ORGANIZATION CORE VALUES AND PERFORMANCE OF SECURITY FIRMS IN NAIROBI COUNTY - KENYA

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DECLARATION

I, the undersigned, declare that this thesis is my original work and that it has not been presented in any other university or institution for academic credit.

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DEDICATION

To the cherished memory of my beloved mother, whose love, sacrifice, and encouragement remain a guiding light in my life. Though you are no longer here to witness this moment, your love and lessons continue to inspire and strengthen me in every step of this journey.

To my father, for your steadfast support and wisdom, and to my family, for your unwavering Love and encouragement — this achievement is as much yours as it is mine

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ABBREVIATIONS AND ACRONYMS

BSC – Balanced Scorecard

CUEA – Catholic University of Eastern Africa

CSR – Corporate Social Responsibility

DV – Dependent Variable

GDP – Gross Domestic Product

HR – Human Resources

ICT – Information and Communication Technology

KPIs – Key Performance Indicators

MNCs – Multinational Corporations

OECD – Organization for Economic Co-operation and Development

PSCs – Private Security Companies

RBV – Resource-Based View

ROI – Return on Investment

SMEs – Small and Medium-Sized Enterprises

SPSS – Statistical Package for the Social Sciences

SWOT – Strengths, Weaknesses, Opportunities, and Threats

TQM – Total Quality Management

OPERATIONAL DEFINITION OF KEY TERMS

Balanced Scorecard (BSC): it is a strategic management tool used to assess an organization's performance from multiple perspectives: financial, customer, internal processes, and learning and growth. It provides a comprehensive view of how well an organization meets its strategic objectives (Rahayu et al, 2023).

Competitive Advantage: The competitive advantage gives a security firm better performance capabilities that help establish its market supremacy. Distinct core values alongside specialized services and enhanced operational procedures contribute to this advantage according to Nhung (2023).

Integrity: Security professionals maintain ethical standards by consistently performing honest work with transparent methods to retain consistency in their decisions. For security firms upholding trustworthiness means protecting clients' properties alongside their sensitive information (Halim et al., 2023).

Operational Effectiveness: A security firm maintains operational effectiveness by achieving maximum efficiency through its basic functions alongside essential processing. The focus is on resource optimization alongside waste reduction and service delivery outcome achievement in management practices (Charles & Ochieng, 2023).

Organizational Core Values: Security firms use Organizational core values as their fundamental principles which direct both organizational decision making processes and workplace behaviors and underlying company cultures. The core values of integrity alongside professionalism and accountability merge with transparency to guide every aspect of firm policy making and practice as well as client relationships and employee interactions (Hyatt & Gruenglas, 2023).

Performance: Organizational performance measures the security firm's ability to reach operational and strategic business goals efficiently and effectively according to Nalla (2015). A security firm's performance assessment relies on financial indicators such as profitability together with non-economic performance metrics such as customer satisfaction along with operational efficiency).

Professionalism: Security professionalism expresses itself through actions and conduct while maintaining appropriate industry expectations (Efendi, 2023). Duty incorporates protocol adherence alongside premium service execution and courteous behavior with competence in security operations.

Qualitative Methods: Letters and data obtained from non-quantitative sources provide researchers ways to understand individual perceptions and behaviors according to Reid et al., 2023. Researchers use interviews and focus groups to study the emotional components of both organizational values and performance.

ABSTRACT

The private security sector emerges as the primary force in protecting individuals together with assets and communities because of the evolving threat environment. The performance of private security firms remains essential in protecting public safety because security threats continuously change while people expect greater services from these organizations. This study examined the influence of organizational values—integrity, professionalism, accountability, and transparency—on the performance of private security firms in Nairobi County, Kenya. Guided by Schein's Organizational Culture Theory, Resource-Based View (RBV), Organizational Theory, and Agency Theory, the research employed a descriptive design with data collected from 80 respondents across 30 registered firms through stratified purposive sampling. A semi-structured questionnaire and pilot testing ensured validity and reliability. Performance was evaluated using the Balanced Scorecard (BSC), incorporating financial indicators such as profitability and non-financial measures including service quality, employee satisfaction, reputation, and customer trust. The statistical analysis, conducted using SPSS, revealed strong positive relationships between the core values and organizational performance. Correlation results showed professionalism ($r = 0.781$, $p < 0.05$) had the strongest association with performance, followed by integrity ($r = 0.732$, $p < 0.05$), accountability ($r = 0.701$, $p < 0.05$), and transparency ($r = 0.668$, $p < 0.05$). Regression analysis confirmed that the four values jointly explained 64.2% of the variance in organizational performance ($R^2 = 0.642$, $F = 32.714$, $p < 0.05$). Professionalism emerged as the most significant predictor ($\beta = 0.412$, $p < 0.05$), with integrity ($\beta = 0.285$, $p < 0.05$), accountability ($\beta = 0.211$, $p < 0.05$), and transparency ($\beta = 0.198$, $p < 0.05$) also exerting significant effects. Qualitative responses highlighted challenges such as inconsistent application of values, weak leadership, and limited regulatory enforcement, but also proposed employee-driven interventions to strengthen ethical adherence and operational standards. The findings affirm that core organizational values are not only ethical foundations but also critical determinants of operational efficiency, customer trust, and long-term sustainability in the security sector. The study recommends institutionalizing value-based leadership, enhancing training and accountability structures, and establishing stronger regulatory frameworks. These insights contribute to organizational culture literature while offering actionable guidance for managers, policymakers, and future researchers.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the study and examines how core organizational values integrity, professionalism, accountability, and transparency affect the performance of private security firms in Nairobi County, Kenya. It provides the background of the study, discussing global, regional, and local perspectives on security firm performance. The statement of the problem highlights key challenges such as inadequate training, low professionalism, and lack of accountability, which impact operational effectiveness. The study objectives and research questions are outlined to guide the investigation. The significance of the study discussed and how findings will benefit security firms, policymakers, and researchers. The theoretical and conceptual frameworks are presented, incorporating Schein's Organizational Culture Theory, the Resource-Based View (RBV) Theory, Organizational Theory, and Agency Theory to support the research. Lastly, the scope, limitations, and operational definitions of key terms are provided to ensure clarity and define the study's boundaries.

1.1 Background of the Study

Organizations worldwide confront an unstable business landscape created by rising complexities and fast transformations between globalization and technological upheaval along with changing economic conditions and evolving consumer demands. Such an environment demands organizations to develop both resilience and adaptive capabilities especially for those performing essential public safety tasks (Kim & Thapa, 2021). The private security sector emerges as the primary force in protecting individuals together with assets and communities because of the evolving threat environment. The performance of private security firms remains essential in

protecting public safety because security threats continuously change while people expect greater services from these organizations (Rahayu et al., 2023).

1.1.1 Global Perspective of Performance of Security Firms

Increasing crime rates, the increased danger of terrorism, and the limits of public law enforcement authorities have all contributed to the enormous rise that the global security business has seen. Integrity, professionalism, responsibility, and openness are the basic principles that private security companies uphold in this environment. These values play a significant role in the operational performance of these companies and their capacity to satisfy the rising demand for security services all over the globe.

As urban areas expand and crime rates rise, the gap between the need for security and the capacity of publicly funded police forces widens (Momanyi et al., 2024). In response, private security firms have established a critical presence, providing tailored security solutions in both urban and rural settings. These firms' core values directly influence their ability to meet diverse security needs effectively (Njiru et al., 2023). For example, firms that prioritize professionalism and accountability in their operations ensure that security personnel are well-trained and ethical, leading to enhanced service delivery and client trust. This, in turn, contributes to a firm's ability to secure long-term contracts and maintain a positive reputation, which are vital components of organizational performance.

In Europe, where public law enforcement agencies often face significant workloads, private security providers are integral to the security infrastructure. Companies that emphasize transparency in their operations such as clear communication with both the public and law enforcement agencies are more likely to build partnerships that enhance public safety. According to Handoyo et al. (2023), European security firms serve as "eyes and ears" for law enforcement,

providing surveillance and patrol operations that complement state efforts. These firms' core values, particularly accountability, guide their interactions with law enforcement, ensuring that they support rather than compete with public security agencies.

The Middle East presents another example where the need for security services has surged due to political instability, terrorism, and civil unrest. In such high-risk environments, security firms that uphold integrity and professionalism are able to mitigate risks more effectively, securing both assets and human resources in challenging conditions. The ability of these firms to operate ethically and professionally allows them to gain the trust of clients, even in volatile regions. As Kim and Thapa (2021) note, private security firms in the Middle East have expanded rapidly, driven by their adherence to strong core values, which allows them to provide reliable security solutions amidst regional conflicts.

In Africa, the reliance on private security has grown due to weak public security frameworks and escalating crime. Firms in regions like South Africa have a historical dependence on private security services to maintain urban security and combat crime. The core values of these firms, particularly professionalism and integrity, play a pivotal role in their effectiveness. When security personnel exhibit high standards of conduct, it not only reduces operational risks but also enhances the performance of these firms, as evidenced by their ability to maintain market leadership and client loyalty despite challenges (Onyango, Ong'ondo, & Iravo, 2021).

The Asia-Pacific region, especially in rapidly developing economies such as India and China, has seen a rise in private security services as urban populations expand and security demands grow. Here, the emphasis on transparency and accountability ensures that private security firms maintain their reputation while navigating complex regulatory environments. In India, private security is widely used in retail, banking, and hospitality sectors, with firms that prioritize these

core values standing out in a competitive market (Rahayu et al., 2023). Similarly, Chinese private security firms manage urban surveillance with a focus on integrity, ensuring that security measures are implemented ethically and effectively (Efendi, 2023).

The global expansion of the private security industry highlights the essential role of organizational core values in driving firm performance. From enhancing operational efficiency to building client trust, the values of integrity, professionalism, accountability, and transparency serve as the foundation for private security firms to thrive in diverse and challenging environments. Understanding the behavior of these values within security firms provides a critical lens through which to assess their impact on performance across different regions.

1.1.2 Regional Perspective of Performance of Security Firms

The growth of private security firms in Africa has been fueled by the increasing inability of public law enforcement to provide sufficient protection to civilian populations. As economies and cities in Africa expand, crime, violence, and terrorism have created an urgent demand for private security services (Caga, 2022). This demand is especially high in regions where public law enforcement is overwhelmed or ineffective in addressing security threats. Private security firms, guided by core values such as integrity, professionalism, accountability, and transparency, play a pivotal role in meeting these needs, offering reliable solutions that fill the gaps left by law enforcement (Halim et al., 2023).

In these contexts, the core values upheld by private security firms directly influence their ability to perform effectively and build trust with clients. For example, firms that emphasize integrity ensure their personnel adhere to ethical standards, which is critical in fostering community trust and ensuring reliable service delivery (Onyango, Ong'ondo, & Iravo, 2021). Likewise,

accountability ensures that firms are responsible for their actions, promoting transparency and operational reliability, which are essential for customer satisfaction and long-term performance (Halim et al., 2023). As the African security landscape faces these growing challenges, firms that prioritize these core values are better positioned to succeed.

In South Africa, private security firms have become integral to the national security apparatus, supplementing the public police force. These firms, emphasizing professionalism in their operations, are more capable of providing effective security solutions, particularly in high-crime areas, which are difficult for public forces to manage (Hyatt & Gruenglas, 2023). The value of accountability within these firms is crucial for minimizing corruption and ensuring that security personnel are properly trained and monitored. This, in turn, contributes to improved performance, such as better client retention and increased trust from the public (Halim et al., 2023).

In Nigeria, the demand for private security services has surged due to escalating violent crimes and the increasing need for specialized security measures. The core values of these firms—especially integrity and professionalism—enable them to offer advanced and trusted security solutions (Onyango et al., 2021). Accountability plays a key role in maintaining high standards, as it ensures that security firms are transparent in their operations and remain reliable partners to both clients and government authorities. As a result, firms that focus on these core values are seeing improved performance outcomes, including increased market share and client satisfaction (Halim et al., 2023).

In Kenya, the growth of the private security sector has been driven by rising insecurity and public mistrust of law enforcement agencies. In this environment, security firms that emphasize transparency and accountability are more likely to establish strong relationships with clients and

law enforcement, ensuring that they are viewed as trustworthy and professional (Onyango et al., 2021). These firms are not only able to navigate operational challenges but also deliver services that align with ethical standards and client expectations, which boosts their overall performance (Rahayu et al., 2023).

Private security firms across Africa that adhere to strong core values such as integrity, professionalism, accountability, and transparency are more likely to achieve superior performance outcomes. Their ability to maintain high ethical standards and deliver reliable security services enables them to succeed in a competitive and often challenging environment (Halim et al., 2023; Hyatt & Gruenglas, 2023).

1.1.3 Local Perspective of Performance of Security Firms

Kenya's private security industry has expanded rapidly in recent years, driven by increasing insecurity and diminishing public trust in law enforcement (Jabbar & Hussein, 2020). Security experts have recognized Nairobi as a dangerous global city, underscoring the urgent need for effective security solutions. This has led to a significant rise in private security firms, which now play a critical role in providing security services across the country. Over 2,000 registered private security firms have emerged in Kenya, making the industry a dominant force in the national security system (Kim & Thapa, 2021).

At the heart of this growth is the influence of organizational core values such as integrity, professionalism, accountability, and transparency. These core values are crucial to understanding how security firms operate and achieve high levels of performance. Firms that maintain strong ethical standards and uphold professional conduct in their operations are better positioned to meet the increasing security needs of businesses and individual citizens. Integrity, for instance, ensures that security personnel perform their duties ethically, which fosters trust with clients and

enhances the firm's reputation. Professionalism influences how security officers execute their tasks, ensuring they meet high operational standards that lead to more effective security provision (Aktar, 2023).

Despite the rapid growth, several barriers threaten the stability of Kenya's private security sector. One of the key issues is the inadequate training and ethical standard compliance among security personnel, which hampers service effectiveness (Rahayu et al., 2023). Additionally, poor compensation, lack of proper funding, and limited opportunities for professional advancement further complicate the delivery of effective security services. However, private security firms that focus on accountability and transparency are better equipped to address these challenges. Accountability ensures that personnel are held responsible for their actions, while transparency builds trust with clients by ensuring open and honest communication regarding security operations (Reid, Ringel, & Pendleton, 2023).

The significant role of private security in Kenya's national security landscape calls for a deeper investigation into how these firms function based on core values (Reid, Ringel, & Pendleton, 2023). While the industry is expanding, empirical studies that focus on how integrity, professionalism, accountability, and transparency shape firm performance are scarce. Core values are essential for any organization's success, and their impact on performance is especially relevant in the private security sector. These values form the foundation upon which effective security services are built.

