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Effect of Business Continuity Management Practices on Organizational Performance among Security Firms in Nairobi County, Kenya

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Abstract
Security companies in Kenya have adopted Business Continuity Management (BCM) practices in an effort to ensure continuity of business operations. Organizational performance is crucial and BCM is one of the key driving forces to strengthen a firm's ability to withstand risks and survive under extreme organizational and environmental pressures. Security companies in Kenya are operating in a rapidly changing environment, increased competition, advanced technology and increase regulations governing security firms that have affected the operations of private security companies. Despite security companies in Kenya adopting Business continuity Management practices, the extent to which BCM practices contribute to company performance has not sufficiently been empirically studied. The general objective of the study was to determine the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya. The study findings showed that the performance of security companies in Nairobi is influence by the level of support of top management, planning for the business continuity and allocation of sufficient resources. Hence need for a clearly outlined BCM strategy within the strategic plan to form the basis of business performance and long health of the firms.
Keywords: Business Continuity Management, Organizational Performance, Security Firms

1.1 Introduction

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

The occurrence of disaster and volatile business atmosphere had led to emergence of business recovery and business continuity concepts in Kenya. Nyambura (2005) noted that automation of business operations was critical in disaster recovery among companies quoted at the NSE in Kenya. Further Muoki (2010) revealed that business continuity planning for General Motors East Africa in Kenya was critical in creating competitiveness and in achieving profitability. Private companies have embraced BCM practices as a key component for continuity of business in the present turbulent and sometime unpredictable business environment. Security companies in Kenya are operating in rapidly changing environment that poses a risk to operations of companies. The prevailing economic environment in Kenya, increased competition, advanced technology and increase in regulations governing security has threated the operation of private security company's continuity (KPMG, 2014). The management of the companies has developed protective practices such as adoption of strategic planning, automation of companies' operations and securing top management commitment to heighten company resilience and achieve better performance.

The security Companies have resulted to adopting BCM to develop company's resilience, securing shareholder, inhibiting financial losses and building company image, in the event of risky incidents occurring. Despite security companies in Kenya adopting BCM practices, the extent to which BCM practices contribute to company performance has not been empirically studied. Previous local studies have focused on risk management and business continuity and financial performance in commercial banks. Ngare (2008) who studied credit risk management practices by commercial banks while Mathege (2011) also carried a study assessing the relationship between the disaster recovery and business continuity plans of class-A parastatals in the various government ministries. There is scanty empirical study that has focuses on determining the relationship between Business Continuity Management practices and organizational performance. This study seeks to fill the research gap by determining the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi County Kenya.

Therefore, the study will seek to establish the effect of knowledge management on firms' competitive advantage among Commercial Banks in Kenya putting in consideration the competitiveness and dynamic nature.

1.2 Private Security Firms in Nairobi-Kenya

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

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

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

2.0 Theory and Hypotheses Development

2.1 Organization Performance

Performance is the outcomes that the organization seeks to achieve on the long term (Morgan, Vorhies, & Mason, 2009). In the context of (Hussein, Mohamad, Noordin, & Ishak, 2014) study, organizational performance refers to the outcomes of various organizational processes which occur in the course of its daily operations. Organizational performance has not been frequently defined and has been used differently according to the context, as well as being difficult to define and measure (Hussein, *et al*, 2014). Organization performance refers to the degree of organization achievement of its mission (Cascio, 2006). Different scholars have different contemplations about performance. Mostly researchers have used the term performance to express the array of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). In general, the concept of organizational performance is based upon the idea that an organization is a voluntary association of productive assets that includes; human, physical, and capital resources, aimed at achieving a shared purpose (Alchian & Demsetz, 1972; Barney, 2001; Jensen & Meckling, 1976; Simon, 1976).

The level of goal accomplishment defines firm performance (Achrol & Etzel, 2003). Firm performance is the outcomes achieved in meeting internal and external goals of a firm (Lin *et al*., 2008). Organization performance is a multidimensional construct, that has several names, including growth (Dobbs and Hamilton, 2006; Wolff and Pett, 2006). Traditionally, a variation in firm performance was associated with industrial structure (Frazier & Howell, 1983). The neo-classical economic theory perceives firm's growth as a course of attaining minimum point of average cost. There is great debate in the performance measurement literature regarding whether the use of objective or subjective measures provides the most valid results. Both types of measures carry with them advantages and disadvantages. Objective measures tend to be more concrete but are often limited in scope to financial data. Subjective measures also include the perceptual component of analysis. This slight shift in thinking is particularly important to this research project.

