

**CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF PRIVATE
SECURITY FIRMS IN NAIROBI, KENYA**

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DECLARATION

I, the undersigned hereby affirm that this research project is my original work and has not been previously presented in part or in totality to any other institution of learning for the award of any degree or examination.




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This Research project has been submitted with my approval as the University supervisor.

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DEDICATION

I dedicate this Project to wife Joan and to my son and daughter Teddy and Shirley for their understanding and unconditional support during the study period.

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ABBREVIATIONS AND ACRONYMS

CVF	Competing values framework
GDP	Gross Domestic Product
KSIA	Kenya Security Industry Association

ABSTRACT

Diverse change management practices adopted by organizations enhance the quality and impact of service delivery. Institutions keep on restructuring their strategies in order to mitigate to environmental change. Organizations would prefer to keep their strategy and structure as they are due to resistance that may arise due to change. The general objective of the study was to determine the influence of change management practices on performance of private security firms in Nairobi, Kenya. This study was anchored on resource based theory and Lewin's change management model. The study used descriptive cross-sectional survey. This population consisted all the 50 security firms registered under Kenya Security Industry Association in Nairobi County. Primary data was used in which questionnaire was adopted. This study was based on primary data that was collected through the questionnaire method. The study used multiple regression method. It was found out that communication influence employee readiness to change, organization culture and change management at moderate extent, while leadership influence change management at great extent. The findings established the existence of a strong positive correlation between change management and firm performance. The study concludes that internal communication in the organization affects change management. Good communication positively influences change management practices in the organization as employees are prepared for the changes. The study concludes that organization culture influences the likelihood of success for change management in security firms in Kenya. While institution's culture was found to be a powerful driving force in implementation of change management; the culture was not well consistent with the change management strategies. The study recommends that the leadership of security firms should be committed to change management process. The top leadership should allocate and provide more resources, both financial and human resources, to support change management. The success of change management at security firms is solely contingent on organization competency, change agents and commitments by all stakeholders. Because of the importance of the leadership of the organization to the adaptive process, it is vital to continuously support and enhance those traits required to promote change orientation and growth.

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study

The business environment is becoming increasingly competitive and change has turned out to be inevitable for businesses to remain in existence. This evolving market condition has forced business entities to continually strive to ensure their processes are up to date with a varying environment (Ackoff, 2006). At the same time, management of organizations is similarly shifting by way of employing different strategies, from focusing on management of production of goods in large quantities to technological developments, efficient information and human resources handling (Dess & Picken, 2000). With this changing market demand for environmental adaptation by the company and its management, an integrated strategy is required to drive constructive alteration and reduce damaging obstacles to change. Effective change management not only affects the sustainability of the organization but also its performance. Thus, management should strive to ease the transformations as much as possible to reduce uncertainties that result from the changes that in turn affect their effective performance.

This study was anchored on resource based theory and Lewin's change management model. The resource based theory states that resources owned by the firm highly determine the performance and sustainable competitive advantage of institutions. Lewin (1947) theory of change emphasized on analyzing and evaluating a system first before embracing the change. Lewin's model for change includes three phases, unfreeze, freeze then refreeze

(Burnes, 2014). All these phases can be applied to change management in the private security organizations. They focus more on the psychological process in human change, where people experience the process of unfreezing where they unlearn their daily routines, followed by freeze where they allow in a different thought process and refreeze where they reinforce the implemented new changes. This is Lewis's effort to restructure an individual's thoughts, feelings, attitudes and perceptions (Cummings, Bridgman and Brown, 2016).

The challenges facing private security firms in Kenya revolve around the organizational resource and organizational processes. The security firms managers place little or no emphasis on implementation phase while they are drafting organizational strategies. However most of the challenges are avoidable if they have been accounted for during the analysis and formulation stages (Tabo, 2013). Kaguru and Kepha (2014) suggests that some of the challenges facing security firms in Kenya are regulatory issues, poor coordination between the police and these firms, political situations and strategic challenges of the country.

1.1.1 Change Management Practices

Change management is described as the approach of dealing with change such that the organization's management and employees work together to successfully implement the required organizational changes. Moran and Brightman (2000) defined strategic change management practices as the way of constantly reviewing and recreating a company's mission, realigning systems and competences to address the dynamic requirements of both extrinsic and intrinsic environment. Changes are inevitable in today's environment for

every organization in order to breakeven and remain competitive. Making an organization more efficient and effective requires planned change. Member's reluctance in an organization is expected because potential threats that can alter their future are foreseen. Hence, willingness to change by the organization members is a major factor change implementation that is successful. Due to environments that are increasingly dynamic, firms are confronted continually by the need for change implementation in, culture, process, structure and strategy (Burke, 2017).

There are many contributing factors towards the successful implementation of organizational changes. Willingness for change is one such factor. Willingness is depicted in the intentions, attitudes and beliefs of members concerning the degree to which changes are wanted and the capacity of organizations to effect those changes successfully. It is the reason behind behaviors of either refusal to, or endorsement of a change effort (Amenakis et al., 1993). Seven facets of change readiness exist according to studies. They include how the organization manage the change process, change initiatives, acceptance, mutual trust and respect, vision for change, management support, and perception toward change efforts (Kotter, 2014).

Moreover Kotter (2014) explained a possibility of many factors influencing change based on the issue at hand and circumstance. Generally such factors are in three categories: radiant causes being the first, psychological causes being the second and sociological causes being third. some social groups' and employees vested ambitions to hold on to present position, desire to retain the existing official and casual relationship, convergent perspective of the staff and society members, values of social groups which are contrary

to the norms of the change proposed and policies and power enclaves that conflict with the change situation are the main causes that affect changes. Change that is not acceptable to the entire group breeds resistance amongst individuals, sometimes out of fear.

Mwangi, (2009) conducted a study on global benchmarking and established that good Management of change is correlated strongly with successfully realizing business results on budget and schedule. Such firms' paybacks include, and are not restricted to planning and streamlining existing and new injections within the firm, evaluate the overall effect of change, minimal time for executing a change and minimal likelihood of failed change. Nevertheless, these benefits accrue to firms that use or choose the most suitable or compatible strategies of change management. Some firms have effected organizational change in a manner that other firms can duplicate. Change in an organization is only termed effective if it is viable, therefore the necessity of comprehending diverse strategies of change management and choose the most viable for the firm (Kiraithe, 2011).