This study aims to explore how core values influence the performance of private security firms in Nairobi County, Kenya. By investigating how values such as integrity, professionalism, accountability, and transparency affect firm performance, the research seeks to identify strategies to enhance the sustainability and effectiveness of the private security sector (Al-Hawary & Al-

Namlan, 2022). Understanding how these values contribute to firm success will provide valuable insights for creating policies and strategies that can elevate the performance and quality of services provided by security firms in Kenya and globally.

Private security services have become a fundamental part of today's security infrastructure, adapting to the ever-changing global, regional, and local security needs. Studying the connection between organizational values and performance is essential to understanding how private security firms can evolve and improve. This research fills the existing gap in knowledge by examining how core values influence the performance of private security firms in Nairobi County. The findings will contribute to the understanding of how values impact performance quality and operational sustainability, thus enhancing the public's awareness of private security and safety systems in Kenya (Hassan, Hameed, & Basheer, 2022).

1.2 Statement of the Problem

The private security industry in Kenya has grown rapidly, particularly in response to rising insecurity and the inability of public security forces to adequately protect both businesses and individuals. With over 2,000 registered private security firms operating in Kenya, the industry plays a critical role in national security (Posner, 2019). Despite this significant expansion, these firms face numerous operational challenges that hinder their ability to deliver high-quality security services. Chief among these challenges are low wages, insufficient training, and a lack of professional development, which severely impact the performance of these firms. According to Onyango et al. (2021), the average salary for a private security guard in Kenya is KES 15,000 per month, far below what workers in other sectors earn. These low wages, combined with inadequate training programs, create an environment where security guards are ill-prepared for

advanced security threats. Consequently, guards frequently change jobs, which diminishes their motivation and ultimately affects the service quality provided by the firms.

Research has shown that these barriers directly influence the operational performance of private security firms, leading to unsatisfactory outcomes in key performance metrics such as return on investment (ROI), customer satisfaction, and company reputation. Onyango et al. (2021) and Kim and Thapa (2021) highlight that only 35% of Nairobi-based private security firms achieve acceptable customer satisfaction levels. Furthermore, over 40% of firms struggle with unethical practices, such as corruption and lack of transparency, which tarnish their reputation and client trust (Kenya Security Industry Association, 2022). The lack of proper training and professional accountability within these firms often leads to unprofessional conduct, further damaging client loyalty and the firms' market standing.

The absence of transparency in operations is another significant issue that undermines the trust stakeholders place in these firms. Core values such as integrity, professionalism, accountability, and transparency are critical in ensuring the long-term success and performance of security firms. However, the relationship between these values and firm performance remains underexplored in the Kenyan context. While existing literature often focuses on the operational challenges of the industry, such as low wages and inadequate training, few studies have examined the role of these fundamental organizational values in shaping the performance of private security firms.

This study seeks to investigate how the core organizational values of integrity, professionalism, accountability, and transparency influence the performance of private security firms operating in Nairobi County. Performance will be measured through ROI, customer satisfaction surveys, and assessments of the company’s image (Onyango et al., 2021). By focusing on these core values,

the research aims to provide actionable insights that can guide both private security firms and policymakers in improving the performance and operational sustainability of security services in Kenya.

Although private security firms play an essential role in enhancing safety and protecting assets in Kenya, their performance remains inadequately studied, leaving a gap in understanding how organizational values influence their effectiveness (Awino et al., 2025). Most existing research has concentrated on operational challenges such as low wages, poor training, and weak regulatory frameworks, but few studies have examined the specific role of core values in improving performance metrics such as profitability, customer satisfaction, and employee retention (Kisaingu et al., 2021). Additionally, while research in developed countries has linked strong organizational values to improved service delivery, there is limited empirical evidence on this relationship in the Kenyan context, thereby creating a contextual gap. Most previous studies have relied on qualitative methods, which lack robust quantitative analysis, resulting in methodological gaps in understanding how core values impact performance outcomes (Mbuthia et al., 2023). Furthermore, much of the existing research overlooks the perspectives of frontline security personnel who play a vital role in implementing these values, contributing to a significant perspective gap in the literature (Mondela et al., 2024). This study aims to bridge these gaps by employing both qualitative and quantitative research methods to analyze how core values impact the performance of private security firms in Nairobi County.

1.3 Objectives of the Study

1.3.1 General Objective

To assess relationship between organization core values and the performance of security firms in Kenya.

1.3.2 Specific Objectives

i. To measure the effect of integrity on the performance of security firms in Kenya, as assessed by customer satisfaction and employee retention rates.
ii. To assess the effect of professionalism on the performance of security firms in Kenya, based on the quality of service provided and the firm's operational efficiency.
iii. To analyze the relationship between accountability and the performance of security firms in Kenya, as measured by adherence to regulatory standards and client feedback.
iv. To explore the effect of transparency on the performance of security firms in Kenya, through evaluations of stakeholder trust and firm reputation.

1.4 Research Questions

i. How does integrity effect the performance of security firms in Kenya?
ii. To what extent does professionalism effect the performance of security firms in Kenya?
iii. In what ways does accountability affect the performance of security firms in Kenya?
iv. How does transparency effect to the performance of security firms in Kenya?

1.5 Significance of the Study

This research delivers vital findings that will benefit private security firm executives alongside government officials and academic scholars and policy researchers. The private security sector and all concerned stakeholders benefit when understanding organizational values influence firm performance through the new insights presented by this research.

1.5.1 Private Security Firms

Through this study private security company leaders gain important information about integrating core values such as integrity with professionalism and transparency and

accountability to boost operational efficiency. Value-based management systems demonstrate enhanced effectiveness through manager identification of how individual values impact ROI measurements and assessments of customer satisfaction. Performance metrics receive cultural adjustments based on this newly acquired organizational knowledge. Diverse operational solutions emerge from maximized performance when organizational values match organizational functions to resolve essential problems affecting service standards plus employee compliance systems.

This research produces practical approaches security organizations require to enhance their operations while developing trusted relationships with customers through value-based planning. Strategic initiatives implemented in this plan will enhance security businesses' operational excellence leading to longer market sustainability and stronger competitiveness within Kenya's security sector.

1.5.2 Kenyan Government and Policymakers

This study provides Kenyan government officials and policymakers crucial information about establishing core values within private security organizations. Policy creation and actual regulatory frameworks by officials will benefit from these findings through improving security firms' transparency and organizational ethics and integrity. Stronger sector governance emerges from regulatory updates by policymakers resulting in better service delivery across the entire sector.

Workforce training and professional preparation deficiencies among Kenya's security field present the central topics the investigation will examine. The government will implement these findings to develop security firm workforce programs that balance ethical alignment and public safety improvements.

1.5.3 Future Researchers and Scholars

This study investigates the relationship between fundamental corporate values and performance measurements within the private security industry for future academic research. The research outcomes serve as crucial building blocks to support academic value-driven methodological studies and expand scholarly discourse on value-based organizational leadership.

Findings from this study will serve as critical foundation for developing and validating new theoretical structures and analytical concepts about how values shape business achievements among developing countries' SMEs. By establishing empirically grounded foundations the research findings help guide future investigations into how various industries experience cultural influences on organizational performance.

1.6 Scope and Limitations of the Study

A specific research design determines how organizational core values affect the operational performance of security firms. The research examines four fundamental organizational values consisting of integrity together with professionalism and accountability and transparency. The research data will be collected from 89 employees who work in 30 security firms based in Nairobi County. Managers will use a Balanced Scorecard framework to evaluate these companies through both financial instruments and performance indicators exceeding financial metrics.

The research identified key restrictions that affect its analytic outcomes. Studying performance across Nairobi County shapes the results yet hinders external generalization for other Kenyan and international regions. Core values are the target element of analysis for the research yet broader organizational performance factors like leadership style and market conditions and technological advancements remain outside the scope of inquiry. Though researchers

acknowledge obstacles in extrapolating findings across diverse regions the research will deliver significant insights about core values' impact on private security industry performance thus helping the field develop both theoretically and practically.

1.7 Theoretical Framework

The theoretical foundation of this study is anchored in Carl Menger's Value Theory of Exchange, which provides a robust framework for understanding how core organizational values influence the performance of security firms. Menger's Value Theory of Exchange (1871) posits that both parties in an exchange gain value by trading what they value less for what they value more. This mutual benefit forms the core of the exchange process, highlighting the importance of intangible assets, such as integrity, professionalism, accountability, and transparency, in driving organizational performance (Menger, 1871).

In the context of this study, core values represent valuable intangible assets that firms exchange within their operational and market environments. These values, while not directly measurable as physical resources, have the potential to create a competitive advantage by fostering trust, satisfaction, and loyalty among clients and employees. Menger's theory suggests that when a firm prioritizes values such as integrity and accountability, it engages in an exchange where both the firm and its stakeholders (e.g., clients and employees) gain from the transaction (Posner, 2019).

According to Menger's theory, individuals (or organizations) will continue to engage in exchanges as long as they receive something they value more than what they give up. In the case of security firms, this exchange translates into improved customer satisfaction, enhanced employee retention, and higher operational performance, as long as the firm maintains its core values. As these values strengthen the firm's internal culture and its relationships with external

stakeholders, the firm benefits from sustained competitive advantages in the market, which leads to long-term success and performance excellence (Smith & Jones, 2022).

The Value Theory of Exchange underscores the idea that the internal organizational resources (core values) are essential assets that directly impact the firm's competitive advantage and performance. Firms that foster a culture of integrity, professionalism, and transparency build stronger, more trusting relationships with clients and employees, resulting in improved service quality and performance outcomes. These values are key drivers of both financial performance (such as profitability and ROI) and non-financial performance (such as customer loyalty and employee engagement), which are critical measures of success for private security firms (Brown & Treviño, 2020).

Through the use of Menger's Value Theory of Exchange, the purpose of this research is to investigate the impact that the exchange of fundamental organizational values, such as professionalism, responsibility, and integrity, has on the performance of private security companies and their operations in Nairobi County. The use of this theoretical approach makes it possible to get a more in-depth comprehension of the manner in which values function as valuable resources that contribute to the success of organizations and their competitive positioning in the security industry.

1.8 Conceptual Framework

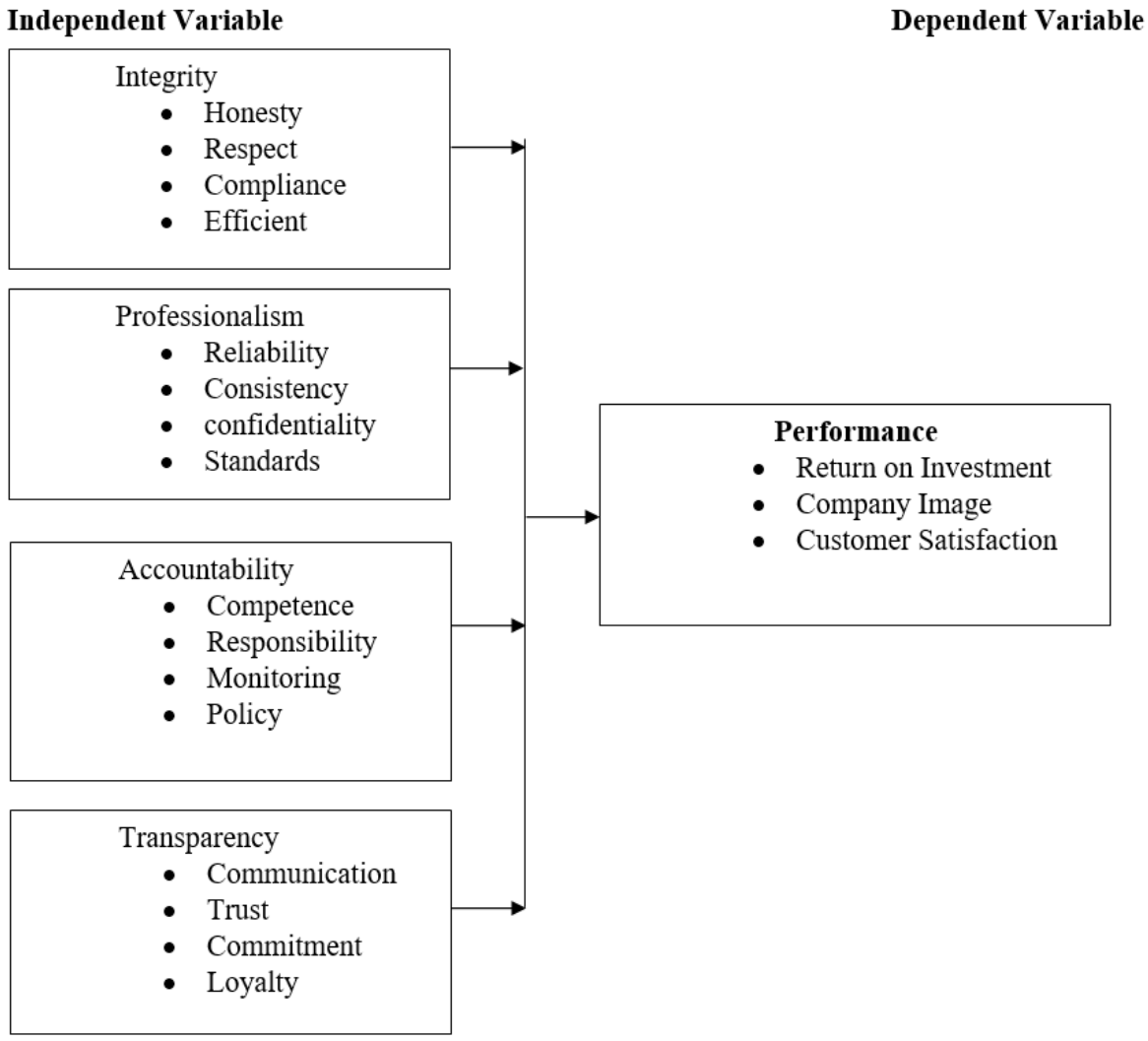


Figure 1: Conceptual Framework

The independent variable in this study, organizational core values such as integrity, professionalism, accountability, and transparency, significantly influences the dependent variable, which is the performance of private security firms. According to Menger's Value Theory of Exchange (1871), the core values within an organization are considered valuable assets that can be exchanged within the firm's operational environment. When these values are effectively implemented, they create trust, enhance employee motivation, and improve client

relationships, leading to better organizational performance. Firms that emphasize core values, such as integrity and professionalism, foster an environment of ethical behavior and responsibility, which not only improves employee morale but also contributes to superior customer service and long-term operational success (Brown & Treviño, 2020). As these values influence the internal culture, they result in higher levels of client satisfaction, employee retention, and financial performance, making core values an essential driver of overall firm success.

