or relationships for smooth resource mobilization is helpful for a business to get required resources such as physical, budgetary, financial, intellectual and technical in order to keeping the business running and continuously functional for its success. This is because resource mobilization is hugely important and has a positive effect on business continuity management practices for steady functioning of the business. With the focus on business continuity management success, there are challenges that recur in the environment and cannot be ignored. Such challenges come in form of risk or threats from the environment; both internal and external. Business disruptions whether natural or human made, can lead to discontinuity and interruptions of normal operations in an organization. This can adversely affect BCM processes if there is lack of effective mobilization of organizational resources to restore business normality. Delays may impact negatively on realization of business continuity management practices and ultimately the ongoing continuity of the business.

5.4 Recommendations

The aforementioned results showed that only a small percentage of the respondents practice strategic planning while embracing BCM in their organizations. There is thus a need to make organizations aware on the importance of strategic planning with

BCM component in managing the long life of 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 Kenya. There is need to support the existence of an integrated framework for BCM and SP. Further, there is need to have a clear organization structure that is well understood which supports the goals and objectives of an organization. Among the important elements of success in business continuity management include a good organization structure based on authority, departmental coordination, developed strategy to achieve its purpose, roles by management team, high achievement orientation, diversity of management team and its values.

It has been argued that irrespective of the size of the organization, different levels of human resources have a role in the strategic planning practice and related processes. This is because they may have input to the entire processes of strategy. An organization needs resources to run its business operations. No single organization can continue without adequate resources. The study therefore recommends that organizations must work hard to get more resources and utilize well the resources that they have at their disposal. Relationship between organizational style and business continuity management, the type of leadership style used by an organization has an influence on business continuity management. Majority of respondents indicated that they used autocratic leadership style to help the company's focus on long term strategies that is emphasized through long-term health relationship with stakeholders. 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. Autocratic leadership style leaves employees on participatory decision making. However, a democratic style of leadership needs to be embraced by organizations so as to promote 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. This is in line with the main objective of the business that it has to be in operation for

an indefinite period of time. There is thus a need for organizations to build up effective and efficient systems that supports strategic planning.

It is also recommended that organizations should pay more attention to how they respond to risk, disasters, crises and business interruptions through having a strategic-level BCM (particularly through placing BCM in the context of SP). They believed that this should represent the norm in future in many organizations. On the basis of the results of the study, it is recommended that Kenyan organizations should pay more attention to how they should respond effectively to risk, disasters, crises, and business interruptions, by placing BCM in the context of SP and by focusing on the strategic and the enterprise-wide sides of BCM in order to build safer and more secure futures.

5.5 Limitations of the Study

This research was primarily interested in PSCs operating in Kenya under the umbrella of KSIA and PSIA. The survey included shareholders, management and employees of the target companies. The aforementioned employees were considered since they are directly involved in the running of their companies.

The four -year period covered by the study might be considered inadequate to sufficiently provide in-depth and exhaustive understanding of the influence and/or relationship between strategic planning practices and business continuity of private security firms in Kenya. Further, other stakeholders like customers and supplier were excluded from this study.

Another limitation revolved around the methodological approach the study took (i.e. mixed method). More resources were needed to collect and analyze both quantitative and qualitative data as well as the time involved. Since the approach required that the researcher knows both forms of data, training was needed since most researchers are trained in only one form of inquiry – quantitative or qualitative. The approach required clear presentation since different procedures are incorporated hence complex. Considering the cited limitations, the possibility of arriving at a biased

conclusion on the study was real. However, steps to mitigate these limitations were taken as described in chapter three.

5.6 Areas for Further Research

This study focused mainly on the factors surrounding success of BCM in organizations. However, there are many other factors that have not been researched on concerning BCM. Although this research has contributed to the understanding of BCM and the significance of placing BCM in the context of SP, it has prompted the need for further research. Future research should focus on a number of issues:

This study focused on a number of aspects of BCM practice in private securities firm in Kenya. Further research can focus on the practice of BCM within other types of organizations in other sectors like banking and insurance, Agriculture, service industry and the telecommunications industry.