1.1.2 Organizational Performance

Organizational performance is result that is obtained after an effort has been put in a firm. Reynolds, (2010) define organizational performance as how nonfinancial and financial objectives of a company are achieved. Reddy, (2017) asserted that various things must be put into account. In a bid to be able to achieve financial results that are strong; customers and employees should be satisfied, the individual initiative should be high, innovation should be laced with productivity, systems of rewarding staff and how their performance is measured should be aligned, and there should be strong leadership that is reflective.

The balanced scorecard generates performance measures from the organization's mission, vision and strategy. It provides a tool for comprehensively measuring the performance of the organization. It includes the financial aspect which determines the economic outcomes of the different decisions undertaken by the organization. Another important aspect measured is customer satisfaction levels. It focuses on the customer and market and measures critical success measures metrics targeted at these segments. Another important measure is on internal processes. It identifies the business processes in which the organization performs well. Lastly, balanced scorecard focuses on learning and growth which are essential for long term growth of the business (Kaplan & Norton, 1996). The current study will adopt the balance scorecard as it has widely been acknowledged as a measure of performance.

Many companies apply the diverse advances to evaluation of performance in their companies since they comprehend how vital regular and continuous evaluation is Oliver and Mutua, (1992). Also Behn (1991) asserts that measures in performance help the managers in progress evaluation, activity control, and employee promotion and motivation, budgeting, achieved milestone celebration, improvement and learning in the company amongst many others. Nonetheless, no single measure of performance that is appropriate for all the rest of the facets/measures. Market conditions, process performance and human performance are measures that go along with organizational performance. These measures are in direct relation to the company's strategy and are important in strategy successful execution. Hence, these are also known as key or critical performance indicators. Lastly, measures can mean tangible things; oftenly recorded in chart accounts like employee

headcount, balances of accounts receivables, inventory levels or may mean the intangibles such as knowledge level of skill, innovation and creativity Kaplan and Norton (2001).

1.1.3 Private Security Firms in Kenya

Private Security firms are private corporations whose major objective in business is to make profit. Their business opportunities depend on clients' feelings of insecurity, and do not necessarily contribute to peace building and general welfare of a locality or a nation. Security sector in Kenya has continued grow due to technological developments through greater innovations and inventions. The innovations have led to increased competition among the operators as a means of customer attraction and retention and hence affordability of the services (Oteri, Kibet, & Ndungu, 2015).

The past two decades has seen a number of new products introduced by these firms such as escorts services, secure transfer, and cash in transit, mobile response services, road rescue, vehicle trackers, personal trackers, events management and commercial trainings. To supplement their revenues the firms do provide fire response and ambulance services. They also represent a significant percentage of employment in Kenya, particularly for individuals not qualified for state security work or other white collar jobs. Their operations have grown regionally with some companies opening up subsidiaries in throughout East and Central Africa. KSIA ensures that all private security firms registered under their umbrella adhere to government rules and regulations such as the gazette minimum wage, no of hours a security officer should work in a day as well as the employees' general welfare.

Security firms in Nairobi just like in the country continues to experience increasingly growth in competition and therefore, companies are forced to devise marketing strategies that will help to cope with competition. The has being a lot of several changes in the market causing stiff competition (Kimenyi & Ndung'u, 2009). To cope with these changes and the market forces that threaten the survival, competitiveness and profitability and growth are practicing radical and incremental development in a sector where innovation is incremental and change is required (Letangule and Letting, 2012).

1.2 Research Problem

Diverse change management practices adopted by organizations enhance the quality and impact of service delivery. Institutions keep on restructuring their strategies in order to mitigate to environmental change. Organizations would prefer to keep their strategy and structure as they are due to resistance that may arise due to change (Kaufman, 2017). Change management practices in an organization are necessary in responses to changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment in which an organization operates (Hoque, 2004). Chapman (2005) asserts that so that firms remain relevant and competitive in the long run, organizations must implement change management practices such as downsizing and acquiring new technology fast, efficiently and with high level of success. Change management practices are adopted in order to achieve desired results within a specified time frame (Davis & Holland, 2002)

Private security industry in Kenya faces a couple of challenges in their desire to retain their existing business as well as in capturing new markets. To achieve these objectives

operations improvement strategies must be put in place. Adopting improvement approaches such as lean management, kaizen and increased automation will enable the firms makes some considerable transformations in their service delivery that in turn will improve their performance. Though the reason for the failure of many organizations has been attributed to many factors such as poor leadership, political instability, cultural challenges, economic factors, technological challenges, lack of strategy, neglecting the operations strategy and failing to consider what customers want are viewed to be some of the chief reasons why many organizations collapse.

Several studies have been done on change management practices and performance locally and internationally. Internationally, Muogbo (2013) conducted a research on the influence of strategic change management on the growth of Nigeria manufacturing firms in Anambra state. The study found out that strategic change management was not widely used in the Anambra state manufacturing industry. However, it was a reliable instrument for improving organizations competitiveness, enhancing the expected performance and restructuring in Anambra State manufacturing companies as a whole. Ravi (2014) did a study on all major fail in implementing corporate change effort caused by lack of effective strategic planning in Oman banks. The study findings indicated that the failure to utilize strategic change management practices caused a major fallback in the performance of Oman Banks. On the other hand, Ravi (2010) looked at challenges attributed to strategic change management in reforms made by the Danish police; the study found that the whole planning process of how the policies were going to be implemented brought about the need for change management practices.

Locally, Wanjiru & Njeru (2014) conducted a study on the influence of strategic change response on the financial performance in Kenyan commercial banks. Based on this study, banks need to focus on adopting strategic practices to survive a dynamic environment. They also need to be strategic in deal with upcoming challenges in their environment and industry. Similarly, Nyangau (2011) studied the influence of cultural changes on strategic planning in the in Kenyan Commercial Banks, specifically the Central Business District in Kisii. His study concluded that cultural changes had a huge effect on commercial banks' strategic planning. On the other hand, Kimaku (2010) examined features of change management at Barclays Bank of Kenya in regards to the banking industry. He discovered that Barclays Bank of Kenya applied intimidation in implementing changes wherever they experienced any form of resistance.

Many studies have focused on the relationship between change management and firm performance in other sectors, nevertheless, there is limited literature concerning the direct association between change management and performance within the private security firms in Nairobi County Kenya. This study will therefore address the following research question. What is the influence of change management practices on performance among private security firms in Nairobi Kenya?

1.3 Research Objective

The objective of the study was to determine the influence of change management practices on performance of private security firms in Nairobi, Kenya.