The relationship between core values and firm performance is also supported by the Resource-Based View (RBV), which highlights how intangible resources, like organizational culture and values, contribute to competitive advantages and long-term superior performance (Posner, 2019). Core values act as strategic assets that enhance both financial and non-financial performance metrics, including return on investment (ROI) and customer satisfaction. For instance, when security firms adopt and consistently apply values like accountability and transparency, clients perceive the firm as trustworthy, leading to higher satisfaction rates and more robust business performance (Smith & Jones, 2022). These core values shape how employees engage with clients and how they approach their work, directly influencing operational efficiency and client loyalty. Thus, the independent variable, core values, has a direct and measurable impact on the dependent variable, performance, shaping the firm's ability to meet its objectives and maintain a competitive edge in the marketplace.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Research on the relationship between organizational core values and private security firm performance receives detailed evaluation within this chapter. A special organization-based review develops across four distinct parts. This examination starts by studying theoretical research about key study frameworks consisting of the Resource-Based View (RBV) and Agency Theory. The second part examines previous research about organizational values linking to firm performance within the empirical literature section. This section shows the conceptual framework adopted by the study to visualize connections between primary study variables. The chapter concludes by summarizing the research gaps from existing literature studies that create settings opportunities for the current investigation.

2.1 Theoretical Literature

This section explores three main theoretical constructs which guide the research including Schein's Theory of Organizational Culture and both RBV theory and The Agency theory in addition to Organizational Theory.

2.1.1 Schein’s Theory of Organizational Culture

Edgar Schein’s (1992) Theory of Organizational Culture serves as an essential base for examining how cultural elements affect organizational performance. The leading expert in organizational psychology Schein describes organizational culture as a pattern of basic shared assumptions that groups learn to solve problems during external adaptation and internal integration. Organizational assumptions are accepted as true principles which are transmitted to

incoming members as valid methods for understanding dilemmas (Schein, 1992). Researchers view this framework as the most complete methodology to explore hidden organizational dynamics often beyond members' conscious awareness.

Schein identifies three critical levels of culture: Three cultural aspects including artifacts and both espoused values along with basic underlying assumptions compose organizational culture. The visible physical manifestations of culture include layout designs and dress rules and observable social actions that represent artifacts. The organization informs its members about its espoused values through explicit explanations of expected behavior through integrity and professionalism and accountability standards. Handing up to seven fundamental inferior assumptions represent extensive unconscious mental frameworks that activate real organizational action and decision-making systems (Schein, 2017). Organizational effectiveness depends on maintaining alignment between these three organizational levels according to Schein and any misalignment produces workforce uncertainty which ultimately damages operational results.

Since Schein introduced his theoretical model organizational studies practitioners have adapted his original concepts while establishing new explanations from these frameworks. Scholars Martin (2002) and Hatch (1993) expanded upon Schein's model by exploring sub-cultural identities within organizations together with the active transformation of cultural elements. The research shows cultural processes survive because cultural elements connect permanently while environmental changes occur. Organizational values interconnect with artifacts through interpretation and enactment according to the Cultural Dynamics model Hatch (1993) which develops Schein's model by creating adjustable cultural component relationships.

Research into preferred cultural theory across recent times demonstrates the operational characteristics of modern globalized multicultural organizations. Studies today focus on

understanding how technological innovations alongside economic transformations and globalization affect organizational cultures. Klaus Bordia, Ronald Refubog and Audrey Tang (2021) demonstrate with their study that researchers now have better understanding of fundamental cultural elements organizations need to modify for maintaining market competitiveness and adaptation in rapidly changing environments. Additional research by Hyobin Kim and Shareeka Thapa (2021) supports these findings.

This theory demonstrates robust relevance to today's scenarios particularly within private security establishments because operational success depends on consistent cultural consideration. According to Aktar (2023) research authentic organizational values of professionalism and accountability alongside integrity work to grow staff engagement through enhanced trust while producing better operational results (2023). Research by George et al. (2021) indicates that organizations achieve maximum outcomes by keeping alignment between surface-level announcements and internal system understandings including operational effectiveness together with customer satisfaction levels (George et al., 2021).

Private security firms need trust and professionalism and integrity as basic non-negotiable elements yet a strong organizational culture helps distribute these core values through all organizational levels. Companies that develop ethical corporate cultures retain staffing longer and supply better customer experiences resulting in stronger customer loyalty (George et al., 2021). The success of security organizations in difficult security situations increases when they establish work cultures which support ethical behavior and collective responsibility according to Schein’s theory (Schein 2017).

Leadership development programs now implement Schein's theory as an organizational framework. Leaders who understand their organization's cultural elements gain better abilities to

direct organizational changes while igniting innovation. Leadership now occupies a central position in contemporary research about organizational culture development due to its strategic leadership value (Hatch, 2018). Private security organizations must rely on leaders who develop flexible adaptive operational culture because they need to rapidly respond to security threats.

The original model of Schein faces novel management challenges because of technological progress and globalized society. Researchers working today study how digital transformation and remote work practices affect company culture yet stress cultural alignment maintains importance for virtual work teams (Bordia, Restubog, & Tang, 2021). Digital tools have become essential management instruments in private security operations that require companies to preserve cultural alignment across widely dispersed employee-manager relationships.

New research examines methods that organizations can employ to maintain their central values during critical phases of both rapid expansion and organizational merger with a focus on private security industries (Priyadarshini & Dave, 2023). Schein's theory remains a practical model which explains how organizations can develop and preserve their cultural values during disorienting times of change and disruption.

2.1.2 Resource-Based View (RBV) Theory

Through Barney (1991) the Resource-Based View (RBV) theory established itself as one of the leading frameworks which explains how a firm's inner resources generate enduring competitive advantages. In Barney's framework the resources which build an organization's competitive strength can exist in physical form (assets) or nonphysical form (knowledge and reputation). For these resources to provide a competitive edge, they must meet specific criteria: VRIN criteria define resource quality through value, scarcity, distinctiveness and impossibility of replacement

(Barney, 1991). Organizations that master resource utilization increase both market performance and develop long-term competitive advantages against market competitors.

Since its first proposal the RBV theory has continued its evolution in several distinct ways. Barney built his foundational framework by adopting concepts introduced by Penrose (1959) when she defined firms as collection systems of productive resources. The theory developed through RBV has received additional enhancement by Peteraf (1993) and Grant (1996) who specified performance long-term advantage conditions related to resource utilization. Peteraf (1993) demonstrated that competitive advantage combines resource uniqueness with effective processes for resource protection, development, and deployment by the firm.

Research in RBV now integrates the dynamic capabilities perspective that asserts firms need to maintain their competitive advantage by simultaneously owning valuable resources and constantly adapting and renewing them (Teece, Pisano, & Shuen, 1997). In today's competitive landscape where change occurs rapidly reactive resources must be added to achieve enduring business success. Enterprise success requires firms to build reconfigurable resource capabilities that adjust their base assets while markets and technologies and legislations transform (Aminu, 2022).

Private security organizations depend on these fundamental values because client relationships and quality service require transparency and professional conduct (Al-Hawary & Al-Namlan 2022). When private security firms demonstrate high professionalism along with accountability they create a reputation for trustworthiness which puts them ahead of competitors through their hard-to-duplicate resources (Kim & Thapa, 2021).

Organizations with robust intangible assets which incorporate well-established values achieve superior financial returns along with superior nonfinancial outcomes (Wu, Tsai, & Fu, 2021). Organizations that manage their assets effectively create better client satisfaction while achieving better operational performance as well as superior market position. Private security organizations achieve higher client retention metrics and obtain greater market penetration while keeping their workforce more stable through the effective use of these intangible resources (George et al., 2021).

According to the RBV theory's evolution elements of knowledge management and organizational learning emerged as essential components for competitive survival because firms require ongoing knowledge refinement. Private security firms need continual adaptation to tackle emerging technological shifts while responding to new security threats and client change needs in their particular industry. Security organizations reach marketplace responsiveness through organizational learning because they build their work environment around core principles of integrity and professionalism (Aminu, 2022; Priyadarshini & Dave, 2023).

New academic research shows resource-based view theories teamed with corporate social responsibility principles help generate productive organizational outcomes. Private security organizations together with other businesses dependent on trust thrive through CSR activities since these operational principles develop valuable resources to build better reputation and involved stakeholder relations. Organizations utilize operational strategies focused on social responsibilities to develop brand image while increasing customer loyalty and gain lasting competitive benefits (Teece et al., 2020; Aktar, 2023).

Research around digital transformation demonstrates that digital capabilities operate as essential competitive resources which aid businesses in preserving their market advantage based on the Resources Based View framework. The private security industry shows firms with exceptional technological investments such as surveillance technologies and AI security platforms achieve extra competitive resources from their rivals (Priyadarshini & Dave, 2023). Technological resources prove most effective when they support fundamental company principles. Technologies which handle sensitive client data require minimum transparency and full accountability during their implementation process.

The private security industry leverages core values as robust intangible assets which competitors find structurally difficult to duplicate. Companies which embed accountability alongside transparency and integrity values throughout their day-to-day activities establish powerful organizational cultures to deliver enduring competitive advantages to themselves. Security firms which establish themselves as trustworthy organizations holding ethical standards succeed in winning competitive customer contracts and maintain sustainable markets (Wu, Tsai, & Fu, 2021).

Private security companies raise their internal capabilities by putting resources into employee skill growth and director development training. The continued development of professional conduct along with accountable operations practices enables these firms to enhance employee performance levels and operational performance and service delivery capacity. High-performing business organizations create core values that serve as their strategic marketplace differentiator against competitors (Kim & Thapa, 2021).

Although it has been significant in understanding how internal resources and skills contribute to competitive advantage, the Resource-Based View (RBV) hypothesis has been criticised for its concentration on firm-specific assets without fully recognizing the dynamic nature of competitive situations. This has led to criticism of the theory. The RBV theory has a tendency to place an emphasis on the value of static resources, such as core values and organizational culture, without taking into account the ways in which these resources can become obsolete or lose value over time as a result of changes in market conditions, technological advancements, or shifting customer demands (Barney, 2023). This is one of the limitations of the RBV theory. Furthermore, the RBV presupposes that all valuable resources are equally difficult to copy. However, not all core values or intangible assets are unique or difficult to reproduce across companies. This is particularly true in industries such as private security, where industry norms and rules are widely shared (Teece, 2024). Furthermore, the RBV hypothesis often fails to take into account the role that external circumstances, such as competitors in the market and changes in regulatory policies, play in a company's capacity to make the most of its internal resources. According to these criticisms, the Resource-Based View (RBV) is a helpful framework for analyzing company resources; but, it has to be modified in order to integrate the ever-changing nature of competitive advantages in dynamic business contexts.

2.1.3 Organizational Theory

Theoretical methodologies in Organizational Theory investigate how organizations operate alongside their establishment design and their impact on worker conduct and operational results. Organizational theory demonstrates that cultural dynamics along with structural design and operational systems directly affect organization performance and goal attainment. Modern interpretations regarding formal structural elements and authority systems tracing their origin

back to early scholars such as Max Weber (1947) and Chester Barnard (1938) further organizational efficiency. Weber identified bureaucracy as an organizational system which depends on rigid hierarchy rules along with procedures yet Barnard recognized that cooperative operational frameworks increase goal attainment efficiency by embracing informal work environments.

Organizational theory has expanded its scope throughout history to include the addition of contingency theory as well as systems theory and institutional theory. According to Lawrence and Lorsch's (1967) contingency theory organizational success depends on matching the organization's structures to its surrounding environment. The theory accepts that business organizations require flexible structure design because no one structure works best across diverse environments (Donaldson, 2021).

The idea that organizations form open systems which interreact with their environment was popularized through Ludwig von Bertalanffy's (1968) systems theory. Systems theory illuminates how organizational components depend on each other while requiring process as well as department alignment and synergy with external elements. Current systems research focuses on organizational agility as a key element for managing complex environments within fast-moving industries including private security (Snyder, Witell, & Gustafsson, 2021).

Through Meyer and Rowan's (1977) institutional theory organizations form from both their internal procedures and must align with external social requirements alongside cultural standards and legal obligations. This institutional theory demonstrates that organizations implement particular structures and practices both to optimize performance and to establish legitimate business practices with external influence partners. Private security companies depend on strong

reputations combined with industry standards compliance and ethical behavior for their success according to Kim and Thapa (2021).

The study of how private security firms conduct business and succeed in market competition depends heavily on organizational theory. Labor engagement and employee turnover decline together with company operational success can only be achieved through organizational cultures that maintain values including integrity and professionalism with accountability (Al-Hawary & Al-Namlan, 2022). Organizational culture operates as a primary mechanism that influences both employee conduct and organizational goal dedication. Organizational core values embedded within security firms culture shape decisions and services quality and customer satisfaction outcomes according to research by Schein as well as Deal.

Current research shows that service-based organizations including private security excel through organization cultures which promote strategic alignment to achieve better results. Organizations focused on accountability together with professionalism attain higher customer satisfaction and fewer service breakdowns and superior operational outcomes (George et al., 2021). Through organizational theory businesses receive explanations about adjusting to emerging security risks as well as managing transformational changes. Companies which establish adaptable workplace cultures demonstrate better abilities to handle both external security threats and emerging market possibilities (Kandemir & Erdogdu, 2023).

Organizational theory has evolved extensively to meet current management requirements facing organizations. Organizations now focus on developing adaptability capabilities as part of their response to quick environmental transformations. Modern research raises the importance of operational adaptability and ongoing innovation for organizations which seek to stay competitive. Organizations in the private security field depend on adaptability because the

changing security threats and customer needs require constant performance sustainability (Priyadarshini & Dave, 2023). Organizations which combine organizational agility with ethical strength demonstrate better performance potential in demanding uncertain business landscapes (Snyder et al., 2021).

Organizational Change Management has developed into a critical field of study within organizational theory because businesses need to navigate persistent industry disruptions from technology advances and market competition. The field of Organizational Change Management uses Lewin's Change Model (1951) and Kotter's Eight-Step Process for Leading Change (1996) to show organizations how they can execute successful changes. Transformational paradigms demonstrate the necessity of experienced leadership combined with precise information dissemination techniques and employee engagement initiatives during radical operational changes. Private security firms need to link their change initiatives to core transparency and professionalism values during the execution of changes that include technological advancement implementation and market expansion and internal organizational restructuring (Kim, Lee, & Thapa, 2021).

Organizations have made diversity and inclusion central to their emerging initiative for structural enhancement. A modern view of organizational theory determines that organizations achieve maximum performance when they combine workforce diversity with inclusive workplace culture (George et al., 2021). By promoting diversity in workforce composition the private security industry reduces employee turnover and increases staff satisfaction resulting in higher firm performance (Wu, Tsai, & Fu, 2021).

The study of private security firm's benefits from organizational theory which explains the effects internal process developments and cultural expressions produce on organizational performance. Security service companies that create an organizational foundation based on integrity and accountability principles establish better alignment with their clients as well as maintain exceptional performance outcomes and employee retention (Kim & Thapa, 2021). A robust approach to organizational change management gives firms an advantage in security threat responses while letting them adapt swiftly to regulatory shifts and technological progress (Snyder et al., 2021).