It was found that there have been very few theoretical studies, as well as empirical research, that focus on the practice of BCM including the person or groups who conducts BCM; the duration for which BCM has been practiced; the maturity of BCM; the responsibility for BCM; the business areas involved in BCM; the comprehensiveness of BCM; and, the effectiveness of the BCM approach in relation to organizational characteristics, such as size, age, and sector. Therefore, future research is needed with a greater focus on the relationship between the practice of BCM and organizational success.

This research showed that there is potential for common ground between SP and BCM and provided a closer look at the negative factors affecting BCM. Further research is required in order to demonstrate how physical integration between BCM and SP can be implemented in organizations.

Placing BCM in the context of SP requires extensive effort in order to build and spread a continuity culture within the culture of the organization, which in turn, requires much training and testing of the BCM plans. Training and testing, as was

discussed in the literature, can determine the success or failure of BCM. Therefore, future research could be centered on developing an understanding of the significance of training and testing in BCM and on the development of the most effective and efficient training and testing techniques and frameworks.

Lastly, BCM studies are rare in the Kenyan context; therefore, future research with divergent sample would benefit more from diverse methodology/design and analysis techniques such as structural equation modelling in a multicultural context for comparative purposes.

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APPENDICES

Appendix 1: Letter of Introduction

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00100-GPO

NAIROBI

Dear Respondent,

RE: DATA COLLECTION

I am a student at the Jomo Kenyatta University of Agriculture and Technology pursuing a Degree of Doctor of Philosophy in Business Administration. I am currently conducting a Research study on **INFLUENCE OF STRATEGIC CHARACTERISTICS ON BUSINESS CONTINUITY MANAGEMENT OF PRIVATE SECURITY IN KENYA** to fulfill the requirements of **AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION**.

You have been selected to participate in this study and I would highly appreciate if you assist me by responding to all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used for research purposes of this study only.

Thank you in advance for your co-operation.

Yours Faithfully,

RICHARD MARISA NDEGE

HD433-C002-3745/2013

Appendix 2: Questionnaire for Employees

Instructions

- For absolute confidentiality **DO NOT** give your name anywhere on this questionnaire.
- Please feel free and be as honest as possible. There is no right or wrong answers.
- Mark in the box/the answer that best suits your view and where necessary, indicate in writing in the space provided.

1. What is your Title.....
2. Gender: Male Female
3. Select your age group: Below 30 years 30 – 39 years
40 – 49 years 50 and above
4. How many employees does your company currently employ.....
5. How many years has your organization been involved in strategic planning.....
6. What is the age of the company in years.....
7. How do you describe the level of risk associated with this company? Please tick one.

Very Low Low Medium High Very High
8. How do you describe the environment in which this company is operating? Please tick one.

Very Low Competition Low Competition Medium Competition
High Competition Very High Competition

SECTION A: STRATEGIC CHARACTERISTICS

9. Please describe the importance of strategic planning and its components for each of the following purposes of the company. Please tick the most appropriate response against your preferred opinion where 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither agree nor disagree (N); 4 = Agree (A); 5 = Strongly Agree (SA).

#	Statements about strategic Characteristics	SD	D	N	A	SA
	Organization Structure					
a.	The company is authoritative in how it handles aspects of operations	1	2	3	4	5
b.	There is good co-ordination across departments					
c.	The company has a well - developed strategy to achieve its purpose	1	2	3	4	5
d.	The company has a clearly defined purpose to which all concerned are committed?	1	2	3	4	5
e.	The organizations top management team members identify their own roles with organizational strategy?	1	2	3	4	5
f.	The organizations top management team shows high achievement orientation?	1	2	3	4	5
g.	The organizations top management team is diverse in nature?	1	2	3	4	5
h.	The organization's top management team shares same values concerning the way it operates?	1	2	3	4	5
	Organization Systems					
a.	The company has adequate systems to carry out administrative procedures	1	2	3	4	5
b.	The organization has a system for identifying problems?	1	2	3	4	5
c.	The organization has a system for analyzing opinions, thus taking relevant decisions	1	2	3	4	5
a.	The company has a spirit of open communication	1	2	3	4	5
b.	All company decisions are communicated to all and relevant people in a timely manner	1	2	3	4	5
c.	There are effective systems of monitoring and evaluation of strategy	1	2	3	4	5