1.4 Value of the Study

The study will provide a reference point for all academicians who want to engage in research and it will provide more information to the existing body of knowledge by providing empirical evidence that can be used in research by scholars and researchers. Similarly, this study will help in facilitating theory testing. It contributed to the current knowledge on one emergent change model, resource based view theory and Lewin's change management model. The resource based view theory explains that resources owned by the firm highly determine the performance and sustainable competitive advantage of institutions. The study will also help in testing the Lewin theory of change emphasizing on analyzing and evaluating a system first before embracing the change.

The study makes useful suggestions to those interested in Change management practices implementation like the administrators and the senior officers who are involved in management decisions. Private firms would be able to know how to tackle changes in its environment and at the same time know how to deal with challenges in implementing change. The study is of great importance to stakeholders for private security firms in understanding the dynamics of change management and also regulating it. This is important because change does not just happen but rather it's planned proactively to ensure the organization remains relevant.

The Kenyan government will benefit from these research findings since they will be interested to know the progress of change management in the devolved systems of government. The findings can also provide invaluable information on how s change management can be adopted and enact policies to guide and encourage public institutions

in and out of the country in implementing the necessary changes. Private corporations will also have a ready pool of knowledge which they can use to implement change management

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

The literature covers the key theories underpinning the study and the empirical studies carried out in the area of change management on performance of organizations. The chapter expound on the research gaps that exist on change management on performance of organizations.

2.2 Theoretical Review

This study was based on two theories namely, resource based theory and Lewin's change management model.

2.2.1 Resource Based View

Resource Based view sets up the importance of an organization to fabricate a crucial resources arrangement and packaging them together in remarkable and dynamic manner so as to increase the achievement of a firm Competitive advantage is dependent not, as customarily expected, on such factors as natural resources, innovation, or economies of scale, because these are progressively simple to imitate. In reality, human capital is an "invisible asset" Barney (2001). The RBV of the firm strengthens the idea that the success of an organization depends highly on people, as an important asset and that firms should nurture employees within a supportive work environment (Armstrong & Taylor, 2014).

Terziovski (2010) encourage the improvement and nurture of workers inside a steady solid culture. A later and similarly essential strand has risen under the title "the talent-based view of the firm", which underlines the prerequisite of the association to create and increment the talent and learning abilities of the representatives through talent obtaining and talent sharing and exchange, to accomplish competitive advantage. As indicated by the theory, equal organizations contend based on the heterogeneity and fixed status of their resources and capacities (Thompson, 2001).

2.2.2 Lewin's Three Phase Model

Anderson, (2016) the change theory by Lewin was created by Kurt Lewin in the year 1940. This is a theory which involves three steps that provides a high level approach to management of change. It provides the team managing change and various change agents a framework to implement the three phases, which in many cases is very delicate and has to be made seamless. The three phases process includes unfreeze, move then refreeze. The unfreeze stage emphasizes on the purpose for change. The model indicated that the most effective way of implementing change was to unfreeze or plan in advance to embrace the changes that are experienced.

The move phase can also be referred to as the change over phase. Here, people have started shifting towards change and have been unfrozen. This is the most difficult phase in the whole change process since all involved stakeholders are unsure of the future hence a lot of support is required so as to reach the optimal output (Hayes, 2014). It is distributed into numerous minor steps which aid in implementing change. At first there is shock since

people first instinct is to resist a new condition which is brought about by the insecurity and uncertainty experienced.

These feelings are evaded in the denial step where individuals look for evidence to explain change is not requires and want to go hold onto their normal practices. As the process evolves, people understand the need to have embrace change but despite this realization they still do not accept to change by believing that change does not personally affected by them. This stage is elaborated as rational understanding (Hossan, 2015).

Lewin's change model enables us to identify that the change process consists of creating the perception that change is needed, then after the change, the appropriate behavior to have during the change and new behavior after change has happened. Lewin's change model insists on the participation of individuals affected by the change to ensure that the change initiatives do not fail. Leaders need to be prepared for change as well as the other employees in an organization. This guarantees that the individuals will first understand the need for change. The model is flexible since it sets foundations on how change should be carried out.

2.3 Change Management Practices and Organizational Performance

Tracey, Vonderembse and Lim, (2010) investigated the role of strategic change management on competitive advantage among financial sector firms in Brazil. Through the use of exploratory study design among 121 companies, with canonical correlation the results indicated that strategic change management leads to competitive advantages in the areas of operational efficiency, flexibility, pioneering potential, innovation and managerial

capacity. This study provides insights to effect of strategic change management on competitive advantages but failed to explore the advantages in the financial sector firms.

Dawson, (2011) argue that to rise responsibility for choice and change process, and flood promise to it, is fundamental to include the individuals who were affected by the change to take an interest in perceiving key issues, setting the vital program, the vital basic leadership process or booking of the key change. This prompts more advantageous nature of choices than could have generally been practiced. The change specialist holds control of the change procedure however assigns specific obligations to gatherings or groups. The change go-between could assign specific establishments of the change procedure, for instance, thought age, information gathering, intensive arranging or the improvement of reason for change to extend groups of taskforces. These groups at that point get associated with the change procedure and see their efforts working towards the change procedure. This is significant in that it not just incorporates staff members of the organization in thought age yet in addition in the usage of goals. The change specialist intercedes where the procedure loses bearing as the individual still holds control of the general change process (Elving & Hansma 2008)..

Gakuya (2015) embarked on a study on “Strategic leadership and change management practices at Chase Bank, Kenya Limited.” The findings were intriguing. It placed strategic leadership as visionary leadership with the outcome of providing need –based solutions that gave the bank competitive edge. The change process however had setbacks such as politics, resistance, differed perceived opinions, short of funds and resignations. Its conclusion was that strategic leadership ought to make change continuous, well

communicated and known by all. Kaurai (2016) conducted a study on ‘‘ Influence of strategic change management practices on performance of Kenya National Highways Authority.’’ The study was conducted in Kenya and found that there’s a strong and beneficial effect on performance in the institution as a result of change management practices. However, some of the challenges identified were; uncertainty, resistance change pressures and strategic drift.

Mugambi (2017) carried out a study on ‘‘ Strategic change management practices and performance of the Kenya police Service.’’ This study was done in Kenya and concluded that the instituted five year cyclical strategic plans, brought about change in the institution. The success was attributed to support from top leadership and the use of information systems in monitoring the application of the practices such as; planning, staff involvement, participation from stakeholders and effective communication. The process was faced with challenges that we countered through training, performance contracting and use of modernized equipment and systems. The institution’s unique characteristics (complexities, sensitivities and risk of failure.), the leadership opted for step based change practices.