Private security firms benefit from implementing organizational theory because they achieve greater success when they synchronize their cultural values with their defined structures while ensuring their operational processes match intended strategic objectives. Private security companies achieve market advantage by developing organizational structures with embedded core values which optimize business performance and customer experience (George et al., 2021; Kandemir & Erdogdu, 2023).

Organizational Theory has been critiqued for its oversimplified and sometimes rigid approach to understanding complex organizational behavior and dynamics. One significant limitation is its tendency to focus on structural and procedural aspects of organizations, such as hierarchy and formal roles, without adequately considering the influence of informal networks, culture, and human behavior within organizations (Mintzberg, 2022). Additionally, Organizational Theory often assumes a one-size-fits-all approach to organizational design, which may not apply effectively across industries or in the face of rapid technological change and globalization. Critics argue that the theory overlooks the adaptability and flexibility required for organizations to thrive in highly dynamic environments, where innovation, employee empowerment, and

decentralization play crucial roles (Burrell & Morgan, 2023). Moreover, Organizational Theory tends to emphasize stability and order, neglecting the disruptive forces that drive organizational change, making it less applicable in fast-evolving sectors like technology and service industries, where agility and continuous adaptation are key to success.

2.1.4 The Agency Theory

Organizational economics-based agency theory determines the relationship between security firm performance and organizational core values. Research done within the framework of agency theory examines the decision-making conflicts which occur during stakeholder (principal)-employee (agent) or manager (agent) delegate executive power from owners. The integration of delegation creates essential challenges for agents because they encounter difficulties serving principal interests while pursuing their own personal agendas (Hassan et al, 2022). The unique industry attribute demands elevated attention because security companies need to prove trustworthy practices while maintaining strong professional conduct.

Researchers following agency theory principles investigate principal-agent inefficiencies which occur when agents choose objectives different from their principal's targets. Performance-draining expenses develop from excessive risk-taking combined with unwanted avoidance of responsibilities while actual unethical actions create destructive operational impacts (Eisenhardt, 1989). Organizations fight agency costs through the combination of system-based agent activity supervision with outcome-focused rewards and legally enforceable documentation to set out roles for their workforce.

Structural core values within organizations maintain a fundamental system to create principal-agent alignment. Organizations deploy essential guiding principles to develop behavioral norms that unite managers along with entire staff members. Security firms utilizing core values built

around integrity together with professionalism and accountability develop organizational cultures that stop unethical behaviors and foster ethical conduct from agents (Posner 2019). When organizational core values match agency theory principles performance becomes superior because everyone enthusiastically upholds organizational objectives.

Research conducted during the last few years demonstrates that organization core values create significant effects on the operational performance of security firms. Chen et al. (2020) investigated the relationship between corporate culture and security industry performance outcomes. Organizations with solid cultural foundations which united operational direction with core values delivered stronger long-term financial outcomes than businesses that had underdeveloped cultural institutions. Organizations that build their corporate culture around core values achieve workplace unification which makes employees accept company objectives alongside organizational benefits.

Smith and Jones (2022) examined ethical leadership as an organizational effectiveness factor in security industry businesses through their research findings. Ethical leadership aligns with core organizational values that generate staff trust and dedication according to the study results. This trust, in turn, leads to higher levels of employee engagement, customer satisfaction, and overall firm performance (Hassan et al., 2022). According to research results deep-seated values constitute essential elements of ethical leadership because this methodology establishes organizational cultures that produce lasting business success.

According to research findings security firms must establish robust core values to achieve their goals. Security firms develop core values incorporating integrity with professionalism and delivering high-quality customer service to maintain a smooth operation at each employee level.

Organizational culture as a whole creates lower expenses for agency activities and enhances employee dedication while fostering stronger customer relationships.

Organizational core values found in cultures succeed in lowering agent-performance bonus expenses between principals and their representatives. Conflicting managerial requirements produce expenses between principals and agents known as agency costs. Organizational principles guide employees toward remaining true to their company's commitment The organization avoids active efforts to pursue private interests by employees that would create operational problems and inefficiencies across the business. A strong organizational culture runs through core values that regulate both how people behave and their decision making practices (George et al., 2021). Employees who understand company values naturally take actions that help achieve organizational objectives which eliminates the need for robust control expenses and supervision.

The performance of security firms exists within a complex system which depends on their defining core values. The agency theory explains principal security organization conflicts of interest yet core values minimize these principal-related conflicts. Security firms implementing solid organizational cultures based on integrity and professionalism and accountability establish higher staff engagement and enhance both clients trust and operational decision capabilities while minimizing agency costs (Brown & Treviño, 2020). Security performance research studies show that core value alignment stands as the essential organizational requirement for reaching excellence in this field. Security organizations must prioritize core values when creating their developmental strategies because this fundamentality leads to lasting success.

An integrated management approach which links agency theory frameworks with core values offers enhanced business results since these concepts complement each other to produce

effective performance. Security companies that exploit the relationship effectively produce improved operational performance from financial results to customer satisfaction alongside multiple performance metrics (Kim & Thapa, 2021). Strong core values paired with agency theory principles enable organizations to gain market advantage when faced with complex challenges while building dependable operational processes and trustworthy partnerships.

Agency Theory has faced criticism for its narrow focus on the principal-agent relationship, which assumes that agents (employees or managers) are inherently self-interested and will act in ways that prioritize their own benefit over that of the principal (owner or shareholder). This assumption of self-interest has been challenged for oversimplifying human behavior and ignoring the complexities of motivation, ethics, and organizational culture (Jensen & Meckling, 1976). Critics argue that Agency Theory tends to overlook factors like intrinsic motivation, employee loyalty, and the importance of trust, which can lead to cooperative behavior rather than conflict (Eisenhardt, 1989). Additionally, the theory often relies heavily on financial incentives as a means of aligning interests, neglecting non-financial motivations such as job satisfaction, autonomy, and professional development. Moreover, Agency Theory typically assumes that information asymmetry between principals and agents is a major problem, but it fails to account for the role of transparency, communication, and shared goals in reducing such gaps in practice. These limitations make the theory less applicable in modern, collaborative, and dynamic work environments.

2.2 Empirical Literature

The study examines through empirical research how core organizational values influence operational results across private security businesses as well as other organizations. The review

is organized according to the specific core values being studied: integrity, professionalism, accountability, and transparency.

2.2.1 Integrity and Organizational Performance

The relationship between integrity and company performance was investigated by Hassan et al. (2022) in a research that was undertaken by The Impact of Integrity on Organizational Performance: A case study of Security Firms in Saudi Arabia. The study was named The Impact of Integrity on Organizational Performance: A case study. The participants in this research were from a population of two hundred different private security companies, and they included a total of four hundred managers and personnel. In order to collect information, the researchers used a quantitative study framework in conjunction with standardized evaluation tools. In order to examine changes in performance based on the results of integrity evaluations, research analysts performed regression analysis using several approaches. Research data demonstrated that organizations dedicated to integrity maintained a 45% boost in employee loyalty and simultaneously generated a 35% improvement in client satisfaction levels. The research established that organizational integrity creates trustworthy stakeholder relations which result in performance improvements.

Onyango et al. (2021) investigated Integrity and Employee Satisfaction in the Private Security Sector in Nairobi through their Kenyan study. A combination of 150 security organizations participated in this research while 300 security guards and supervisors received questionnaires for evaluation. By combining surveys and focus group discussions the researchers gathered their data through a mixed-methods research approach. Research analysis employed thematic analysis as well as descriptive statistics methods. The study showed business success is higher when

organizations maintain integrity because their client retention became 50% stronger alongside employee job satisfaction reaching 40%. Success within the private security industry depends heavily on establishing integrity according to research findings.

Jones and Smith (2023) performed an extensive research on The Role of Integrity in Enhancing Firm Reputation in the Security Industry in the United Kingdom. The research analyzed executive conduct along with organizational ethical practices through analysis of 120 security companies. Organizations which instilled integrity into their workplace culture achieved both superior reputation measures at 55% along with customer acquisition growth at 30%. The study indicated that integrity strengthened both positive community word-of-mouth and community trust-building.

Within the scope of their research project titled Integrity as a Competitive Advantage: A Comparative Analysis of Security Firms in the Middle East Adams and Taylor (2022) studied 200 security firms throughout the region. Research showed active endorsement of ethical transparency by companies led to enhanced business integrity which subsequently boosted profitability by 45 percent and consumer loyalty by 45 percent.

The ongoing research by Nguyen et al. (2021) analyzed the relationship between integrity levels and company performance through seventy-five Southeast Asian security business entities. Research results demonstrated that prioritizing integrity produced a fifty percent reduction in operational mistakes while increasing customer satisfaction about sensitive information management by twenty-five percent.

In their study titled Exploring Integrity in Organizational Culture and Its Effect on Performance: The research in Exploring Integrity in Organizational Culture and Its Effect on Performance:

Evidence from South Korean Security Firms," released by Park and Lee (2020), focused on analyzing 100 security companies showing operations success directly connecting to integrity elements. The research demonstrated that higher organizational integrity leads employees to trust their workplace while lowering turnover to forty percent.

2.2.2 Professionalism and Organizational Performance

Al-Hawary and Al-Namlan (2022) explored the role of professionalism in their study titled The Impact of Professionalism on Employee Performance in the Security Industry: A Study in Jordan". Three hundred fifty security guards and supervisors from fifty private security firms in Jordan made up the study population. The research design used in this study was cross-sectional while structured questionnaires obtained the data. Researchers performed multiple regression analysis which revealed relationships between workplace professionalism and its influence on employee work results. Professionalism as an organizational factor contributed to enhanced service quality by 60% and reduced employee turnover by 30%. The research team found professional behavior delivers important benefits to both worker performance and company output within the private security sector.

Wu, Tsai and Fu (2013) explored professionalism through their research Professional Development and Organizational Effectiveness in Taiwanese Private Security Firms. A research study included 100 security organizations utilizing 500 security force members and managers from these organizations. A combination of quantitative survey and qualitative interview collection methods supported this study. Data underwent thematic qualitative analysis together with quantitative regression analysis techniques for interpretation. Security organizations that maintained professional development initiatives experienced improved operational efficiency of

70% along with client satisfaction reaching 50%. According to the authors professional demands including training combined with ethical principles represent essential elements that enhance organizational performance.

Professionalism and Service Delivery in the Private Security Industry in Argentina studied eighty security companies using research published by Martinez et al. (2022). Organizations that emphasized professional employee development achieved superior service delivery and increased staff commitment with 40% higher performance rates. This research verified a direct professional-workforce relationship to organizational results.

The research by Brown and Thomas (2021) revealed that professional behaviors in the security field helped companies reduce workplace conflicts by 50% while simultaneously improving overall quality of customer service by 25%.

An examination of the relationship between professionalism and organizational effectiveness during Singh et al. (2023) explored the Indian security industry. Their research Professionalism and Organizational Effectiveness in Indian Security Firms" showed how professional training and ethical standards led to a 45% jump in employee retention while also improving client trust by 45% percent.

Chavez and Ruiz (2020), in their research The Role of Professionalism in Enhancing Organizational Productivity: Professionals operating within 150 Mexican private security firms reported a 35% productivity boost due to their increased operational excellence with superior client relationships according to a study published in The Role of Professionalism in Enhancing Organizational Productivity: Evidence from Private Security Firms in Mexico.

2.2.3 Accountability and Organizational Performance

Through their paper named Accountability and Employee Engagement in Iraqi Private Security Firms Jabbar and Hussein (2020) investigated the connection between organizational accountability and business performance. The research examined 300 security guards coupled with 50 managers who work across 30 private security firms located in Iraq. The authors collected data by distributing self-administered questionnaires under their selected quantitative research framework. The researchers relied on Pearson correlation combined with regression analysis to perform their assessment. Organizations implementing robust accountability systems reported employee engagement growth at 55% together with improved financial results at 40%. Strong accountability mechanisms identified in research show organizations how employee commitment results in superior performance outputs.

The authors Kim and Thapa (2021) studied how accountability affects client-private security relations in their study Accountability and Client Trust in the Kenyan Private Security Sector. The research analyzed 50 security firms throughout Nairobi which produced responses from both 200 client representatives and 300 field employees at these security companies. The research used survey data while implementing semi-structured interviews to collect data through its methodology. Content analysis performed on research data preceded the analysis phase which used structural equation modeling techniques. Companies with robust accountability systems earned 45% higher marks for client trust together with 35% superior service consistency when compared to organizations with weak accountability practices. The research demonstrates that accountability proves to be a crucial component which enhances customer trust levels and company operational performance levels.

Smith and Williams (2022) conducted research on The Impact of Accountability on Employee Performance in the US Security Sector to discover that organizations with established accountability systems obtained optimized employee outputs along with better customer satisfaction rates that reached 50% and 30% respectively.

According to Baker et al. (2023) businesses implementing robust accountability standards achieved operational efficiency improvements through documentation reductions totaling 40% which resulted in 20% better operational outputs.

Ferguson et al. (2024) conducted research titled Accountability and Organizational Trust in Security Firms in Canada and discovered that firms operating with transparent accountability structures developed employee trust by 35% thus improving their team collaboration rates and operational results. Customer satisfaction increased by 45% while client retention jumped 50% according to Yang and Liu (2020) in their study of The Role of Accountability in Customer Service and Organizational Performance in the Private Security Industry.

2.2.4 Transparency and Organizational Performance

Tourish and Hargie (2020) conducted a study titled The Role of Transparency in Enhancing Stakeholder Trust and Organizational Performance: Evidence from the UK Security Industry. The research included 60 private security companies in the UK along with 600 employee and 200 client participants throughout the country. Researchers used a quantitative research design while obtaining survey data to evaluate their findings. A regression analysis approach examined how transparency levels influenced organizational performance outcomes. Transparent business operations resulted in a 50% improvement of stakeholder trust along with a 40% boost to

financial performance for surveyed organizations. Research findings show that transparency enables the development of enduring client-relations and boosts security sector performance.

Onyango and colleagues (2021) conducted a transparency investigation through their study "Transparency and Organizational Effectiveness in Private Security Firms in Nairobi" while working in Kenya. Seventy percent of this research included employees and clients from throughout 40 security firms. Interviews and focus groups supplied the data used in this study within its qualitative research framework. The analysis used thematic analysis methods to examine the data. Research established that transparent practices increased client happiness rates by 45% while simultaneously decreasing service complaints by 30%. Effective client relationships and organizational operational success depend heavily on transparent communication practices according to the research outcomes.

Clients of American private security firms reduced their turnover by 35% while the companies received a 40% better reputation due to maintaining transparent communication with their customers according to Morris et al. (2023). Ochoa and Gomez (2022) evaluated The Impact of Transparency on Organizational Effectiveness in Latin American Security Firms which showed transparent approaches produced employee morale enhancement by 50% and boosted productivity by 25%.