#	Statements about strategic Characteristics	SD	D	N	A	SA
	Organization Resources	1	2	3	4	5
a.	This company has adequate human capital	1	2	3	4	5
b.	This company has adequate capital and/or funding resources to sustain it in the long-run	1	2	3	4	5
c.	The company's existing Information technology (ICT) infrastructure assists in achievement of organizational goals and objectives	1	2	3	4	5
a.	This company has skilled people in terms of their work assignments	1	2	3	4	5
b.	The knowledge base amongst employees is adequate	1	2	3	4	5
c.	Each individual within this company has the capability/competence to perform his/her duties effectively	1	2	3	4	5
	Organization Leadership Style	1	2	3	4	5
	The decision making process within this organization is centralized					
	The management exhibit a lot of commitment					
	The leadership style is autocratic					
a.	This company focuses on long-term strategies	1	2	3	4	5
b.	The company emphasizes on long-term health relationships with stakeholders	1	2	3	4	5
c.	This company engages its employees in major strategic decisions	1	2	3	4	5
d.	This company strives to maintain good staff-leadership relations	1	2	3	4	5



SECTION B: THE PRACTICE OF BUSINESS CONTINUITY MANAGEMENT

Definition: Business Continuity Management (BCM) is the act of anticipating future events that may affect the organization's critical functions in order to ensure the organization's capability to respond effectively to such events in a planned manner and increase resilience to interruption and loss.

10. Has your organization been practicing business continuity management (BCM)?

Yes [] No []

11. If yes, please indicate for how long the company has been conducting the BCM process

Less than 1 year [] 1 – 5 years [] Over 5 years []

12. Which of the following statements best defines the level at which the business continuity management practice stands as at now in your organization? Please tick 1 box.

- a. BCM covers just technical operational aspects of the organization []
- b. BCM covers technical interruptions across the organization []
- c. BCM covers socio-technical interruptions across the organization []
- d. BCM 'just shows the direction in which the company wants to go' []

13. Please indicate who takes charge of the business continuity process in your company

- a. Board of directors []
- b. Senior management []
- c. Business continuity management team []
- d. Operational and Technical staff []

14. In conducting business continuity management process, please describe your company's behaviour.
- a. The organization conducts BCM using internal employees only []
 - b. The organization conducts BCM using consultants []
 - c. The organization conducts BCM using both internal employees & consultants []
 - d. The organization does not conduct BCM at all []
15. What is the level of participation of each and every unit/section/department in your company?
- a. No participation at all []
 - b. Minor participation []
 - c. Moderate participation []
 - d. Major participation []
 - e. Full participation []
 - f. No unit/section/department exists []
16. How inclusive is your company's business continuity management processes, and at what level are you worried in the event that dangerous /risky negative consequences arise with regard to the following: Please tick against the most appropriate answer.

1	2	3	4	5
Not Worried	Slightly Worried	Moderately Worried	Very Worried	Extremely Worried

Issues within BCM process		Scale				
a.	Employees	1	2	3	4	5
b.	Processes	1	2	3	4	5
c.	Existing IT systems	1	2	3	4	5
d.	Company infrastructure	1	2	3	4	5
e.	Customers	1	2	3	4	5
f.	Suppliers	1	2	3	4	5
g.	Company reputation	1	2	3	4	5
h.	Company facilities/premises	1	2	3	4	5

17. Please indicate the level of importance of the following business continuity management elements in the organization. (How important are these elements to the company when ensuring BCM?)