Nkara (2014) conducted a study on ‘‘ Change management practices adopted by the Independent Electoral and Boundaries Commission of Kenya.’’ The study was done in Kenya and its conclusions found that the Commission carried out change in an efficient manner by deploying of technology and proper staffing when implementing change. Some of the practices that were adopted included communication to staff by leadership, staff retention and recruitment drives. In its conclusion, the study points out that the need to change ought to challenge organizations to respond appropriately and shun being a de-

motivational as the gains of the prior will be seen when the organization meets its objectives. Kimaita (2010) the research on strategic management of change within the Kenyan Teachers Service Commission, used a case study in collecting primary data as their research design. The study concludes that it is essential for an organization's leadership to identify key considerations for undertaking an effective and efficient strategic change process. The Teachers Service Commission practices strategic change management by utilizing good leadership to ensure success in implementing change.

Empirical studies reviewed mostly focused on banks in different sectors, which operate under different business environments and hence the findings cannot be generalized. Different studies conducted on change management and the challenges they face have used a case study research design while others have used qualitative research, which is different from the approach in this study. The local studies focused on aspects other than how change management impact performance of the firm. Therefore there exists a knowledge gap which this study seeks to fill.

2.4 Summary of Literature Review and Knowledge Gap

This chapter covered the literature review of the study that comprises of the theoretical foundation, influence of change management practices and performance of private security firms and empirical studies on change management practices and performance. The study highlights two key theories, which are resource based theory and Lewin's change management model. From the literature reviewed, majority of the empirical works seem to support that fact that in general, change management practices influence

performance positively. From the summary of empirical works although in general, change management practices positively influences performance of an organization.

A number of gaps emanates from the reviewed literature. First, there have been several studies on change management practices in security firms but some of these were carried out in other parts of the world. The environment in the USA and other regions of the world are so different from Kenya and the findings cannot be applied in this context without further studies. The local studies focused on aspects other than how change management practices impact performance of the firm.

Empirical studies reviewed mostly focused on multinational firms in different sectors, which operate under different business environments and hence the findings cannot be generalized. Different studies conducted on change management practices and the challenges they face have used a case study research design while others have used quantitative research, which is different from the approach in this study. The local studies focused on aspects other than how change management practices impact performance of the firm. Therefore there exists a knowledge gap which this study seeks to fill.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines in detail the methodology of research which was used during the study. A justification of the method selected under each methodology is also provided. The research objective outlined in chapter one guided the research methodology. Research design and tools that was used in collecting data are also described in this chapter.

In addition, this chapter outlines the data collection method. Furthermore a justification of the data collection method adopted gave and the type of data collected that is either primary or secondary data. Finally the chapter gives an insight of the data analysis methods and tools which will be used during the study.

3.2 Research Design

The study used a cross-sectional survey as it describes the data and the varied characteristics of the population and the phenomenon being studied. This design methodology used because large samples are realistic and give statistically significant results even when analyzed using several variables. Surveys are important since they give a good description of a large population. The design was able to answer questions such as when, who, where and how enabling the respondents to respondent freely.

This design was used because large samples are realistic and give statistically significant results even when analyzed using several variables. Surveys are important since they give

a good description of a large population. The design was able to answer questions such as when, who, where and how enabling the respondents to respond freely.

3.3 Population of Study

Population was the larger group from which a sample was to be taken. It captured variability to allow more reliability to the study, (Kombo & Tromp 2006). The target population referred to every member who was either in a real group or a hypothetical group of individuals, items or subjects from where the researcher had the intention of obtaining conclusions that were general in the variables under study.

According to Kumar (2005), population is the group, families dwelling in the city or electorates from which you pick a small number of families, students, electors to question to respond to your investigation question. This population consisted all the 50 security firms registered under Kenya Security Industry Association in Nairobi County. A census was conducted since the population is not very large.

3.4 Data Collection

This study used primary data. Primary data was collected by use of a questionnaire which will be fully structured. The questionnaire was close ended questions. It had three parts; the first section hold the demographic information of the firm while the second part gave the change management practices, and third part performance.

The researcher used one questionnaire per firm. The researcher used structured electronic questionnaires to the various security firms. The respondents included chief operating

officers, human resource managers, finance managers, communications managers and project managers.

3.5 Data Analysis

The data collected was checked for accuracy and completeness. Descriptive analysis focus on working out measures of central tendency and dispersion measures. The researcher calculated the mean for the data in order to rank factors that a firm considers in choosing the strategies to be adopted. Standard deviation is the most widely used measure of dispersion. It used to measure the amount of variation of a set data of values. The results of this analysis was presented using tables. In order to perform all these analysis, the Statistical Package for Social Sciences (SPSS) software will be utilized.

The multiple linear regressions model was to be used as indicated below:

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

Where;

Y=Performance

β_1 to β_3 are the regression coefficients

β_0 = Constant Term X_1 = Communication

X_2 = Employee Readiness to Change X_3 = Organization Culture

X_4 = Leadership E=Error term

CHAPTER FOUR:

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The particular chapter presents specific findings and analysis of the data collected from the study. The section also presents the interpretation of the results and analysis in relation to the determine the influence of change management practices on performance of private security firms in Nairobi, Kenya.

4.2 Response Rate

The response rate of the study was 80% as 40 out of 50 questionnaires were completed successfully and returned for data analysis. The results are agree with Mugenda and Mugenda (2013) affirmation showing rates greater than 50% is satisfactory in the analysis. Babbie (2010) also claims that a 60% return rate is decent and a 70% return rate as excellent. Findings were adequate to analyze the data. This is a sufficient response rate and therefore the researcher proceeded with the data analysis.

4.3 General Information

This section is concerned with the general information of both the firm and the respondent. The information helps in understanding the background of the organization and the respondents under review. It sought details on the position in the organization, name of organization and number of employees in the organization.

4.3.1 Role in the Firm

Participants were able to give information about their role in the organization gender as shown on Table 4.1

Table 4. 1: Role in the Firm

Role	Frequency	Percent
Top management role	25	62.5
Lower management role	5	12.5
Middle management role	10	25
Total	40	100.0

Source: Field Data (2020)

The findings show that majority of the respondents were in top management at 62.5% followed by middle management at 25% and lastly in lower management position at 12.5%. This implies that most of the respondents were well informed with information concerning change management.

4.3.2 Length of Continuous Service

Participants were able to give information about the length of service in security firms. The result is represented in Table 4.2

Table 4. 2: Length of Continuous Service

Years	Frequency	Percentage
0 – 4 years	8	20.0
5 – 9 years	15	37.5
10 – 14 years	5	12.5
Over 15 years	12	30
Total	40	100.0

Source: Field Data (2020)

The results from Table 4.2 indicates that majority of the respondents 37.5% had worked for security firms for between 5 – 9 years, and 30.0% of the respondents indicated that they have worked for security firms for 15 years and above. In addition, the study also found that 12.5% of the respondents have worked for security firms a period of 10-14years and lastly between 0-4 years was 20%. This implies that over 50% of the respondents had worked for security firms for over 5 years and all other factors remaining constant, they are deemed to be versed with the happenings in the security firms with regards to the research subject area. Employees who have been in the organization for long were able to give more valid information about the firm.