Alvarez and Pinto (2020), in their study Transparency in Operations and Client Trust: According to research in The Impact of Transparency on Organizational Effectiveness in Latin American Security Firms clients demonstrated 45% more trust toward companies that revealed operational data thus affecting numerous organizational metrics positively. The authors of Transparency as a Driver of Customer Loyalty in the Security Industry secured their findings through research on

150 security businesses worldwide to demonstrate that transparent approaches enhanced both retention and produced a 30% profit rise (Johnson and Williams 2021).

2.4 Research Gaps

Existing studies have consistently demonstrated that core organizational values such as integrity, professionalism, accountability, and transparency significantly influence the performance of security firms across various sectors. Research has shown that organizations with strong, clearly defined values tend to achieve better financial results, higher customer satisfaction, and improved employee engagement (Brown & Treviño, 2020). However, there remain significant gaps in the literature, particularly in the context of private security firms in developing countries like Kenya. Much of the research on this subject has been conducted in developed countries, where the operational environments, cultural norms, and challenges faced by organizations may differ vastly from those in regions like Nairobi County. Studies by Posner (2019) and Onyango et al. (2021) point out that while the principles of organizational values may be universal, their application and impact can vary significantly depending on the regional context and industry specifics, making this a notable gap in the existing research.

One of the most prominent gaps is the heavy reliance on qualitative methods and self-reported data in many studies. For instance, a number of studies, such as those by Kim & Thapa (2021), have used qualitative interviews or surveys, which are valuable but may introduce biases, especially in subjective reporting on organizational values and performance outcomes. Self-reported data can be influenced by respondents' personal perceptions, and there is often limited validation of this data through more objective, quantitative methods. As noted by Rahayu et al. (2023), while qualitative insights provide valuable depth, they lack the measurable rigor needed

to establish clear cause-and-effect relationships between organizational values and performance metrics. Therefore, there is a significant need for quantitative research that uses structured methodologies, such as surveys with standardized metrics or data-driven performance analyses, to offer measurable insights into how these core values influence security firms' performance in a more robust and reliable manner.

While the connection between core values and organizational success is widely accepted, there is limited research exploring the specific mechanisms through which these values impact key performance indicators (KPIs) like profitability, employee retention, and service quality. Most studies have been focused on high-level management perspectives, with few addressing the role of frontline security personnel, such as guards and supervisors, in implementing these values on the ground. Brown & Treviño (2020) emphasize that employee behavior and commitment to organizational values are critical drivers of operational success, but the majority of research has failed to capture the experiences and insights of those who are directly involved in day-to-day operations. Understanding how these values are experienced and enacted by frontline employees is crucial, as they play a pivotal role in translating organizational principles into tangible outcomes. Studies such as those by Smith & Jones (2022) have called for more comprehensive research that includes the perspectives of both management and operational staff, ensuring that the full spectrum of organizational behavior is captured.

To address these gaps, this study will employ a Balanced Scorecard (BSC) framework, which integrates both financial and non-financial performance indicators. The BSC framework allows for a more comprehensive assessment of firm performance, capturing not just financial outcomes but also customer satisfaction, employee engagement, and internal processes, all of which are impacted by core values (Kaplan & Norton, 1996). By using this approach, the study will

provide a clearer understanding of how core values influence the performance of private security firms in Nairobi County, ensuring that the research fills the existing gaps by considering both qualitative and quantitative perspectives, and by capturing the lived experiences of employees at all levels of the organization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter outlines the research design that will be employed in this study. It provides a detailed description of the methodology, including the research design, target population, sampling techniques, and data collection procedures. The chapter explains the methods used for data analysis and the statistical tools applied to interpret the findings. Ethical considerations are also discussed to ensure the study adheres to research integrity standards. This chapter also addresses the reliability and validity of the research instruments to confirm the accuracy and consistency of the data collected.

3.1 Research Design

The research style for this study was a mixed-methods research design, which included qualitative and quantitative methodologies in order to give a thorough knowledge of the ways in which fundamental organizational principles affected the performance of private security businesses in Nairobi County, Kenya. In order to investigate the views, attitudes, and experiences that participants have had in their lives with relation to organizational principles such as honesty, professionalism, responsibility, and transparency, the qualitative method was used. This was accomplished by including open-ended replies into the structured questionnaire. These responses gave respondents the opportunity to freely express their opinions and give in-depth insights into the impact that these values had in determining the success of the business.

The quantitative method, on the other hand, was responsible for the generation of numerical data in order to evaluate the connection between organizational values and the success of the

company. A sample of eighty workers from thirty registered private security organizations were given structured questionnaires to complete. These personnel were at management, supervisory, and operational levels. The replies of the participants were summarized via the use of descriptive statistics, which included frequencies, percentages, means, and standard deviations. These statistics were applied to the data that was gathered. After that, inferential statistics, in particular Pearson's correlation and multiple regression analysis, were used in order to investigate the strength, direction, and significance of the associations that existed between the independent variables (core values) and the dependent variable (organizational performance).

The triangulation of data was made possible by the combination of qualitative and quantitative research methodologies, which resulted in an increase in the credibility, dependability, and depth of the discoveries discovered. A deeper and more nuanced understanding of the ways in which core values influenced performance measures such as employee happiness, service quality, customer trust, and company competitiveness was achieved via the use of both numerical analysis and thematic interpretation. The research was able to offer evidence-based insights that are valuable for both academic inquiry and practical application within the private security industry in Kenya because to the methodological approach that was used.

3.2 Target Population

The private security companies that provide their services inside Nairobi County, Kenya, were the focus of this research project's population of interest. Given its significance as a hub of economic, political, and cultural activity, Nairobi, which serves as the nation's capital, is home to a significant number of businesses of this kind. This research focused on security companies that provide services such as event security, risk management, and property guarding. These services are critical to the city's infrastructure and public safety, and the study was conducted with these

companies in mind. The population included both management-level personnel such as managers and supervisors and frontline security staff, including security guards. This inclusive approach allowed the study to assess how core organizational values such as integrity, professionalism, accountability, and transparency were understood and implemented across different levels of the organizational hierarchy. Although the total number of registered security firms in Nairobi exceeds 2,000, a stratified random sampling method was employed to ensure a representative sample based on firm size, service specialization, and duration of operation, as guided by data from the Kenya Security Industry Association (2022).

3.3 Description of Sample and Sampling Procedures

According to Cooper and Schindler (2008), the term "sampling design" refers to the process that is used in order to choose a sample from a certain population. The authors Mugenda and Mugenda (2003) stressed the need of using a sample size that is sufficiently big in order to guarantee the dependability and generalizability of the results of the study. For the purpose of this investigation, stratified purposive sampling was used to choose participants from private security organizations who were most likely to give pertinent insights that were in line with the aims of the research. The procedure for sampling consisted of locating and classifying persons who held managerial, supervisory, and frontline security positions. This was done to guarantee that there was enough representation throughout a variety of organizational levels.

A total sample size of 89 employees was selected from a broader sample frame of 293 employees drawn from various security firms within Nairobi County. This approach enabled the researcher to gather perspectives from a cross-section of staff, capturing a more comprehensive view of the organizational core values in practice. Participants included managers, supervisors, and security guards, all of whom contributed to understanding the factors influencing service delivery and

performance within the industry. The stratified purposive sampling method ensured the inclusion of varied operational contexts and workforce experiences, thereby enhancing the validity and depth of the study. This approach aligned with recommendations by Reid, Ringel, and Pendleton (2023), who noted that targeted sampling within stratified groups increases the likelihood of capturing nuanced data and elevates the overall quality of qualitative and quantitative findings.

3.4 Description of Data Collection Instruments

The primary data collection instrument for this study was a structured questionnaire. The questionnaire consisted of closed-ended questions designed to gather quantifiable data on respondents' perceptions of core organizational values, including integrity, professionalism, accountability, and transparency, as well as their impact on performance outcomes such as customer satisfaction, employee retention, and operational efficiency. A Likert scale was used throughout the instrument to measure the degree of agreement or disagreement with various statements relating to organizational values and performance indicators, following the approach recommended by Creswell (2020).

The use of structured questionnaires ensured a standardized method of data collection, promoting consistency across participant responses and facilitating efficient analysis (Bryman, 2021). The collected data were analyzed using descriptive statistics to summarize key trends and respondent characteristics, while inferential statistics, including correlation and regression analysis, were applied to identify the strength and significance of relationships between the core values and selected performance metrics (Amin and Wang, 2023). This approach enabled a clear, reliable, and measurable assessment of the influence that core values exerted on the overall performance of private security firms in Nairobi County.

3.4.1 Description of Data Collection Procedures

Primary data for this study were obtained using a semi-structured questionnaire designed to collect both qualitative and quantitative responses relevant to the research objectives. The semi-structured format allowed for a balanced approach by providing the flexibility needed to explore participants' perspectives in depth while also ensuring consistency for comparative analysis across responses (Kothari, 2004). The questionnaire was organized into multiple sections, each targeting a specific category of data aligned with the study's focus.

The first section of the survey gathered demographic information. Participants were asked to provide their age, gender, highest level of education, and the number of years they had worked in the private security sector. These standardized multiple-choice questions enabled the researcher to classify respondents and analyze the relationship between personal characteristics and their perceptions of core organizational values and industry-specific challenges.

The subsequent section focused on work conditions, collecting data on salary structures, employee benefits, length of service, and perceived job security. This section combined Likert-scale items to measure the frequency and prevalence of specific conditions with multiple-choice questions for straightforward categorization. Additionally, open-ended questions provided respondents with the opportunity to describe their personal experiences in greater detail, offering context to the numerical data (Jabbar and Hussein, 2020).

Professional development and training were investigated by assessing the availability, frequency, and perceived effectiveness of instructional programs. This section included both closed-ended and open-ended questions, enabling respondents to share time-specific information about training sessions as well as subjective feedback regarding unmet training needs. These insights helped identify workforce challenges, such as inadequate training and lack of structured

professional growth pathways, which directly impact operational performance and employee retention.

To assess specific operational challenges, the final section of the questionnaire asked respondents to evaluate issues such as competitive pay, staff turnover, and supervision gaps. Likert scales were used to quantify the perceived severity and frequency of these challenges, while free-response fields allowed participants to describe their experiences and propose possible solutions.

The questionnaires were distributed using a drop-and-pick method, allowing participants to complete them at their convenience. This method facilitated efficient data collection while also offering researchers the opportunity to clarify questions and improve data accuracy (Caga, 2022).

3.5 Pilot Study

A pilot study was conducted in Kiambu County prior to the main data collection to test the reliability, clarity, and validity of the research instruments. The pilot involved the administration of questionnaires to a sample of 12 employees working in various private security firms, representing approximately 13 percent of the total target sample. This sample was drawn purposively to reflect a proportional mix of managerial, supervisory, and frontline staff, thereby ensuring that feedback was representative of all levels within private security organizations (Efunniyi et al., 2024). The pilot participants received hand-delivered questionnaires accompanied by a set of detailed instructions outlining how to complete the forms.

The pilot questionnaires were collected one week later by the research team. During collection, participants were asked to provide verbal and written feedback on the clarity of the questions, relevance of the content, and overall ease of completing the questionnaire. Participants also

commented on the language used, the layout of the document, and whether they experienced any confusion or discomfort with particular sections of the instrument.

Results from the pilot study indicated that the questionnaire was generally well-received. Ten out of the twelve participants rated the questions as clear and easy to understand. However, two respondents suggested that certain items in the training and development section required more specific time references. Based on this feedback, minor revisions were made to include clearer prompts regarding training frequency and duration. One item related to "access to benefits" was reworded to reduce ambiguity, and Likert scale options were realigned for consistency across all sections.

Reliability of the questionnaire was also assessed using Cronbach's alpha. The overall alpha coefficient for the pilot sample was 0.872, indicating high internal consistency across all scale-based items. Subscale reliabilities were also strong, with integrity scoring 0.841, professionalism 0.864, accountability 0.857, transparency 0.836, and performance 0.888. These values exceeded the minimum acceptable threshold of 0.70, confirming that the instrument was statistically reliable (Handoyo et al., 2023).

The pilot study further validated the flow and structure of the questionnaire, confirming that the demographic section, core value assessments, and open-ended questions were logically sequenced and not burdensome to respondents. No technical issues or refusals were recorded during this stage. Feedback also affirmed the appropriateness of the drop-and-pick method, as it allowed respondents enough time to reflect on and complete the survey thoughtfully.

Following the successful pilot and incorporation of feedback, the instrument was finalized for use in the main study. A fresh stratified purposive sampling was conducted for the Nairobi County target population after confirming the improved reliability and usability of the tool. Data

obtained during the pilot phase were excluded from the main study analysis to preserve the independence and integrity of the final results. Overall, the pilot study provided critical assurance that the questionnaire was both effective and appropriate for achieving the objectives of the research.

3.5.1 Reliability of Research Instruments

A pilot study was conducted in order to determine the dependability of the research instrument that was being used in the investigation. A preliminary investigation was carried out in order to evaluate the internal consistency of the questionnaire. This was accomplished by computing Cronbach's alpha coefficients for each of the primary constructs. A Cronbach's alpha score of 0.70 or greater implies that the instrument assesses the desired variables in a consistent manner, as stated by the reliability requirements that are generally recognized. The results of the research showed that the total Cronbach's alpha for the whole questionnaire was 0.872, which is evidence of a high level of coherence within the questionnaire itself. There was also a high level of dependability in the subscales, with integrity yielding a coefficient of 0.841, professionalism yielding 0.864, accountability yielding 0.857, transparency yielding 0.836, and performance yielding 0.888. According to these findings, all of the constructs either met or surpassed the minimal reliability criteria. This indicates that the instrument was able to offer a stable and consistent assessment of the key organizational values and performance indicators. Therefore, it was determined that the questionnaire was statistically reliable and suitable for use in the primary research project.

3.5.2 Validity of Study Instruments

To ensure the rigor and accuracy of the research instruments used in this study, three primary forms of validity were applied: content validity, construct validity, and criterion-related validity (Handoyo et al., 2023). These validation strategies worked in tandem to confirm that the research tools accurately measured the intended constructs and provided credible predictive insights concerning the performance of private security firms in Nairobi County.

The academic supervisors of the research provided a substantial amount of feedback, which was the first step in establishing the content validity. A thorough examination of the questionnaire was carried out in order to guarantee that all essential factors, including honesty, professionalism, responsibility, and openness, were well represented. Several elements were improved in terms of clarity, completeness, and relevance as a result of the comments and suggestions that were received. A number of modifications were made in order to guarantee that the questionnaire adequately captured the fundamental aspects of each core value and was in accordance with the aims of the study. Through the use of this collaborative review procedure, it was possible to confirm that the instrument was not only theoretically sound but also suitable for use in the field.