1	2	3	4	5
Not Important	Slightly Important	Moderately Important	Very Important	Extremely Important

BCM components		Scale				
a.	Management planning and support	1	2	3	4	5
b.	Company readiness through creating teams and assigning roles	1	2	3	4	5
c.	Assessment of potential risks to the company	1	2	3	4	5
d.	Conducting a business impact analysis	1	2	3	4	5
e.	Develop business continuity & crises recovery plans	1	2	3	4	5
f.	Continuous updating of developed plans	1	2	3	4	5
g.	Continuous training of employees	1	2	3	4	5
h.	Ensuring that the process meets external requirements (i.e. laws and regulations) – compliance	1	2	3	4	5

18. (a) Do you think it is important to add business continuity management plan into a company's strategic planning. Yes [] No []

(b) Why do you think it is important? Explain briefly.

.....

.....

.....

.....

External and Internal Requirements (Policies)

19. Are you aware of the existence of any policies that address the issue of business continuity management (BCM) in organization Yes No

20. If yes, what do the policies address?

.....

21. Are the current policies effective in addressing the importance of strategic planning and BCM for development and risk mitigation purposes? Yes No

Please

specify?.....

22. Have there been any concerns raised in relation to the way/manner in which BCM is practiced in this organization? Yes No

23. Please indicate your view by ticking (√) against the best response regarding the following statements about business continuity management

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

	Statement	Scale				
i.	We have a plan for assessing what happens on a step by step way in terms of (program administration, crisis management, business/disaster recovery, supply chain risk management)	1	2	3	4	5
j.	Our business impact analysis is current i.e less than 2 years old	1	2	3	4	5
k.	We have a dedicated alternate work site	1	2	3	4	5
l.	We have done recovery exercises to ensure process can be smoothly put into place	1	2	3	4	5

24. Please write any comments that you think will be helpful to this research.

.....

.....

.....

Thank You for Your Time and Help in Filling this Questionnaire.

Appendix 3: Interview Guide for Managers/Owners

Thank you for giving your time in assisting with this interview. The following questions are centered on BCM concept. All answers remain confidential and are to be used for the purposes of this research project only.

Company name _____

Position held within the company: _____

1. To begin, can you tell me what your role involves and how long have you been with the organization?
2. Does the company have a written strategic plan incorporating business continuity management plan?
3. Does the BCM form part of the SP or is it a separate plan altogether?
4. Where is the company's SP kept and who has access to this document?
5. What is the purpose of BCM in your organization? *What is its significance – strategic, operational, other?*
6. What has been your involvement in the development of the BCM Plans? *Gauge detail of level of engagement, satisfaction with process.*
7. Does business continuity readiness have support of top management in your organization? And if not why?
8. How often is the BCM reviewed and updated?
9. What was the impact of a disaster or business interruption on business?
10. Has there been an incident where you have had to use your BCM? *Have participant elaborate on this if they indicate yes*
11. At what level would you rate your risk assessment at you organization?

Can you briefly explain the risk reporting and assessment practices present in your organization? How do these processes relate to BCM/how is this combined into the SP process?

Thank you for your time. Is there anything else you would like to add?

Appendix 4: List of Security Companies in Kenya

1. Abloy Capcom Ltd
2. Absolute Security Ltd
3. Access Systems Ltd
4. Accurex Investigation Bureau & Security Co Ltd
5. Affiliated Security Services Ltd
6. African Guards Services
7. African Human Security Initiative
8. Afrisafe Company Limited
9. Agoro Services
10. Alba Security Services
11. Alfa Electronics
12. All – Time Agencies Ltd
13. Alpha Guards Services Ltd
14. Alpha.Dot Security Ltd
15. Anchor Security Services Ltd
16. Apache Guards Ltd
17. Aqua Security Services Ltd
18. Archipelago Security Guards Services
19. Ardan Risk and Support Services Ltd
20. Armatech (K) Ltd
21. Armed Rapid Response (alarmax)
22. ArmorGroup Kenya Ltd
23. Armourshield Security Services Ltd
24. Arome Security Guards
25. Arrow Guards (1984) Ltd
26. Ashbhu Securities Ltd
27. Assa Abloy E A Limited
28. Atlas Security Services Ltd
29. AUA Industria Ltd
30. Aviation General Security Consultants