4.3.3 Permanent Employees

The study sought to establish the number of permanent employees in the security firms. The respondents were requested to indicate the number of permanent staff in the firm. The outcome of the analysis of the responses is shown Table 4. 3

Table 4.3: Permanent Employees

Employees	Frequency	Percentage
1 – 100	4	10.0
101 – 200	20	50
201 – 300	6	15.0
Over 300	10	25.0
Total	40	100.0

Source: Field Data (2020)

The results from Table 4.3 indicates that majority of the respondents 50% had permanent staff between 101-200, followed by 25% who had staff over 300, 15% were 201-300 and

lastly 1-100 at 10%. This implies that most security firms do not hire permanent staff due to high wage bill.

4.3.4 Number of Branches

The respondents asked how many branches their security firms have in Kenya. Most of the security in Kenya have branches all over the country due to stiff competition in the security sector. The findings are contained in Table 4.4.

Table 4.4: Number of Branches

Number of Branches	Frequency	Percent
Less than 10	5	12.5
10-20	6	15
21-30	13	32.5
31-40	12	30
41-50	4	10
More than 50	0	0
Total	40	100.0

Source: Field Data (2020)

According to the findings, 32.5% have between 21-30 branches, followed by 30% have between 31-40 branches, between 10-20 was 15%. Most security firms strive to have a national outlook and a well spread out network of branches due to stiff competition across the country.

4.4 Change Management Practices

Change management is described as the approach of dealing with change such that the organization's management and employees work together to successfully implement the

required organizational changes. Changes are inevitable in today’s environment for every organization in order to breakeven and remain competitive. Making an organization more efficient and effective requires planned change. Member’s reluctance in an organization is expected because potential threats that can alter their future are foreseen.

4.4.1 Communication

The respondents were given four statements on communication and they were asked to indicate their level of agreement. The results are as shown in Table 4.5.

Table 4.5: Communication

Communication	N	Mean	SDV
Change management is communicated effectively within the department.	40	3.79	.631
There is mutual relationship among the workers which	40	3.11	.658
Some failure in internal communication have sometimes led to failure of implementation of change management.	40	4.37	.597
There is clear vision that governs change in the organization	40	3.98	.649
Overall		3.81	0.634

Source: Field Data (2020)

From Table 4.5, some failure in internal communication have sometimes led to failure of implementation of change management with a mean of 4.37 and S.D .597. There is clear vision that governs change in the organization with a mean of 3.98 and S.D .649. Change management is communicated effectively within the department with a mean of 3.79 and

S.D .631. There is mutual relationship among the workers which enhances communication in the organization with a mean of 3.11 and S.D .658.This implies that communication is influenced at moderate extent.

4.4.2 Employee Readiness to Change

The respondents were given four statements on employee readiness to change and they were asked to indicate their level of agreement. The results are as shown in Table 4.6.

Table 4.6: Employee Readiness to Change

	N	Mean	SDV
Employee resist implementation of change within the institution	40	3.84	.688
Employee tend to refuse new responsibilities brought about by change in management	40	4.21	.713
Poor organizational structure causes resistance among some employees	40	3.89	.737
There is adequate training to enable employees cope with change in the organization.	40	4.53	.513
Overall		4.04	0.671

Source: Field Data (2020)

From Table 4.6, The results revealed that respondents strongly agreed that there is adequate training to enable employees cope with change in the organization as shown by a mean of 4.53 with insignificant standard deviation of 0.513. Similarly, employee tend to refuse new responsibilities brought about by change in management business as shown by a mean of 4.21 and standard deviation of .713. On the other hand, poor organizational structure causes resistance among some employees as shown by a mean of 3.89 with some standard deviation of 0.737. Most respondents agree that employee resist implementation of change

within the as shown by a mean of 3.84 with an insignificant standard deviation of 0.688. Lastly, the overall mean of employee readiness to change was 4.04 implying that respondents agreed with the practice of employee readiness to with minimal standard deviation. This implies that adequate training to enable employees cope with change in the organization.

4.4.4 Organization Culture

The respondents were given five statements on organization culture and they were asked to indicate their level of agreement. The results are as shown in Table 4.7

Table 4.7: Organization Culture

Organization Culture	N	Mean	SDV
The institution's structure provides an effective framework for change management	40	3.05	.705
The institution's culture is a powerful driving force in implementation of change management	40	3.11	.809
The institution's culture is consistent with the change management strategy	40	3.42	1.346
Employees are ready to adopt organization change	40	3.26	1.327
Overall		3.21	0.942

Source: Field Data (2020)

The results revealed that the respondents agreed The institution's culture is consistent with the change management strategy as shown by a mean of 3.42 with some standard deviation of 1.346. On the other hand, employees are ready to adopt organization change respondents as shown by a mean of 3.26 with standard deviation of 1.327. Respondents were uncertain that the institution's culture is a powerful driving force in implementation of change

management as shown by a mean of 3.11 with some standard deviation of 0.809. On the hand, the institution's structure provides an effective framework for change management as shown by mean of 3.05 with significant standard deviation of .705. Lastly, the overall mean of 3.21 and S.D .567 that organization culture was at a lower extent. This implies that institution's culture is consistent with the change management strategy.

4.4.4 Leadership

The respondents were given five statements on leadership and they were asked to indicate their level of agreement. The results are as shown in Table 4.8.

Table 4. 8: Leadership

Leadership	N	Mean	SDV
The top management is committed to change management practices in the organization	40	4.23	.547
The top leadership commits resources and support necessary for change management	40	4.51	.612
The top leadership creates and share the organizational goals with the employees.	40	4.9	.562
Lack of proper knowledge by top leadership poses a challenge in change management	40	4.69	.411
Overall		4.58	0.5672

Source: Field Data (2020)

From the findings, the respondents agreed that the top leadership creates and share the organizational goals with the employees with a mean of 4.9 and S.D of .562. On the other hand, respondents agreed that lack of proper knowledge by top leadership poses a challenge in change management with a mean of 4.69 and S.D of .411 and the respondents agree that the organization channels offer similar products with a mean of 4.26 and S.D of .561. The respondents agree that the top leadership commits resources and support necessary for change management with a mean 4.51 and S.D of .612. Lastly, the top management is committed to change management practices in the organization with a mean of 4.23 and S.D of .547. The overall mean will be 4.58 and S.D .567 that implies leadership is adopted at great extent. Leadership creates and share the organizational goals with the employees.