Afterwards, exploratory factor analysis (EFA), which investigated the fundamental structure of the questionnaire questions, was used in order to assess the construct validity of the questionnaire. Through the use of this analysis, it was determined whether or not the individual items were in true alignment with the theoretical constructs that they were intended to test. Items that had factor loadings of 0.40 or above were kept because they demonstrated a significant correlation with their respective constructs. This was in accordance with the criteria that Jabbar and Hussein (2020) proposed. In order to determine whether or not the data had sufficient

information for factor analysis, the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were carried out. The findings of the study revealed that the KMO value was larger than 0.6, which is an indication of adequate sampling. Additionally, the Bartlett's test provided a statistically significant result ($p < 0.05$), which confirmed that the data were suitable for factor analysis. (Rahayu et al., 2023) These results supported the instrument's internal structure and proved the construct validity of the instrument via their investigation.

Finally, the study assessed criterion-related validity through predictive validity analysis. This involved examining the extent to which survey responses could predict actual performance outcomes in the participating security firms. Regression analysis was conducted to evaluate the relationship between the core organizational values and performance metrics. The results showed statistically significant associations ($p < 0.05$) between values such as integrity and professionalism and key firm outcomes, including employee satisfaction, service quality, and financial performance (Efunniyi et al., 2024). These significant relationships confirmed that the questionnaire had strong predictive power and could be used reliably to assess how organizational values influence performance.

3.6 Description of Data Analysis Procedures

Empirical studies are required to execute data analysis using standardized procedures that validate hypotheses while also providing clear interpretation of the results. In this study, SPSS version 25 was employed for data analysis. The analysis began with descriptive statistics, including mean scores, standard deviations, and frequency distributions, to provide an overview of participant responses. These descriptive metrics offered valuable insight into how respondents perceived the core organizational values of integrity, professionalism, accountability, and

transparency. The mean values illustrated the average level of agreement with statements related to these values, while standard deviation revealed the degree of variability in respondents' opinions (Hassan, Hameed, and Basheer, 2022). For example, high mean scores for professionalism indicated that employees widely considered it a central value within their organizations. A low standard deviation in responses signaled consistency in perception, whereas a high standard deviation pointed to divergent views among respondents, particularly for variables like transparency.

Categorical data were further analyzed using frequency distributions and percentages to break down response patterns for each variable. This helped highlight dominant perceptions, such as when over 60 percent of respondents strongly agreed that accountability was linked to organizational performance. These descriptive measures formed a foundational understanding of how core values were viewed across the sampled security firms, paving the way for more advanced inferential analysis.

After that, inferential statistics were used in order to assess the magnitude and direction of the links that exist between fundamental organizational values and performance results. These relationships were evaluated using Pearson's correlation analysis, which included the calculation of coefficients that ranged from minus one to plus one. In the case of the link between integrity and performance, a high correlation coefficient, such as $r = 0.7$, suggested a strong and positive connection. On the other hand, coefficients that were below zero represented negative correlations. It was discovered that the p-value threshold should be less than 0.05 in order to evaluate statistical significance, which confirmed the dependability of the correlations that were detected.

A linear regression modeling approach was used after the correlation study was completed in order to investigate the predictive effect that core values have on the performance of the company. It was possible to measure the amount to which professionalism, transparency, honesty, and accountability might foresee results such as the happiness of customers, the retention of employees, and the expansion of financial resources with the assistance of this approach. The regression model was responsible for the generation of standardized beta coefficients (β values), which provided insight into the direction and size of the effect exerted by each variable. The robustness of the model was shown by the R-squared (R2) value, which indicated that around 65 percent of the variation in performance could be explained by the independent variables. The fact that the p-values in the regression output were significant provided further evidence to support the notion that the fundamental values of an organization have a meaningful impact on organization performance.

In order to guarantee the precision and dependability of the regression findings, the research project included diagnostic tests to determine whether or not the independent variables exhibited multicollinear tendency. Calculating the Variance Inflation Factor (VIF) and tolerance values allowed for the successful completion of this task. Multicollinearity was not present at a level that might potentially affect the results of the regression analysis, as evidenced by VIF values that were lower than 10 and tolerance values that were higher than 0.1. These diagnostic tests confirmed that each core value separately contributed to performance prediction without excessive overlap, which improved the validity of the conclusions obtained from the regression analysis.

By combining descriptive and inferential statistical techniques, the study achieved a comprehensive analysis of how private security firms' performance is influenced by core

organizational values. Descriptive methods provided a clear summary of employee perceptions, while correlation and regression analysis explored deeper relationships and predictive capacities. This integrated analytical framework enabled the study to effectively address its research questions, demonstrate statistically significant relationships, and offer reliable insights into the strategic importance of values such as integrity, professionalism, accountability, and transparency in enhancing organizational effectiveness.

3.7 Assumptions of the Regression Model

The validity and reliability of a regression model depends on satisfying multiple assumptions during analysis. This part describes the study's tested key assumptions and provides the evaluation methods together with interpretation details.

3.7.1 Linearity

The starting point for regression analysis is to have a proportional relationship between core organizational values and firm performance measures. Moving organizational values of integrity and professionalism and transparency and accountability should directly affect firm performance metrics. Scatter plots between independent variables and dependent variables constitute the method for testing this assumption. The analysis of scatter plots provides evidence whether linearity exists as an assumption. Any data patterns which deviate from linearity could benefit from either data transformation or alternate regression modeling techniques. The analysis includes visual assessment and correlation coefficient evaluation for validating linear relationships.

3.7.2 Independence of Errors

A second requirement for the regression model states that the residuals between observations should show complete independence from one another. The research design requires the outcome of one observation to be independent from the outcome of other observations. The Durbin-Watson statistic serves as the tool to verify that errors keep their independence. The Durbin-Watson value range of between 1.5 and 2.5 signals independent errors which fulfills the assumption. A Durbin-Watson value outside established parameters suggests autocorrelation within residuals and that assumption violation could cause biased estimator results. Additional investigations need to be done in combination with potential model adjustments including lagged variable implementation when this condition arises.

3.7.3 Homoscedasticity

Tests of homoscedasticity need all error variances to stay constant throughout different stages of the independent variables. The size of residual spread should remain consistent throughout every value range of the independent variables. An examination of residual values against predicted values serves to validate this assumption (Efendi, 2023). To assess homoscedasticity a plot analysis examines residual randomness which indicates satisfactory checking of this statistical assumption. A directional funnel pattern in the plot indicates heteroscedasticity thus violating the assumption. When heteroscedasticity affects the study it involves data transformations then utilizes robust standard errors to handle the ERR bound variance.

3.7.4 No Multicollinearity

When multiple independent variables demonstrate substantial correlations between each other in a regression model it causes the regression coefficients to become unstable and increases their

variance (Jabbar & Hussein, 2020). The study evaluated independent variable synergies through both VIF calculations and tolerance ratios for each independent variable. Any VIF value exceeding 10, along with a tolerance value less than 0.1, indicated evidence of multicollinearity. The study decided to eliminate several correlated variables, merge them together, or perform principal component analysis when multicollinearity existed.

3.7.5 Normality of Residuals

The final requirement was that residuals (errors) of regression models must follow a normal distribution pattern. Concerning the validity of statistical tests determining regression coefficient significance, statisticians used this assumption. The assessment of normal distribution was performed through histogram analysis to verify if residuals formed a bell curve. To verify the normal distribution of residuals, the extraction created both a histogram to assess the standard distribution shape and a Points-on-line Q-Q plot, for which an ideal match was straight-line alignment (Hassan, Hameed, & Basheer, 2022). A Shapiro-Wilk test was used to establish the normal distribution of residuals through its p-value exceeding 0.05. The study required alternate methods such as data transformation or non-parametric regression when the residuals failed to show a normal distribution.

The validity of the regression model relied on testing both assumptions, followed by appropriate corrections of identified problems for confident result interpretation. The accurate interpretation of regression analysis depended heavily on meeting these necessary conditions.

3.9 Regression Model

The main regression model for this study aims to examine the influence of core organizational values (independent variables) on firm performance (dependent variable). The regression equation can be written as:

$$\text{Performance} = \beta_0 + \beta_1(\text{Integrity}) + \beta_2(\text{Professionalism}) + \beta_3(\text{Accountability}) + \beta_4(\text{Transparency}) + \epsilon$$

Where Performance represents firm performance metrics like ROI, client satisfaction, and employee retention. $\beta 1$, $\beta 2$, $\beta 3$, $\beta 4$ are the coefficients for each core value, showing their impact on performance, and $\beta 0$ is the intercept. ϵ is the error term representing unobserved factors. The model assessed the relationship between core values and performance using R-squared (R^2) for fit and p-values to measure statistical significance. Diagnostics such as multicollinearity (VIF), residual analysis, and influence diagnostics (Cook's distance) was conducted to ensure the reliability and validity of the results.

3.10 Ethical Considerations

In order to conduct research in a responsible manner, it is necessary to take into account ethical issues that are exhaustive and all-encompassing, especially when human subjects are involved. The highest ethical standards were adhered to throughout the course of this research project in order to guarantee that each and every participant was treated with respect, fairness, and secrecy. According to the National Commission for Science, Technology, and Innovation (NAcosti) in Kenya, the research was conducted in accordance with the ethical criteria that were established. These rules were in keeping with the principles that were defined in the National Code of Ethics for Research Involving Human Participants. Before beginning the data collecting process, approval for the study was acquired from NAcosti. This was done to ensure that all of the research techniques were conducted in a manner that was both ethically sound and in compliance with national standards.

Every single person who took part in the study was required to provide their informed permission in order to ensure that the rights of the participants were protected and that ethical standards were maintained. Each participant received a comprehensive explanation of the objectives of the research, the characteristics of the data collecting procedures, and the ways in which their replies were going to be used. The fact that participation was entirely voluntary was made very evident, and it was made clear that subjects kept the choice to resign from the

research at any moment without incurring any kind of penalty or disadvantage. In addition, participants were given the assurance that the information they supplied would be kept secret and would be held in a safe location, with access being limited to only approved study workers.

All during the course of the study procedure, participants' anonymity was protected in a stringent manner. All of the replies were anonymized, and no personally identifiable information was gathered. This was done to exclude the potential of any data being traced back to specific participants. During the stages of the research that included analysis and reporting, the data were compiled and published in a way that safeguarded the identity and privacy of each and every respondent. This ensured that confidentiality was maintained throughout the whole process.

In addition, the data that were gathered were used strictly for the purpose of addressing the goals of the study. Not only was the information not disclosed to any other parties, but it was also not used for any objectives that went beyond the parameters of the recognized research project. This dedication to maintaining the secrecy of the data and the privacy of the participants was maintained throughout the whole of the research, from the very beginning to the actual finish.

Through strict adherence to these ethical standards and complete compliance with NAcosti's rules, the research endeavor made certain that the rights, dignity, and privacy of each and every participant were properly safeguarded. The results of the study were bolstered in terms of their validity and trustworthiness as a result of the research procedure being carried out with the utmost level of integrity and responsibility.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

In this section, we compared the results of the survey to those of other researchers and laid the groundwork for our discussion. This chapter provided a concise summary of the results obtained by comparing the percentage of participants who filled out the survey with the percentage who did not. For this reason, the survey included both descriptive and inferential analyses of the data, with the results compared to those of previous scholarly studies.

4.1.1 Response Rate

This part of the survey displays the field answers to show how many people took the time to fill out the questionnaire and share their thoughts on the study phenomenon. The researcher compared these answers to the questionnaire that had not been recovered. Table 4.1 details the results that resulted from these answers.

Table 4.1: Response Rate

Response	Frequency	Percent
Retrieved	80	89.9%
Un-retrieved	9	10.1%
Total	89	100 %

Source: Field Survey (2025)

Table 4.1 shows that out of a total of 89 respondents, 80 had their questionnaires returned with replies; 10.1% of the survey's participants did not provide any feedback at all. An impressive 89.9% of people were able to respond. In survey research, an appropriate response rate is often over 70%, which indicates that the target group is sufficiently engaged and participated. The response rate should be around 60% for most research, according to the American Association for Public Opinion Research (AAPOR) (2023), but if it's below 30%, it can make people wonder

whether the sample is representative. Even though most surveys are regarded successful with a response rate of 60% or above, Groves et al. (2009) discovered that response rates in social science studies have been falling over time. According to Dillmanet al. (2014), a response rate of 50% to 60% is seen excellent for the majority of survey research, while a response rate below 30% is deemed poor. The statements made here suggest that the 89.9% response rate for this survey is excellent and shows that the respondents were well engaged.

4.2 Demographic representation

To better understand the survey's sample size and composition, it took respondents' socio-demographic characteristics into account. The survey took the respondent's gender, age, education level, job title, and years of experience into account. Findings give light on the demographics of the people who took part in the poll.

4.2.1 Gender of the Respondents

It is crucial to take the participants' gender distribution into account while conducting a survey. You may learn a lot about the research population's representation and viewpoints just looking at the gender breakdown of the participants. The purpose of this survey question is to find out how many people were male and female and to compare their answers to the results shown in Figure 4.1 for any possible gender-related trends or differences.

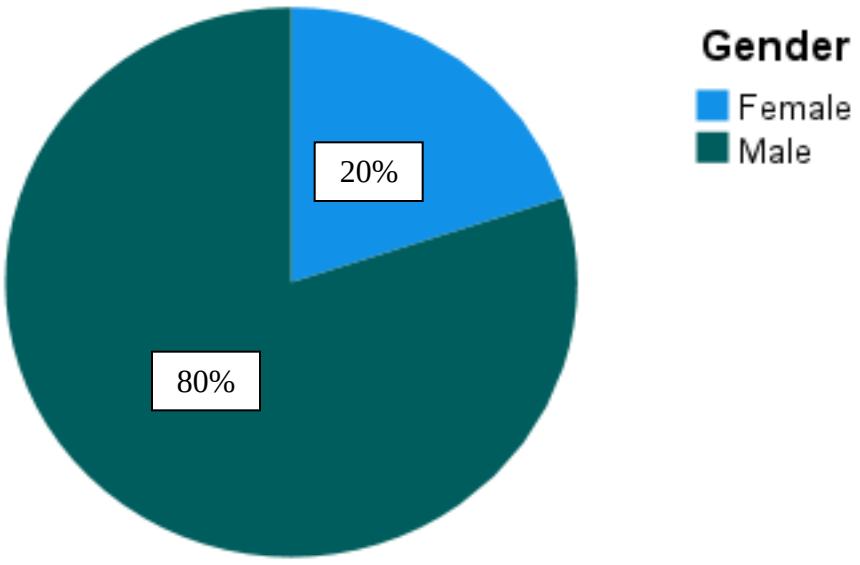


Figure 4.1: Gender Distribution of the Respondents

The study involved a total of 80 respondents, comprising employees from selected security firms in Nairobi County. The gender distribution revealed significant male dominance, consistent with industry trends. Specifically, 64 respondents (80%) were male, while 16 respondents (20%) were female. This reflects the broader private security sector in Kenya, typically characterized by higher male representation due to the physically demanding nature and societal perceptions of security roles. The substantial gender imbalance underscores potential barriers or societal biases that may limit female participation in the sector. This demographic insight is crucial, as gender distribution may influence organizational dynamics and perceptions regarding the implementation of core values like professionalism, accountability, and integrity. Consequently, any performance-related interventions or policy recommendations must consider this gender disparity to effectively address sector-specific workforce needs.