Even though firms, prefer to embrace financial indicators to measure their organizational performance (Hoskinson, 1990). Such as return on assets (ROA) (Zahra, 2008), net profit after tax and return on investment (ROI) (Tavitiyaman *et al*., 2012) are the commonly used financial or accounting indicators by firms. Some common measures are profitability, productivity, growth, stakeholder satisfaction, market share and competitive position (Garrigos-Simon & Marques, 2004; Marques *et al*., 2005; Bagorogoza & Waal, 2010). A comprehensive performance measurement system needs to comprise both financial and non-financial measures, intermittent and outcome measures (Hillman & Keim, 2001; McAdam & Bailie, 2002). Therefore the financial elements are not the only indicator for measuring firm performance. In response to this the use of multiple performance measures provided by the Balanced Scorecard (BSC) approach will be adopted to provide internal and external broad-based information. The BSC translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system (Kaplan & Norton, 2001) as echoed by Rubio and Aragon (2009) that business performance should be divided into four dimensions, that is internal process, open system, rational goal and human relations, where each dimension is measured by change in its own variables.

2.2 Concept Business Continuity Management

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

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

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

2.2.1 Top Management Support

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

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

2.2.2 Strategic Planning

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

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

2.2.3 Training and Development

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

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

2.3.4 Resource Mobilization

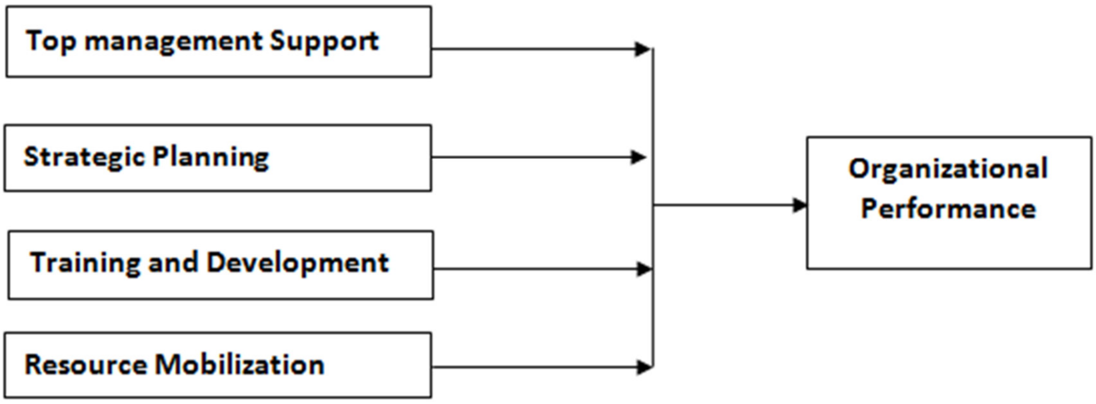
Business Continuity Management is a sub set of strategic management which requires sufficient resources to initiate and manage organizational projects (Almarria & Gardinera, 2014). Organizational core capabilities and critical resources are critical source of attaining a sustained competitive advantage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

Much emphasized is pegged on human resources of an organization as a primary tool important for sustaining long term competitive advantage, and hence develop a positive association with successful achievement and accomplishment of Business Continuity Management goals. According to Díaz García, and Carter, (2009), human capital resources utilize a holistic business approach in an open system, hence increase process and operational synergy in performance outcomes by keeping a fit alignment between business interior processes and external transformation changes (Huselid, 1995) Excellence and success of BCM also lies in using a holistic management process that is a sole treatment to all problems, therefore human resource mobilization, enrolment and exploitation is beneficial for BCM. Resource mobilization is an effective tool used in implementing business continuity and disaster and crisis management plans (Kelly, 1995). Mobilizing organizational resources in an event of crisis, disaster or risk involves planning, attaining and arranging resources such as equipment, technical systems, workforces and their services required and needed for serving most affected or vulnerable location in order to manage a crisis or disaster and ensure smooth recovery and continuity of the business operations (Díaz García, & Carter, 2009).

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

Conceptual Framework

The study was guided by a conceptual framework linking the independent variable to dependent variables as informed from the review of existing literature which revealed the significance of effective BCM practices in organization's survivability and achieving performance.



3.0 DATA AND METHODOLOGY

3.1 Research Design

The study used a descriptive design since we focused on getting inferences from the findings on the effect of Business Continuity Management practices on organizational performance among security firms in Nairobi County Kenya.

3.2. Population and Sample Size

Population are items of things or group of things that has same features under the study (Ngechu, 2004). Therefore population of concern in the study has similar aspects. The target population of this study was 328 employees of the 82 security firms within Nairobi County. The study population comprised of Managers, human resource officers, operation managers and ICT managers of the 82 security firms in Nairobi County and its selected environs, Kenya.

The study sample size was determined using Taro Yamane (1973) sample size formula and modified by Kent (2008) as shown below;

$$n = {}^{N}\!/_{1 + N_{e^2}}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

This study allowed the error of sampling on 0.05. Thus, sample size was as follows:

180= 328/1+328(0.05)^2

Therefore, the desired sample size, n = 176.

3.3. Data Collection Instruments

The questionnaires were the main instrument of data collection. ensured that details and relevant information on the subject of study was collected. Questionnaires were issued to Managers, human resource officers, operation managers and ICT managers of selected security firms in Nairobi County, Kenya. Each of the respondents was given enough time to respond to questions and any clarification was done at the same time by the researcher or research assistants.