31. Baharini Security Services
32. Bamu Security Services
33. Beatman & Baton Ltd
34. Bedrock Security
35. Bedrock Holdings
36. Bedrock Systems
37. Benga Care Services Co
38. Benori Guard Services
39. Bentech Systems Ltd
40. Benforce Security Limited
41. Beta Data Africa Ltd
42. Better Security Locks Ltd
43. Blue Eye Vigilant Ltd
44. Bob Morgan Security Ltd
45. Bobby Guards Ltd
46. Boera Main Security Services
47. Boma Security Services Ltd
48. Braesea Enterprises Ltd
49. Bravo Security Services
50. Brinks Security Services Ltd
51. Broad Tech Security Services Ltd
52. Brotherhood Security Services
53. Bunduki Security Services
54. C & A Security Services
55. Captain & Captain Security Services Ltd
56. Car Track Kenya Ltd
57. Carlton Guards Ltd
58. Cavalier Security Services
59. Central Security Guards
60. Centreland Ltd
61. Chalbi Business Solutions Ltd

62. Charton Security Services
63. Chebit Enterprises
64. Chengo Security Services & Private Investigators Ltd
65. City Guards Ltd
66. Coast Guards Services Ltd
67. Coast Security Services Ltd
68. Compliant Security Services Ltd
69. Continental Security Guards Services
70. Control Instruments Kenya
71. CornerStone Security Services
72. Corporate Technical Services Ltd
73. Cossy Mobile Security Ltd
74. Coster Guards Ltd
75. Crest Security
76. Crofton Security Services Ltd
77. Crossland Security Services
78. Crownforce security consultants
79. Dagii Electro Tech
80. Daring Security Systems Ltd
81. Davetec Security Services
82. Davrach Business Services
83. DECO Security Consultancy and Training (DSCT)
84. Delfy Security Service
85. Delmas Security Services Ltd
86. Delta Security Services Ltd
87. Deluxe Technologies
88. Dew Security Services Ltd
89. Digital Security Services & Products
90. Diligent Security Services
91. Discreet Safety Systems
92. Dolexo Ventures Ltd Details, Contact and Website

93. Dontech Ltd
94. Double Impulse Security Ltd
95. Dragon Commercial Ltd
96. Drick Ark Security Guards
97. Dunamis Security
98. Dynasty Security Services Ltd
99. EARS Group Ltd
100. Eflex security solutions
101. Eighty Seven Security Systems
102. Emsa Security (1995)
103. Environmental & Combustion Consultants
104. Erowa Guards Services
105. Eshibinga Security Services Guards
106. ETL/Bufa Fence
107. Euro Technology Ltd
108. Eveready Security Guards Ltd
109. Excellent Security Services
110. Express Escorts Ltd
111. Eye Watch Trackers Ltd
112. Eye Wave Systems & Solutions
113. Eyetrack Africa Systems
114. Factory Guards Ltd
115. Falcon Security Ltd
116. Fimbo Security Services
117. FinMeccanica
118. Fire Guards Kenya Ltd
119. First Force Security Services Ltd
120. First Rescue Ltd
121. Flamingo Security Guards Services
122. Flywheel Telecomms
123. Framlec Security Services Co Ltd

124. Freby Services
125. Galana Security Guards
126. Gallant Security Services Ltd
127. Gallatek (E.A.) Ltd
128. Gana International Security Services
129. Gardena Guards of Kenya
130. Garey Vigilance Security Ltd
131. Gasper Walele (H S C)
132. Gatelock Security Co Ltd
133. George Ben Security
134. Gillys Security & Investigation Services Ltd
135. Glamour A & Security Services Ltd
136. GM & ACE LTD
137. GMS Ltd
138. Golden Security Guards
139. Good Body Security Service
140. Good Luck Guard Services
141. Goodwill Guards Services
142. Grada General Agencies
143. Grahnen Enterprises Ltd
144. Green Hill Security Services Ltd
145. Green Leaf Commercial Agencies & Security Gua
146. Gryphon Kenya Ltd
147. Guardforce Security (K) Ltd
148. Gussco Security Services
149. Gyto Success Co Ltd
150. Hakamson Security Services
151. Halins Security Services
152. Hamu Security Services
153. Haphil Africa Securities Ltd
154. Hatari Security Guards Ltd