4.5 Firm Performance

Firm performance was the dependent variable under this study. It was necessary to establish the respondents' views regarding competitive advantage in their organization. Firm performance was evaluated on a 5-point Likert scale, and it was expected that the respondents would either agree: "to a very large extent", "large extent", "moderate extent", "little extent", or "Not at all". For every single question, the response which denoted the most positive response for these practices was allocated 5 points and then 4, 3, 2, and 1 for the least positive respectively. For purposes of this analysis, the following was adopted a mean score of 4.0<5.0 great extent, 3.0<4.0 moderate extent, 2.0<3.0 little extent and 1.0<2.0 did not agree.

Table 4. 9: Firm Performance

Firm Performance	N	Mean	Standard. Deviation
The institution is able to establish linkages between use of performance contracts and increased performance	40	4.11	.504
The organization's capacity to achieve its objectives has greatly improved through participation in change management	40	4.54	.505
The definition of performance measurement is mutually done and not imposed on management.	40	4.23	.798
Varied stakeholder interests take center stage when drafting performance objectives regardless of goals and objectives stipulated in the change management	40	4.63	.547
Further improvements are necessary to enhance the effectiveness of performance in the organization.	40	4.26	.611
Overall average mean	40	4.35	.652

Source: Field Data (2020)

From the findings, respondents agreed that varied stakeholder interests take center stage when drafting performance objectives regardless of goals and objectives stipulated in the change management to a great extent with a mean 4.63 and standard deviation of .547. The respondents also indicated that the organization's capacity to achieve its objectives has greatly improved through participation in change management and that further improvements are necessary to enhance the effectiveness of performance in the organization. The feedback also indicated that at least half of the institutions are able to

establish linkages between use of performance contracts and increased performance with a mean score of 4.11 and S.D 0.504.

4.6 Regression and Correlation analysis

This section was able to examine the regression and correlation analysis of the variables as shown below.

4.6.1 Regression Analysis

Regression analysis was used to establish the variance accounted for by one variable in predicting another variable.

4.6.2 Model Summary

From the Table 4.10, it can be observed that R was 0.876 and $R^2=0.767$ at 0.005 level of significance. There is a strong relationship between change management practices and performance as shown by $R=0.876$. The results also indicated that 76.7% of variation in customer retention is explained by the predictors in the model, while 23.3% variation is unexplained due to other factors that are not in the model.

Table4. 10: Model Summary

Model	R	R²	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.684	.419

Predictors: (Constant), Communication, employee readiness to change, organization culture and leadership

4.6.3 Goodness of Fit of the Model

Further analysis of ANOVA as shown in Table 4.11 showed that $F(5, 129) = 9.207$ was significant at 95% level of confidence. This postulates that the model used was fit to

explain the relationship between the change management practices and performance. Significance explains the usefulness of regression model at 95% level of confidence in which p-value of the F test is less than alpha ($0 < .05$) hence it was concluded that change management practices is significant predictor of performance.

Table 4. 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.090	4	1.618	9.207	.000 ^b
	Residual	2.460	35	.176		
	Total	10.550	39			

Source: Field Data (2020)

4.6.4 Model Regression Coefficients

The presented in Table 4.12 shows unstandardized coefficients, standardized coefficients, statistic and significant values.

Table 4.12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B (β)	Std. Error	Beta (β)		
(Constant)	.179	.756		.236	.817
Communication	.149	.239	.165	.623	.543
1 Employee readiness to change	.247	.159	.272	1.554	.012
Organization culture	.239	.125	.305	1.906	.037
Leadership	.200	.273	.126	.733	.476

a. Dependent Variable: Performance

Source: Field Data (2020)

From Table 4.12, all the variables carried positive predictive power although there was variation in significance level. The results also show that communication had a positive and significant effect on performance ($\beta = 0.165$, $p=0.543$). From above equation it meant that when other variables are controlled, a unit change in the communication would result to performance change significantly by 0.165 units in the same direction. However, employee readiness to change had a positive and significant effect on performance ($\beta = 0.272$, $p=0.012$). From regression equation it implied that when other variables are controlled, a unit change in the employee readiness to change would result to performance change significantly by 0.272 units in the same direction. Similarly, Organization culture had a positive and significant effect on performance ($\beta = 0.305$, $p=0.037$). From regression equation it implied that when other variables are controlled, a unit change in the organization culture would result to performance change significantly by 0.305 units in the same direction. Leadership had a positive and significant effect on performance ($\beta = 0.126$, $p=0.476$). From regression equation, it means that when other variables are controlled, a unit change in the leadership would result to performance change insignificantly by 0.126 units in the same direction. The regression equation was as follows:

$$Y = 0.179 + 0.165X_1 + 0.272X_2 + 0.305X_3 + 0.126X_4$$

Where:

Y =Customer retention

β_0 = model's constant

X_1 = Communication

X_2 = Employee readiness to change

X_3 = Organization culture

X₄ = Leadership

The overall model show that change management practices influence with a p-value of <0.005 except the communication which is at 0.543 and each variable positively predicated performance. However, only employee readiness to change and organization culture were significant in predicting performance.

4.6.5 Correlation Analysis

Data presented earlier on communication, employee readiness to change, organization culture and leadership and performance were each computed into a single variable per factor by obtaining an average of each factor. Pearson correlations analysis was performed at 95% confidence interval and 5% confidence level 2-tailed. The results are analysed in

Table 4.13

Table 4. 13: Correlation Analysis

		Performance	Comm	ERC	OC	L
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
Comm- Communication	Pearson Correlation	.626**	1			
	Sig. (2-tailed)	.000				
	N	40	40			
ERC- Employee readiness to change	Pearson Correlation	.616**	.431**	1		
	Sig. (2-tailed)	.000	.000			
	N	40	40	40		
OC-Organization culture	Pearson Correlation	.557**	.420**	.187**	1	
	Sig. (2-tailed)	.000	.000	.002		
	N	40	40	40	40	
L-Leadership	Pearson Correlation	.703**	.238**	.129	.327**	1
	Sig. (2-tailed)	.000	.005	.059	.000	.
	N	40	40	40	40	40

Source: Field Data (2020)

Using summative scales, the measures of the correlation analysis was calculated for all the variables of the present study. Wong and Hiew (2005) noted that any correlation coefficient

value (r) that is within the 0.10 to 0.29 perimeter is weak, that which is within 0.30 to 0.49 perimeter is medium and that which is within the 0.50 to 1.0 perimeter is strong. Nevertheless, Field (2005), asserted that the correlation coefficient should be 0.8 or below to avoid the challenge of multicollinearity. In the present study, the multicollinearity problem is not there as the correlation coefficient which the highest mark is at 0.703 which is below the 0.8 mark.