3.4 Data Processing and Analysis

The data collected from the respondent was coded and entered in SPSS Version 20 for data analysis. Before analysis was, test for normality was done so as to ascertain whether to use parametric or non-parametric test in subsequent analysis. Descriptive statistics was done to identify characteristics of demographic data of respondents while inference statistics was done for the purpose of Correlation i.e. identify the relationship between *Business Continuity Management practices on organization performance*. The model below was used to predict the organization performance.

3.4.1 Model Specification

To test for the effect of *Business Continuity Management practices on organization performance*. Multiple regression analyses was conducted and the coefficient significances being examined at every step of the process. The multiple linear regression models that was used for the study is as shown below;

$$\mathbf{y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_{3+}\, \beta_4 X_4 + \varepsilon} \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \mathbf{(i)}$$

Simple regression analysis with $X_1{}^{-}X_4$ (Business Continuity Management practices) predicting Y (Organization performance) to test *effect of Business Continuity Management practices on organization performance*. Significant levels was measured at 95% confidence level with significant differences recorded at [$p < 0.05$]

3.5 Preliminary analysis

To ensure the reliability of the data collection instrument, Cronbach's alpha was used as echoed by Nunally, (1978) as cited by Tarus and Sitienei (2015). The threshold reliability value is 0.60 and above was considered (Hair, Anderson, Tatham & Black, 2006), and so the results of this study were reliable because all the study variables had Cronbach's alpha of more than 0.7 (strategic planning α = 0.8137; Top Management support α = 0.8234; Resources mobilization factors α = 0.8406; Training and development α = 0.8716; While the Cronbach value for organization performance was α = 0.8319) as shown in Table 1.

Table 1: Reliability Results

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

Source: Researcher (2018)

4. Results

Table 3 summarizes the study finding on Response Rate of the study. The study finding reveled that out of the findings indicated that out of 176 questionnaires administered, 137 were completed and returned. This constituted 78% response rate. The drop and pick technique was used to administer the questionnaires and collect them back. The response rate was, therefore, accepted as adequately sufficient for the intended purpose (Oso & Onen, 2005).

Correlations results among the study variables are reported in Table 3. The levels of correlations among the variables are relatively modest, with most variables exhibiting significant correlations. Since a number of independent variables were relatively correlated.

Table 2 Study Response Rate

Category	No of Respondent	Percentage
Sample Size	176	100.00
Response	137	78.00
Non-Response	039	22.00

Source: Survey Data (2018)

Table 3 Correlation Results

Influences of BCM;	OP	TMS	SP	TD	RM
Organization Performance	1				
Top management Support	0.786*	1			
Strategic Planning	0.865*	0.824*	1		
Training and Development	0.672*	0.614*	0.490*	1	
Resource Mobilization	0.713*	0.633*	0.682*	0.430*	1

Notes: Pearson's product moment correlation, 2 tailed test: *p < .05; **p < .01; N = 174.

The regression results were used to test the hypothesis of the study. Hypothesis 1 predicted that the more top management support in an organization, the higher the organization performance. However, results on Table 4 reveals that the hypothesis hold (β = 0.205, p < .05). Hypothesis 2 suggested that Strategic Planning in organization enhances performance. This hypothesis was supported by the results (β = 0.111, p < .05). Hypothesis 3 proposing that enhancing Training and Development will influence organization performance, also received support from the results (β = 0.136, p < .05). finally Hypothesis 4 proposing that the greater the Resource Mobilization, the greater the organization performance, also received support from the results (β = 0.124, p < .05).

Table 4 Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.450	.972		2.522	.015
	Top management Support	.679	.205	.512	3.304	.002
	Strategic Planning	.433	.111	.363	3.882	.001
	Training and Development	.561	.136	.534	10.12	.002
	Resource Mobilization	.264	.124	.253	2.124	.008

Notes: N = 176; *p < .05; **p < .01.

5.0 Discussions and conclusions

This paper focused on three key issues: First is whether Top management Support affects organization performance, whether Strategic Planning affects organization performance, whether Training and Development influences organization performance and lastly whether Resource Mobilization affects organization performance. Using employees of selected security firms in Nairobi County, Kenya, we found support for the proposition that Top management Support, Strategic planning, Training and Development and Resource Mobilization enhance organization performance. This finding is similar to the result obtained by Yli-Renko *et al*. (2001) and Lin & Lee (2005). Yli-Renko *et al*. found that Business continuity management enhance organization performance.

5.2 Limitations

The primary purpose of the study was to investigate the relationship between knowledge management dimension and firm competitive advantage among commercial banks listed in Nairobi securities exchange, Kenya. It is important to appreciate the study limitations. First, we focused on a single industry. Although this is one way of controlling for industry effects, the results may not be representative of other sectors and so we need to interpret the results with caution. Last but not least, the sample size used is relatively small and so future research using different sectors and larger samples may provide additional insights and add to the understanding of issues explored in this study. Finally it may also be fascinating to tie Business continuity management systems to multiple forms of performance including both financial and cycle time performance implications.

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