155. Hema Security Services
156. Herahoni Security Services
157. Hewalla Security Service
158. Hi-Rank Technical Services
159. Highrise Security Service
160. Hillz Care Guards Ltd
161. Hippo Guard Ltd
162. Hire Guards Services
163. Hotline Security Ltd
164. House Guards Ltd
165. Hyundai Homeart (K) Ltd
166. IAS Security Systems Ltd
167. Ilder Security Services
168. Infinity Security Appliances
169. Infosec Consulting Ltd
170. Instarect Ltd
171. Integrated Technologies & Systems
172. Intel Fire Group Of Companies
173. Inter Security Services Ltd
174. Intercity Security Ltd
175. Interguard Security Services Ltd
176. Interplus Ltd
177. Intex Alarms
178. Intrusion Equipment Vstar Security Inc
179. Iris Security Solutions
180. Island Top Security
181. J J Security Guards
182. Jackal Security Guards
183. Jancy Ltd
184. Jasho Security Guard Ltd
185. Jeff Hamilton

186. Johsan Investigation & Security Services
187. Jollic Security Guards
188. K K Guards Group of Companies
189. Kali Security Co Ltd
190. Kamaliza Guards Nairobi (Kenya) Ltd
191. Kamili Security Guards
192. Kamosec Security Services Ltd
193. Karen Langata Guards Ltd
194. Kasa Security Services
195. Kasha Investments Ltd
196. Kenda Security Services Ltd
197. Kenguards Ltd
198. Kentaza Security Guards Ltd
199. Kenwatch Security Services Ltd
200. Kenya Homes Securities & Private Investigation
201. Kenya Secularms Ltd
202. Kenya Security Industry Association (KSIA)
203. Kenya Shield Security Ltd
204. Keylight Investments Ltd
205. Kimble Securical Ltd
206. Kings Security
207. Kingsway Electroworks Limited
208. Kirby Security Services Ltd
209. Kisii Security Guards Ltd
210. Kitale Airport Security Guards
211. Kiuna Dogs
212. KK Security Guards
213. KK Security Services Kenya
214. Kleen Homes Security Services Ltd
215. Kupata Technologies
216. L S Guards Ltd

217. Lake Security Guards Ltd
218. Lamu Security Guards
219. Lamuwalla Fabricators Ltd
220. Lavington Security Guards Ltd
221. Leading locks limited
222. Leadman Security Services Ltd
223. Lee Security Services Ltd
224. Leemas Ltd
225. Leverford (K) Ltd
226. Lichi Security System Ltd
227. Link Security Ltd
228. Liomo Security Guards
229. Logix Technical Solution
230. Lumwa Security Services Ltd
231. Maasai Spear Guards Co
232. Magenta (k) Ltd
233. Magestic Security Systems
234. Magnac Technics Ltd
235. Magnet International Ltd
236. Magnum Allied Systems Ltd
237. Mara Moja Security Guards Ltd
238. Marhan Security Guard
239. Mark Patrol Security Ltd
240. Marthen Investigations
241. Masaba Security Agencies
242. Maxicare Guards Services Ltd
243. Mead Security Services
244. Mediabase Products LTD
245. Mercury Security Services Ltd
246. Meru Homes Ltd
247. Metric Security Guards Ltd

248. Metro Plastics Kenya Ltd
249. Micro-city Computers Ltd
250. Migben Security Services
251. Mike Security Services Ltd
252. Milimani Security Guards Ltd
253. Minco Intelligent Technology Co. Ltd
254. Mindest Security Services Ltd
255. Minion Guards Co Ltd
256. Mode 1996 Security Limited
257. Modern Data Cables Technologies Limited
258. Modern Security Holdings Ltd
259. Modern Security Services Ltd
260. Modern Security Systems & Products Ltd
261. Motor Trace
262. Mudamini Enterprises
263. Mugaine Kenya Ltd
264. Muhe Security Guards
265. Mul-T-Lock Multi High Security Systems
266. Multisec Systems Ltd
267. Murema Security Services
268. Mutego Security Co
269. Muthaiga Supplies Services Ltd
270. Mt. Elgon Guards Ltd
271. Nairobi Guards Ltd
272. Nakuru Security Guards Ltd
273. Ndengelwa Security Guards Ltd
274. Ndunyo Security Services
275. Neighbours Security Guards Ltd
276. Network Associates
277. Network Style Security (K) Ltd
278. New Simba Security Guard Ltd