Thus, based on Table 4.21, all the independent variables had a positive correlation or relationship with the dependent variable with leadership having the highest correlation of ($r=0.703$, $p < 0.01$) followed by communication with a correlation of ($r=0.626$ $p < 0.01$) followed by employee readiness to change with a correlation of ($r=0.616$ $p < 0.01$), and finally organization culture had the least correlation of ($r= 0.557$ $p < 0.01$). This implies that all the variables are statistically significant at the 99% confidence interval level 2-tailed

4.7 Discussion of Findings

In general the study was to investigate the influence of change management practices on performance of private security firms in Nairobi, Kenya. The study found out that over 50% of the respondents had worked for security firms for over 5 years and all other factors remaining constant, they are deemed to be versed with the happenings in the security firms with regards to the research subject area. Employees who have been in the organization for long were able to give more valid information about the firm. This is consistent to Akenga and Olang' (2017) that most senior managers in multinational companies have stayed in one industry more than seven years .Lastly, it was found out that

most security firms do not hire permanent employees. It was also found out that most of the security firms have between 21-30 branches in Kenya.

It was found out that communication influence change management at moderate extent. Change management is communicated effectively within the department and relationship among the workers which enhances communication in the organization. The findings are consistent to Hao (2012), note that the communication of a company has more pronounced influence on its performance than other factors for example innovation and organizational learning. This study in Austria differs from a similar one in China that shows that Innovation has more impact on performance than structure.

It was found out that employee readiness to change influence change management at moderate extent. This meant that adequate training to enable employees cope with change in the organization. The findings agree with Ogbo (2015) employee readiness to change improves performance through enhanced and faster decision making especially in Nigerian service and technical firms. Wanjohi (2014) found that changes in the media industry are motivated by numerous strategic issues, including the need for more integrated work and improving overall business performance. These considerations usually necessitate the need to have change strategies that approach change in a structured manner so that change consists of a few measures that can be implemented in a moderately short period.

It was found out that organization culture influence change management at moderate extent. The institution's culture is a powerful driving force in implementation of change management. The findings agree with Dawson, (2013) find that to rise responsibility for

choice and change process, and flood promise to it, is fundamental to include the individuals who were affected by the change to take an interest in perceiving key issues.

It was found out that leadership influence change management at great extent. It was found out that the top management is committed to change management practices in the organization. The findings agree with Gakuya (2015) embarked on a study on “Strategic leadership and change management practices at Chase Bank, Kenya Limited.” The findings were intriguing. It placed strategic leadership as visionary leadership with the outcome of providing need –based solutions that gave the bank competitive edge. The change process however had setbacks such as politics, resistance.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarized the analysis in chapter four and underlined the key findings. It also drew conclusions and recommendations from the finding. Limitations of the study and suggestions for further studies were outlined.

5.2 Summary of the Finding

The objective of the study was to establish the influence of change management practices on performance of private security firms in Nairobi, Kenya. It was observed that over 50% of the respondents had worked for security firms for over 5 years and all other factors remaining constant, they are deemed to be versed with the happenings in the security firms with regards to the research subject area. It was found out that most security firms do not hire permanent employees. It was also found out that most of the security firms have between 21-30 branches in Kenya.

It was found out that communication influence change management at moderate extent. Change management is communicated effectively within the department and relationship among the workers which enhances communication in the organization. It was also found out that employee readiness to change influence change management at moderate extent. This meant that adequate training to enable employees cope with change in the organization.

It was revealed that organization culture influence change management at moderate extent. The institution's culture is a powerful driving force in implementation of change management. Lastly, it was found out that leadership influence change management at great extent. It was found out that the top management is committed to change management practices in the organization.

The findings established the existence of a strong positive correlation between change management and firm performance. It was found out that adjusted R squared was 0.767 implying that there was 76.7% variation of firm performance due to the changes of change management practices. The remaining 23.3% implies that other factors which lead to performance existed and were not captured in the study. It was revealed that change management practices are significant to performance of organizations in Kenya. This implies that an improvement in change management practices will lead to increase in performance.

5.3 Conclusion of the Study

The study concludes resistance to change and training influence change management at great extent. Training recorded the highest mean as compared to resistance to change , this imply that it was widely used by security firms . Security firms offer adequate training to employees to enable cope with change in the organization and there leaders encourage collaboration among employees. On the other hand, employee support implementation of change within the institution.

The study concludes communication change, coaching and feedback influence change management at moderate extent. Communication change recorded the highest mean as

compared to coaching and feedback, this imply that it was widely used by Security firms . Communication is viewed as central to the quality service delivery success of most all security firms and employees have successfully adopted the proposed change or changes and has improved service delivery in the security firms .

The study can also conclude that there is positive correlation between strategic change management practices and competitive advantage. The adopted regression equation was significant. The model was found to be a reliable predictor and fit for the data as evidenced by the coefficient of determination. Communication change, resistance to change, coaching and feedback and training were positively related to competitive advantage.

5.4 Recommendations

The study recommends that the leadership of security firms should be committed to change management process. The top leadership should allocate and provide more resources, both financial and human resources, to support change management. Resources are key to successful change management. Besides provision of resources, leadership should also enhance team work and create a culture that would support the company's change management process.

The research recommends that all employees and stakeholders should be part and parcel of the strategic change process. Strategic change management should be an organization wide process and not the exclusive preserve of the change specialists and upper management. The change leaders should have also created an environment that actually facilitates change.

Change management practices are instrumental in organizational growth. Organizations should not shy away from engaging external consultants who bring the best practices standards and tool-kits on board to ensure staff and cultural competency go hand in hand with the integrated change management programs executed. Methodologies such as the Lean Six Sigma can be employed by government and private sector players to increase the level of efficiency and reduce wastage.

The success of change management at security firms is solely contingent on organization competency, change agents and commitments by all stakeholders. Because of the importance of the leadership of the organization to the adaptive process, it is vital to continuously support and enhance those traits required to promote change orientation and growth. Avenues to measure the impact to Member States and other stakeholders should equally be enhanced as this provides a more integrated view of the change management ecosystem, which assures that the impact of the security firms shall be felt even more.