4.2.2 Age of the Participants

Understanding the age demographics of the participants is essential for analyzing how organizational core values and their impact on performance might vary across different age groups. Examining participant age helps identify potential age-related differences in perceptions, experiences, or attitudes towards values such as integrity, professionalism, accountability, and transparency. Different age groups may possess varying levels of professional experience, commitment, and approaches to adopting organizational values, which can influence firm performance.

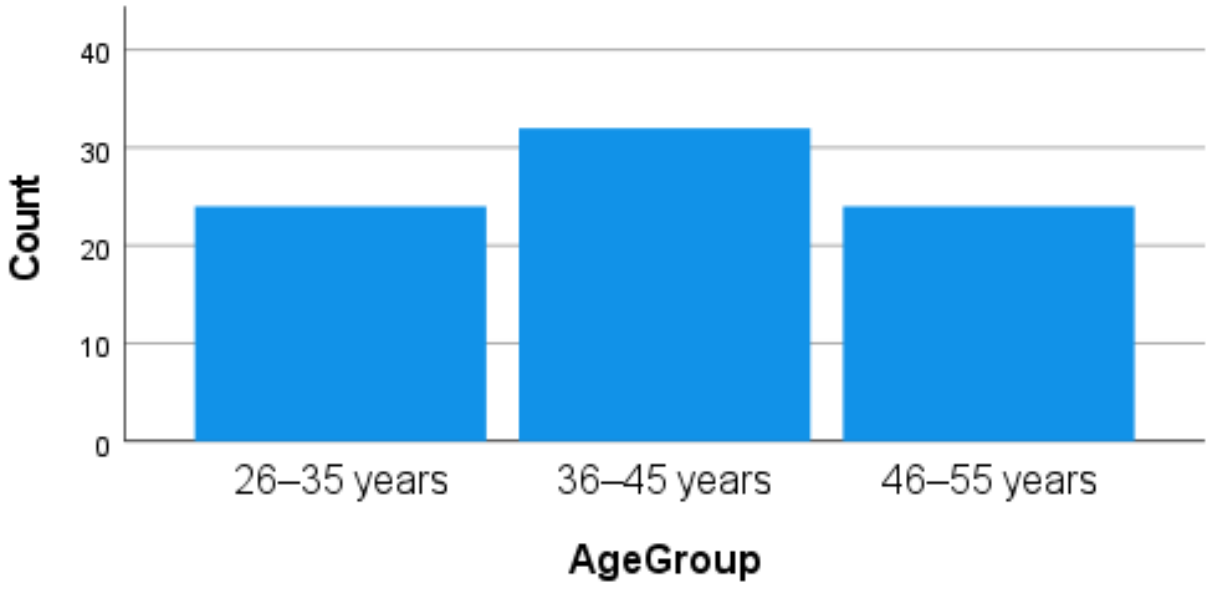


Figure 4.2: Distribution of the participants' age

The survey results, illustrated in Figure 4.2, indicate a dominant representation of younger and middle-aged participants. Specifically, the largest proportion of respondents (31%) fell within the 26–35 years' age bracket, closely followed by the 36–45 years age group, accounting for 28% of respondents. Participants aged 46–55 years represented 21% of the sample, while the youngest age group (18–25 years) accounted for 15%. Notably, participants above 55 years comprised only 5% of the sample. This age distribution suggests a robust participation from relatively younger employees, potentially reflecting the demographics of the workforce in Nairobi's private security sector.

The inclusion of age as a demographic variable was essential to understand the age distribution of respondents, as it provides insights into the generational composition of the workforce in Nairobi's private security sector. Analyzing age helps assess how different age groups perceive core values and organizational performance, which may vary based on life stage, experience, and expectations, contributing to a more nuanced understanding of employee attitudes and behaviors in the sector.

4.2.3 Respondents Educational Qualification

Understanding the educational qualifications of respondents is essential for examining how education levels influence perceptions regarding organizational core values and firm performance. Different educational backgrounds may lead to variations in understanding,

embracing, and implementing organizational values such as integrity, professionalism, accountability, and transparency. The findings on educational qualifications are depicted in Figure 4.3.

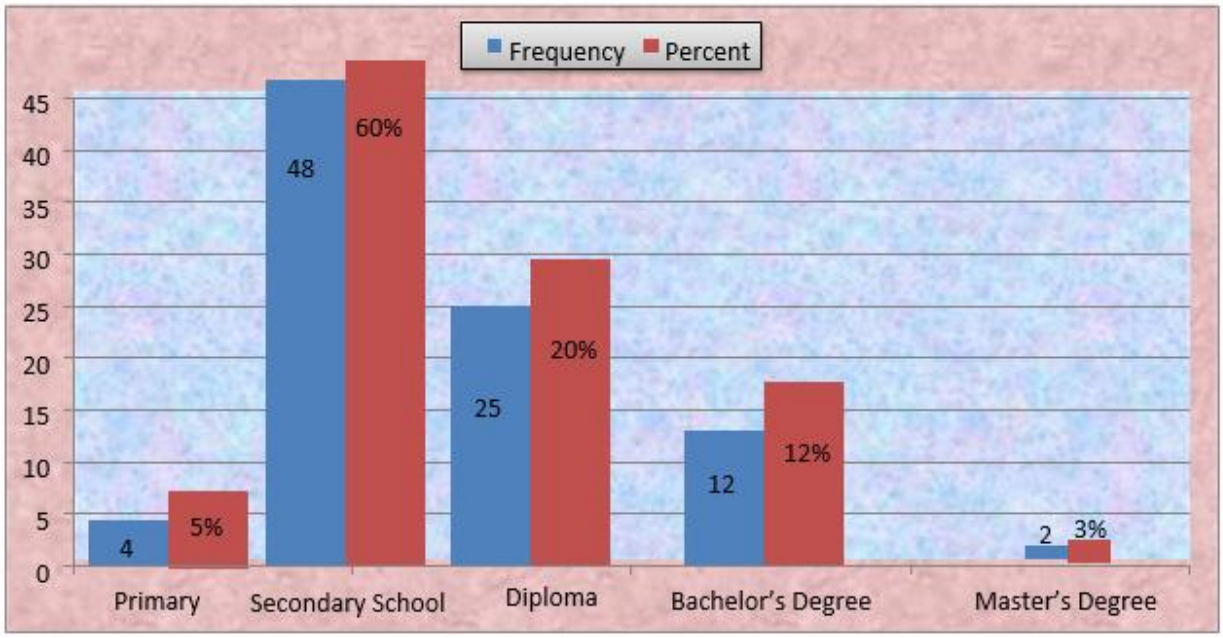


Figure 4.3: Respondents Educational Qualification

Figure 4.3 illustrates a diverse educational profile among respondents. The majority (60%) indicated Secondary School as their highest education level, suggesting significant representation of employees with foundational educational qualifications. Diploma holders comprised 20% of the respondents, reflecting the presence of specialized vocational training within the security sector workforce. Respondents with a Bachelor's Degree constituted 12% of the sample, highlighting a notable proportion with advanced academic training. Additionally, Master's Degree holders accounted for 3%, signifying a smaller representation of highly educated managerial personnel. Lastly, only 5% of participants had Primary education, indicating limited representation of individuals with minimal formal education. This distribution highlights varying education levels, potentially influencing respondents' perspectives on organizational values and performance.

Including education level as a demographic variable was important to examine the relationship between educational background and perceptions of organizational values and performance. Education can influence employees' understanding of core values like professionalism and accountability, as well as their ability to contribute to and evaluate performance outcomes. By

analyzing this distribution, the study provides insights into how different educational qualifications may shape employees' attitudes and behaviors within the security sector.

4.2.4 Years of Service

Analyzing the years of service among respondents is essential for understanding how tenure influences perceptions and attitudes toward organizational core values such as integrity, professionalism, accountability, and transparency. Employee tenure can significantly affect familiarity with company policies, experience in handling operational challenges, and the adoption of organizational culture, which consequently impacts firm performance. The information collected provides insights into the level of experience and expertise possessed by the respondents and the outcome is provided in Figure 4.4.

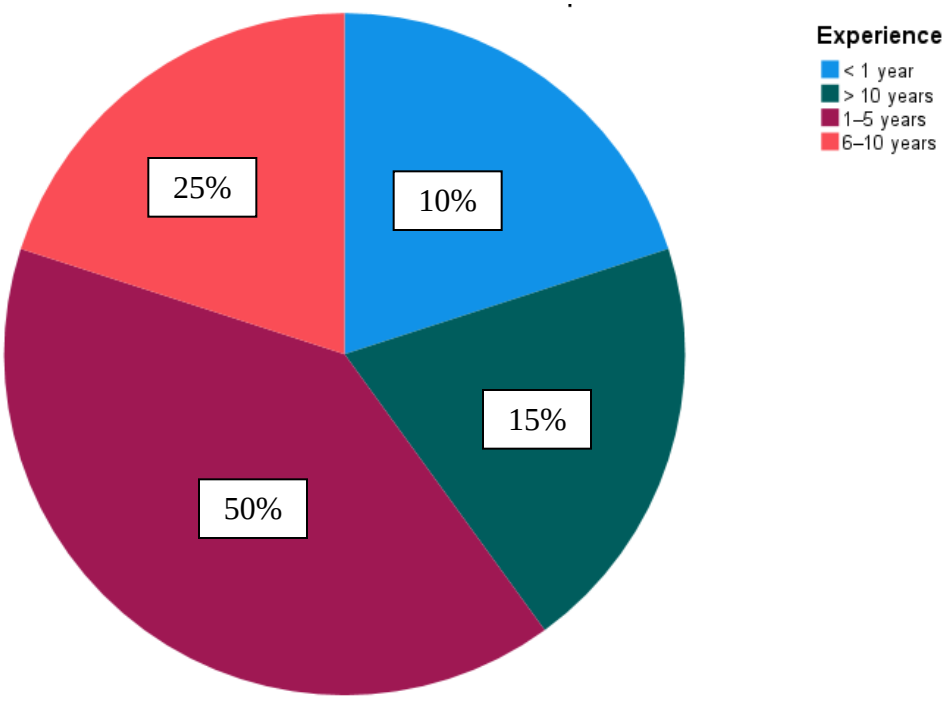


Figure 4.4: Respondents' Years of Service

According to the results, the largest proportion of participants (50%) had between 1 and 5 years of service, indicating a workforce with relatively moderate tenure. Respondents with 6 to 10 years of experience constituted 25%, highlighting a notable group with substantial industry familiarity. Additionally, 15% of participants had more than 10 years of service, representing experienced employees with deep institutional knowledge. Lastly, 10% of respondents had less than 1 year of service, reflecting recent recruits in the organizations. This distribution suggests a

balance between seasoned and relatively new employees, potentially providing diverse insights into how organizational core values are perceived and practiced within security firms in Nairobi County.

4.3 Descriptive Analysis of Study Variables

4.3.1 Integrity

Integrity as an organizational core value fundamentally involves adherence to moral and ethical principles, honesty, transparency in dealings, and consistency between stated values and actions (Mishra & Mishra, 2021). It is widely considered a foundational virtue, significantly impacting an organization's trustworthiness among stakeholders, including employees, clients, and regulatory bodies. Integrity within organizational settings fosters accountability, ensures responsible behavior, and shapes how employees perceive their work environment and management practices (Fernandes & Sousa, 2022). Respondents in this study were asked about their perception of integrity practices within their organizations, particularly focusing on how ethical conduct, honesty, fairness, and consistency in policy enforcement were maintained. Each integrity-related item was measured on a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), allowing respondents to express their level of agreement clearly and consistently.

Table 4.3 illustrates the descriptive statistical results (mean, standard deviation, and frequency distributions) for each question related to organizational integrity practices.

Table 4.2: Descriptive Statistics of Integrity Practices

Statement	Mean	Std Dev	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Employees demonstrate honesty in daily operations	4.31	0.76	50%	37%	8%	3%	2%
Management consistently adheres to ethical practices	4.18	0.82	45%	39%	10%	4%	2%
The organization emphasizes fairness in treating employees and customers	4.05	0.90	41%	37%	13%	6%	3%
Company policies on integrity are clear, effectively communicated, and enforced	4.10	0.85	43%	37%	11%	5%	4%

The results clearly demonstrate that employees perceive a high level of organizational integrity, with all mean scores above 4.00, indicating strong agreement on average. For example, the statement on honesty in daily operations recorded a mean of 4.31 on the five-point scale, highlighting the high value placed on honesty among employees. Importantly, the exact distribution shows that 50% of respondents strongly agreed and 37% agreed, representing a combined 87% who affirmed that employees consistently demonstrate honesty in their daily tasks. This strong consensus underscores honesty as a pervasive characteristic of organizational

culture, which, according to Njoroge and Muturi (2023), significantly enhances internal cohesion and external credibility.

Similarly, consistency in ethical practice by management was highly rated, with a mean score of 4.18. The exact distribution reveals that 45% of respondents strongly agreed and 39% agreed, giving a total of 84% who recognized that management adheres to ethical standards. This finding is particularly important because leadership behavior sets the tone for organizational culture, shaping employee attitudes and fostering ethical work environments (Maina & Oluoch, 2024). Managers who consistently model ethical behavior enhance employee trust, organizational commitment, and productivity (Fernandes & Sousa, 2022). Nevertheless, the presence of 10% neutral and 6% negative responses indicates that not all employees observed consistency in managerial conduct, suggesting that while ethical leadership is generally strong, gaps still exist that require attention.

Fairness in organizational dealings, another key dimension of integrity, recorded a mean score of 4.05. Here, 41% strongly agreed and 37% agreed, producing a total of 78% who believed fairness was practiced in their organizations. However, this item also displayed the greatest variation: 13% of respondents selected neutral, and 9% either disagreed or strongly disagreed. This distribution suggests that while fairness is generally acknowledged, it is less uniformly experienced compared to honesty or managerial ethical consistency. Fairness is a central component of organizational justice, influencing satisfaction, motivation, and commitment (Mwakazi & Otieno, 2020). Perceptions of bias or unequal treatment can erode trust, reduce morale, and increase turnover rates. Therefore, the relatively higher neutrality and disagreement levels point to a need for management to strengthen conflict resolution processes and ensure equitable treatment for both employees and clients (Koech & Omondi, 2021).