279. Newnham International
280. Ngawa Security Ltd
281. Night Guards
282. Niteforce Security
283. Nimba Technologies Ltd
284. Nine One One Limited
285. Njambi Security Services
286. Njema Security Services Ltd
287. Nordic Technologies
288. Nyamtiro Security Guards
289. Nyati Care Services Co
290. Nyati Security Guards Services Ltd
291. Oboyako Enterprises
292. OGS Enterprises
293. Omega Technology Ltd
294. Omem Co
295. Omeriga Security Services Ltd
296. Ondangora Security Guards
297. Orchid Detection Systems Ltd
298. Ostritch Security Service
299. Overall Security Ltd
300. P & D Security Guards
301. Pada Private Investgators & Security Consultants
302. Pada Security And Alarms Services
303. Panther Security Ltd
304. Panther Track Guards (Kenya) Ltd
305. Parklands Security Services Ltd
306. Patana Fire Appliances
307. Patriot Services Ltd
308. Patriotic Group of Companies
309. Patriotic Guards

310. Paul-O-Higgins Securities Ltd
311. Pefami Security Service
312. Perimeter Protection Ltd
313. Pescoll Security
314. Pesons Security Services
315. Petered Security Services Ltd
316. Petjab Security Ltd
317. Petlico Hardware & Electricals
318. PG Security
319. Pinkertons K Ltd
320. Pinnacle Systems
321. Platinum Andrew Enterprises Ltd
322. Pong Agencies Ltd
323. Porsh Security Guards
324. Power Security Services
325. Praying Mantis Ltd
326. Precise Electronic Security Services
327. Prisan Services
328. Private Guards Services
329. Pro-Alarms Security Ltd
330. Pro-Fence Ltd
331. Proteq X Security Systems
332. Proteq-X Security Services Ltd
333. Prowler Enterprises
334. Prowler Security Services (PPS)
335. Pwani Armor Ltd
336. Qoolsec Technologies Ltd
337. Radar Security Limited
338. Rainbow Dynamic Consultants
339. Ramco Security Services
340. Rapid Security Services

341. Raptor Security Systems Ltd
342. Ray Zone Security System
343. Real Term Services Ltd
344. Real Trust Ltd
345. Real Trust Security Services
346. Red Alert Ltd
347. Red Eagle Guards Ltd
348. Red Mamba Agencies Ltd
349. Reef Securities Ltd
350. Regiment Eagle Agencies Ltd
351. Reliance E A Engineering Works
352. Rema Security Services Ltd
353. Renocon Agencies Ltd
354. Rhyno International Ltd
355. Richmond Ltd
356. Rift Valley Security Services
357. Riley Falcon (Security) Ltd
358. Riley Services Ltd
359. Risk Management Initiatives Ltd
360. Rizco Security Guards Ltd
361. Rocheh Security Services Ltd
362. Roclinda Security Services
363. Roco Security Services Ltd
364. Ronclok Security Agencies Ltd
365. Royal Touch
366. Royale Guards Ltd
367. Safenet Technologies Ltd
368. Sage Events
369. Sahrec Enterprise Office
370. Samanje Guards Ltd
371. Samo Security