5.5 Limitations of the Study

One of the challenges was that, the target respondents for this study were managers. Majority of them were quite busy and had tight schedule due to work pressure and could not therefore have adequate time to answer the questionnaires at the time the researcher presented the questionnaire to them. To ensure that they adequately answered the questionnaire, the researcher used drop and pick later method as to allow the respondents to answer the questionnaire at their own free time.

The current study was limited to primary data that was collected using questionnaires. However, it could be prudent when data is obtained from both the primary and secondary

sources were used to substitute each other. At the same time, not questionnaires that the researcher issued to respondents were returned hence reducing the return rate.

Another limitation of this study is that it only focused on management of strategic change, however, there are other factors that are very instrumental in the management of strategic change.

5.6 Recommendation for Further Studies

This research is considered to be a cross-sectional study that used quantitative approach. It only captured the perceptions and opinions of respondents. The cross-sectional study using the quantitative approach was selected because it was the most appropriate method available to address the issues given limited time and financial constraints. Therefore, there is need for a similar research to be carried out based on qualitative approaches.

The focus of this study was on the relationship between strategic change management practices on competitive advantage of by security firms in Nairobi County. There is need for a similar study to be extended in financial institutions to establish the similarity of the finding. The research also suggests that the future studies should focus on different variables other than those used in this study.

The gist of this study was management of strategic change, however there are other factors that influence strategic change within an organization. This paper therefore recommends further studies on other related factors such as organizational leadership, effects of stakeholder involvement, corporate governance and organization design in relation to strategic change.

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APPENDICES

Appendix I: Research Questionnaire

Section A: Demographic of the Company

1. Name of the security firm (Optional).....
2. The year it was established.....
3. The number of total employees.....
4. What is your corporate role?

 Top management role { } Middle management role { }

 Lower management role { }
5. How many years have you been working in the security industry?

 0 – 4 years { } 5 – 9 years { }

 10 – 14 years { } Over 15 years { }
6. What is the number of permanent company's employees?

 1 – 100 employees { } 101 – 200 employees { }
 201 – 300 employees { } Over 300 employees { }
7. Please indicate how many branches does your firm have in Kenya?

Less than 10 [] 10-20 [] 21- 30 [] 31-40 [] 41-50 [] More than 51 []

Section B: Change Management Practices

Communication

7 .To what extent do you agree with the following attributes of communication on exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1= Strongly disagree, 2 = Disagree, 3 = Uncertain, 4=Agree and 5=strongly agree

8

Component	1	2	3	4	5
Change management is communicated effectively within the department.					
There is mutual relationship among the workers which enhances communication in the organization.					
Some failure in internal communication have sometimes led to failure of implementation of change management.					
There is clear vision that governs change in the organization					

Employee Readiness to Change

9. To what extent do you agree with the following attributes employee readiness to change on exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1=Strongly disagree, 2 = Disagree, 3 = Uncertain, 4=Agree and 5=Strongly agree

Component	1	2	3	4	5
Employee resist implementation of change within the institution					
Employee tend to refuse new responsibilities brought about by change in management					

Poor organizational structure causes resistance among some employees					
There is adequate training to enable employees cope with change in the organization.					

Organization Culture

10. To what extent do you agree with the following attributes organization culture on exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1=Strongly disagree, 2 = Disagree, 3 = Uncertain, 4=Agree and5=Strongly agree

Component	1	2	3	4	5
The institution's structure provides an effective framework for change management					
The institution's culture is a powerful driving force in implementation of change management					
The institution's culture is consistent with the change management strategy					
Employees are ready to adopt organization change					

Leadership

11. To what extent do you agree with the following attributes leadership on exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1=Strongly disagree, 2 = Disagree, 3 = Uncertain, 4=Agree and5=Strongly agree

Component	1	2	3	4	5
The top management is committed to change management practices in the organization.					

The top leadership commits resources and support necessary for change management					
The top leadership creates and share the organizational goals with the employees.					
Lack of proper knowledge by top leadership poses a challenge in change management					

. SECTION C. PERFORMANCE

12) Over the last years, our firm has been able to fulfill the following: (Key: 1=Entirely Unfulfilled;2=Least fulfilled; 3=Moderately fulfilled; 4=Greatly fulfilled; 5=Entirely fulfilled)

	1	2	3	4	5
There is a very close link between performance and change management of the organization					
The organization is best rated in terms of aligning performance contracts and its change management					
The organization's capacity to achieve its objectives has greatly improved after the introduction of performance.					
The writing of performance is mutually done and not imposed on management					
Varied stakeholder interests take center stage when drafting performance regardless of goals and objectives stipulated in the change management					
Further improvements are necessary to enhance the effectiveness of performance in the organization.					

Thank you for taking your time to fill this questionnaire

Appendix II: Private Security Firms in Nairobi Kenya

1. Absolute Security Ltd
2. Anchor Security Services Ltd
3. Bob Morgan –BM Security Ltd
4. Bobby Guards Ltd
5. Boera Main Security Services
6. Brinks Security Services Ltd
7. Captain& Captain Security Services Ltd
8. Car Track Kenya Ltd
9. Coast Guards Services Ltd
10. Coast Security Services Ltd
11. Cobra security services
12. Fidelity security services
13. Fimbo Security Services
14. G4s Security Company in Kenya
15. Gillys Security &Investigation Services Ltd
16. Glamour A & Security Services Ltd
17. Guardforce Security (K) Ltd
18. Hatari Security Guards
19. Hema Security Services
20. Johsan Investigation & Security Services
21. Jollic Security GuardsK K Security
22. GuardsKali Security Co Ltd
23. Kamaliza Guards Nairobi (Kenya) Ltd
24. Kamili Security Guards
25. Kamosec Security Services
26. Karen Langata Guards Ltd
27. Kasa Security Services
28. Kenda Security Services
29. Kenguards Ltd
30. Kentaza Security Guards Ltd
31. Kenya Homes Securities & Private Investigation
32. Kenya Secularms Ltd
33. Kenya Shield Security Ltd
34. Kimble Securical Ltd
35. KK Security Guards
36. Kleen Homes Security Services
37. Lavington Security Guards Ltd
38. Lee Security Services Ltd
39. Lichi Security Systems Ltd
40. Link Security Ltd
41. LiomoSecurity Guards
42. Lumwa Security Services
43. Maasai Spear Guards
44. CoMagestic Security Systems

45. Magnet International Ltd
46. Marhan Security Guard
47. Mark Patrol Security Ltd
48. Marthen InvestigationsMasaba
49. Security AgenciesMilimani
50. Security Guards Ltd

Source: Kenya Security Industry Association, (2019)