372. Samkan Agencies
373. Satellite Tracking (Kenya) Ltd
374. Savannah House Ltd
375. Scantronic Technical Systems Ltd
376. Scope Lite Kenya
377. Scorpion Technologies & Systems Ltd
378. Secu-scope Security Ltd
379. Secucenter Ltd
380. Secularms Security Systems
381. Seculight Security Services Ltd
382. Secure Digital Limited
383. Securex Agencies (K) Ltd
384. Securicor Integrated S Solutions
385. Securicor Security Services Kenya Ltd
386. Security Advisory Services Ltd
387. Security Companies in Kenya – Security Firms in Kenya
388. Security Expanders Limited
389. Security Express Ltd
390. Security Five
391. Security Group Africa – Kenya (SGA)
392. Security Guards Services Ltd
393. Security Holdings Ltd
394. Security Options Ltd
395. Security Plus Ltd
396. Security Research Consultants (Sereco)
397. Security Seven Ltd
398. Security World Technology Ltd
399. Secutrack Ltd
400. Secutron (Kenya) Ltd
401. Semotech Services
402. Senaca Ea

403. Senaca International
404. Senate Security
405. Sentry Response Systems Ltd
406. Shabana Security Guards
407. Shamud Security Services
408. Shaza Security Services
409. Shemak ICT Systems Ltd
410. Shika Shika Security Alarms Ltd
411. Shupavu Security Services
412. Silyoi Security Services
413. Simba Security Ltd
414. Sisina Securities
415. Skyhawk Services Ltd
416. Skyline Security Ltd
417. Soma Security Services
418. Sonwel Agency Ltd
419. Sosera Security Guards Ltd
420. South Services Co Ltd
421. Space Security Services
422. Spaceco Enterprises
423. Sparsec Systems
424. Spectratec Alarms & Telecomms
425. Spotted Anywhere Ltd
426. Spur Security Services Ltd
427. Staff Point Security Ltd
428. Star Guards Co
429. Starlight Security Systems
430. Success Security Services Ltd
431. Swamp Village Traders (K) Ltd
432. Swift Arm Solutions Ltd
433. Synthesys Systems Ltd

434. Tabura Security Agency (K) Ltd
435. Tanar Technical Consultants Ltd
436. Tandu Alarm Systems Ltd
437. Tango Security Guards & Private Investigators
438. Taws Ltd Security Print
439. Techno-Check Ltd
440. Tera Gela Security Services
441. Tempo Security
442. The Root Security Service
443. Thorn Morgan Systems Ltd
444. Tiger Homes & Security Services
445. Time Trek Services Ltd
446. Timo Security Servcies
447. Tiriki G & Services
448. Titan Fire & Security
449. Tokatley Security Services Ltd
450. Tomlin Security Services Ltd
451. Top Choice Surveillance Ltd
452. Top Eye Solutions Ltd
453. Top Security Systems LTD
454. Torch Security Services
455. Total Security Ltd
456. Total Security Surveillance
457. Tough Security Guards
458. Trace Limited
459. Trace Ltd
460. Track N Trace
461. Tracknet Systems Ltd
462. Trail My Car
463. Trans Rift Patrol Service
464. Trio Star Security Services Ltd

465. Tudor Security Services Ltd
466. Twenty Four Secure Security Services
467. Twenty four Holdings
468. Twenty Four Systems ltd
469. Ujuzi Security
470. Ukuta Security Guards
471. Ultimate Building
472. Ultimate Security Ltd
473. Ultramod Security and Technology Systems
474. Unified Concepts Ltd
475. Unisafe Ltd Ge-Pro Express
476. United Engineering Supplies Ltd
477. United International Investigative Services
478. Veritech Ltd
479. Vigorous Services Ltd
480. Viking Systems
481. Vogue Security Services Ltd
482. Wallex Agencies
483. Wamato Co Ltd
484. Wamu Security Guards Services & Private Inves
485. Warriors Security Service
486. Watch Dog Alert Ltd
487. Watford Global Services
488. Way ahead Technology
489. Wells Fargo Ltd
490. We Can Security
491. Windrush Security Guards (K) Ltd
492. Winguards Services Ltd
493. Winmatt Lifeline Services
494. Winstar Co Ltd
495. Winvex Security Ltd

- 496. Witerose Security Systems (K) Ltd
- 497. Worldwide Industrial Supplies
- 498. Wykem Security Consultants (K) Ltd
- 499. Yegboi Security Services
- 500. Zest Security