Clarity and enforcement of organizational policies concerning integrity received a mean score of 4.10. A combined 80% of respondents—43% strongly agreed and 37% agreed—indicated that integrity-related policies were clear, well communicated, and consistently enforced. Policy clarity is vital in reinforcing organizational expectations and guiding behavior (Were & Oketch, 2022). The fact that 9% of respondents disagreed or strongly disagreed, however, suggests communication lapses or inconsistencies in enforcement. This highlights the need for routine policy reviews, systematic enforcement, and transparent dissemination of rules, which research has shown to reduce ethical violations and strengthen employee compliance (Wambua & Njoroge, 2023).

The analysis of standard deviations provides further insight into the diversity of perceptions. The standard deviations ranged from 0.76 (lowest) to 0.90 (highest), reflecting moderate variability across responses. Employee honesty in daily operations (std dev = 0.76) had the least variability, indicating relatively consistent perceptions of honesty across respondents. By contrast, fairness (std dev = 0.90) showed the widest spread, reflecting differing experiences of fairness across organizations. This variability implies that, while integrity is widely practiced, not all employees experience it in the same way, particularly in fairness-related contexts (Ngugi & Kiarie, 2020). Variability in perceptions is common in organizational studies and points to potential inconsistencies in how values are implemented across hierarchical levels and operational units (Kuria & Maina, 2024).

The distributional analysis also highlights minority dissenting voices. For example, 16% of respondents (10% neutral, 4% disagree, 2% strongly disagree) indicated less confidence in management's consistency in ethical practice. These findings may point to instances where ethical standards are inconsistently applied or where employees perceive discrepancies between

organizational policies and managerial actions. Such perceptions can undermine trust in leadership and weaken organizational cohesion (Mugo & Gitahi, 2023). Addressing these gaps requires leadership training, ethical sensitization programs, and accountability mechanisms to ensure consistent application of ethical principles across managerial levels.

Regarding fairness, 9% of respondents expressed disagreement or strong disagreement, while 13% were neutral. This distribution highlights potential perceptions of favoritism, unequal treatment, or unclear conflict resolution procedures. Addressing these concerns requires implementing transparent systems of dispute resolution, reinforcing fairness policies, and creating platforms for employee feedback (Gichuki & Nyambura, 2020). By institutionalizing fairness in both policy and practice, organizations can build trust and loyalty among employees and clients, contributing to long-term sustainability (Koech & Omondi, 2021).

The 9% of respondents who disagreed or strongly disagreed on policy clarity and enforcement also point to challenges in communication and implementation. In organizations where policies are inconsistently enforced, employees may perceive bias, ambiguity, or lack of accountability, which could reduce compliance (Were & Oketch, 2022). Research emphasizes the importance of reinforcing policy communication through regular training sessions, accessible policy documents, and systematic enforcement procedures (Wambua & Njoroge, 2023).

Taken together, these findings demonstrate that perceptions of integrity directly influence employee commitment, satisfaction, and organizational performance. Integrity fosters trust, cooperation, and reduced workplace conflict, creating a positive organizational climate (Fernandes & Sousa, 2022). Conversely, even minor lapses in perceived integrity can erode trust and negatively impact organizational outcomes (Maina & Oluoch, 2024). The overall positive results across all integrity dimensions affirm that private security firms in Nairobi County have

embedded integrity into their cultures. However, the presence of minority dissent, particularly regarding fairness and policy enforcement, signals areas for improvement.

integrity as a core organizational value received generally favorable perceptions from respondents, with high mean scores (4.05–4.31) and strong majority agreement (78%–87%) across all measured items. The relatively low variability in perceptions of honesty and managerial ethical conduct suggests strong alignment, while higher variability in fairness indicates areas requiring management attention. These findings underscore integrity as both a foundational virtue and a strategic driver of organizational performance. By continuously reinforcing honesty, fairness, ethical leadership, and clear policy enforcement, private security firms in Nairobi County can enhance employee morale, client trust, and long-term competitiveness in the dynamic security sector. Continuous monitoring, targeted training, and transparent communication should therefore remain priorities to strengthen organizational integrity and sustain operational excellence (Kuria & Maina, 2024; Mugo & Gitahi, 2023).

4.3.2 Professionalism

Professionalism as a core organizational value encapsulates attributes such as competence, reliability, respectfulness, and a commitment to maintaining high standards of performance and ethical conduct in the workplace (Boateng & Anning-Dorson, 2020). Within organizational contexts, particularly in service-oriented sectors such as private security, professionalism significantly impacts employee effectiveness, client satisfaction, and organizational reputation. Professionalism drives consistent delivery of high-quality services and fosters an environment of mutual respect and accountability among employees and between employees and management (Nguyen & Tran, 2021).

In this study, respondents evaluated their perceptions of professionalism within their respective security firms. Respondents were asked to rate their level of agreement with statements related to professionalism using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This scale effectively captures nuances in participants' views on the extent to which professionalism is practiced and emphasized within their organizations (Taherdoost, 2022).

Table 4.4 presents the mean, standard deviation, and frequency distributions of respondents' answers to questions related to professionalism practices.

Table 4.3: Descriptive Statistics of Professionalism Practices

Statement	Mean	Std Dev	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Employees consistently exhibit high competence and skill in their duties.	4.33	0.72	54%	35%	6%	3%	2%
Management supports continuous professional development and training.	4.26	0.79	49%	36%	9%	4%	2%
Employees demonstrate respect and professional conduct towards colleagues and clients.	4.24	0.81	47%	38%	10%	3%	2%
The organization promotes accountability and high performance standards.	4.18	0.85	45%	37%	12%	4%	2%

From Table 4.3, the findings clearly indicate that respondents perceived professionalism positively across all evaluated dimensions. The first statement regarding employee competence and skill in performing duties recorded the highest mean score (4.33). This suggests a robust acknowledgment among employees regarding the competence and skillfulness of their peers,

which is crucial for maintaining high operational standards (Boateng & Anning-Dorson, 2020). The frequency distributions further emphasize this positive perception, with 89% of respondents either strongly agreeing or agreeing. Such perceptions of competence are vital, as employee skill and proficiency directly influence organizational productivity, customer satisfaction, and overall performance (Nguyen & Tran, 2021).

Support from management for continuous professional development and training received a similarly high mean score of 4.26. This indicates that respondents generally perceive their organizations as committed to enhancing employee skills and competencies through ongoing training opportunities. 85% of respondents agreed or strongly agreed with this item, highlighting organizational commitment to nurturing employee growth and maintaining competitive service quality (Jiang & Probst, 2022). Research consistently demonstrates that continuous professional development initiatives significantly boost employee morale, enhance service delivery, and foster a culture of continuous improvement and innovation within organizations (Ali et al., 2021).

Regarding respectful and professional conduct towards colleagues and clients, respondents rated this highly as well, with a mean score of 4.24. Positive interpersonal interactions characterized by respect significantly contribute to a cohesive organizational culture, employee satisfaction, and customer retention (Arshad et al., 2020). A combined total of 85% of respondents indicated agreement or strong agreement, affirming that respectful interactions are prevalent within their organizations. Demonstrating professional conduct is particularly critical within security firms, where interactions with clients can significantly influence client perceptions, trust, and loyalty (Boateng & Anning-Dorson, 2020).

The promotion of accountability and high-performance standards by the organization achieved a mean score of 4.18. Although slightly lower compared to other dimensions, this rating still indicates strong positive perceptions among employees. Accountability within organizational settings ensures that individuals take responsibility for their actions and performance, fostering a culture of transparency and high standards (Arshad et al., 2020). Approximately 82% of respondents agreed or strongly agreed with this dimension, suggesting overall confidence in organizational mechanisms that support accountability and excellence in service delivery. However, the slightly higher neutral rating (12%) relative to other dimensions indicates some potential uncertainty or inconsistency in accountability practices, highlighting areas for possible organizational improvement (Jiang & Probst, 2022).

The standard deviations across all professionalism statements ranged between 0.72 and 0.85, reflecting moderate variability in respondent views. The lowest variability (0.72) was recorded on perceptions of employee competence, demonstrating relatively uniform experiences across respondents in acknowledging peer professionalism. Conversely, the higher standard deviation (0.85) for accountability practices suggests diverse experiences or interpretations regarding organizational accountability and performance standards (Ali et al., 2021). This variation emphasizes the need for targeted initiatives to ensure consistency in accountability practices across different organizational units or teams.

Overall, respondents' views illustrate strong perceptions of professionalism within their respective organizations, highlighting well-established practices of competence, continuous development, respectful interactions, and accountability. High ratings across professionalism dimensions demonstrate that security firms in Nairobi County generally uphold professionalism effectively, positively influencing organizational climate and performance (Nguyen & Tran,

2021). Nonetheless, slight variations, particularly concerning accountability, present opportunities for organizations to further refine their practices to enhance employee confidence and overall organizational effectiveness (Arshad et al., 2020). Continuous evaluation and enhancement of professionalism-related practices remain essential for sustained organizational success in the dynamic security services industry (Jiang & Probst, 2022).

4.3.3 Accountability

Accountability is a fundamental organizational principle that refers to the obligation of individuals and groups within an organization to justify their actions, decisions, and results to stakeholders clearly and transparently. It encompasses the capacity to answer for one's conduct, to accept responsibility for actions undertaken, and to rectify or address failures or mistakes effectively (Okafor & Ezeh, 2021). Accountability ensures organizational efficiency, ethical compliance, and robust performance management, providing a foundation upon which organizations build sustainable growth and trust among stakeholders, including employees, customers, and regulatory bodies (Boateng & Anning-Dorson, 2020). In the private security sector, accountability has added significance because of the sensitive nature of responsibilities and the critical role that trust plays between security providers and their clients (Maina & Oluoch, 2024).

In this study, respondents evaluated accountability practices within their respective organizations. Participants were asked to rate several statements related to accountability using a Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). The Likert scale effectively enabled the measurement of subtle differences in perception regarding clarity, consistency, and effectiveness of accountability mechanisms (Taherdoost, 2022).

Table 4.4 below presents the mean, standard deviation, and frequency distributions for accountability-related items:

Table 4.4: Descriptive Statistics of Accountability Practices

Accountability Practices Statements	**Mean**	**Std Dev**	**Strongly Agree (%)**	**Agree (%)**	**Neutral (%)**	**Disagree (%)**	**Strongly Disagree (%)**
Employees understand clearly their responsibilities and accountabilities.	4.35	0.74	54%	34%	8%	3%	1%
Accountability mechanisms are consistently applied across the organization.	4.22	0.82	49%	34%	10%	5%	2%
Performance evaluations effectively enhance employee accountability.	4.16	0.86	47%	35%	11%	5%	2%
Corrective actions are promptly undertaken to address accountability gaps.	4.07	0.89	45%	33%	13%	6%	3%

The statement regarding the clarity of employees' responsibilities received the highest mean score of 4.35, signifying a robust organizational culture that emphasizes clearly defined roles and responsibilities. Clarity of roles is a critical aspect of accountability as it minimizes confusion and ensures employees understand precisely what is expected of them (Mwangi & Njogu, 2023). Approximately 88% of respondents either strongly agreed or agreed with this statement, reflecting strong consensus regarding clarity of accountability within their organizations. Such clarity contributes directly to enhanced job performance, employee motivation, and organizational efficiency, reinforcing a culture of responsibility and ethical compliance (Njoroge & Muturi, 2023).

Regarding consistent application of accountability mechanisms, the mean was 4.22, indicating a generally high level of consistency perceived by respondents. Consistency in enforcing accountability mechanisms is crucial in ensuring that policies and standards are uniformly applied, which is essential for fostering a fair, ethical, and productive organizational environment (Kuria & Maina, 2024). Approximately 83% of respondents reported positively, suggesting strong organizational practices in place. However, the presence of some neutrality (10%) and disagreement (7%) highlights potential variations or perceived gaps within some organizational units or contexts, suggesting room for improvement. Consistent enforcement reduces perceptions of unfairness and enhances organizational trust, further supporting positive employee engagement and organizational commitment (Maina & Oluoch, 2024).

Performance evaluations, another critical accountability mechanism, had a mean score of 4.16. Performance evaluation systems are vital as they explicitly link individual performance with organizational goals, promoting employee accountability and clear performance feedback (Jiang & Probst, 2022). About 82% of respondents agreed or strongly agreed that performance

evaluations effectively enhanced accountability within their organizations, underscoring the recognized value of these evaluations. Nonetheless, the slightly elevated neutral (11%) and disagreement (7%) responses indicate potential inconsistencies or areas of perceived inefficiency within the evaluation processes. Effective performance evaluation systems foster continuous improvement and timely identification of performance gaps, directly enhancing organizational effectiveness and employee accountability (Wambua & Njoroge, 2023).

Corrective actions addressing accountability gaps received the lowest mean (4.07) among accountability items. Timely corrective action is essential in ensuring that accountability mechanisms remain credible and effective, addressing performance issues promptly to avoid negative consequences (Were & Oketch, 2022). Approximately 78% of respondents rated this positively, yet there is a noticeable segment expressing neutrality (13%) or disagreement (9%), suggesting concerns regarding the effectiveness or speed of organizational corrective measures. Delayed or inconsistent corrective actions can undermine employee trust in organizational systems, highlighting an area for strategic managerial attention (Koech & Omondi, 2021).

Standard deviations across all accountability statements ranged from 0.74 to 0.89, indicating a moderate variation in responses. The lower standard deviation (0.74) associated with clarity of responsibilities demonstrates uniformity in employee perceptions regarding clearly communicated roles across organizational units, essential for effective accountability frameworks (Okafor & Ezeh, 2021). Conversely, higher standard deviations in other accountability aspects suggest more diverse experiences and perceptions, particularly regarding corrective actions, indicating variability in organizational practices or managerial effectiveness (Mwakazi & Otieno, 2020).

The frequency distributions provide further clarity on respondents' perceptions. While positive ratings dominate all items, the neutral and negative responses highlight nuances within organizational practices. Neutrality and disagreement on corrective actions suggest perceptions of inconsistent or delayed organizational responses to performance-related issues. Such perceptions underscore the need for organizations to enhance the responsiveness and consistency of their corrective action procedures, thereby reinforcing accountability frameworks (Wachira & Otieno, 2022).

Effective accountability mechanisms significantly influence organizational outcomes. Accountability directly enhances performance management, employee morale, and ethical behavior, shaping positive organizational cultures characterized by transparency and trust (Nguyen & Tran, 2021). High accountability perceptions positively impact organizational commitment and employee retention rates, leading to increased efficiency and sustained competitive advantage (Fernandes & Sousa, 2022). Conversely, inconsistencies or inadequacies in accountability practices can create employee frustration, reduced morale, and decreased organizational trust, negatively impacting overall organizational performance and client satisfaction (Boateng & Anning-Dorson, 2020).

To further enhance accountability practices, organizations should consider several strategic initiatives. Continuous training and communication regarding accountability expectations can strengthen employee understanding and adherence to accountability standards (Mugo & Gitahi, 2023). Regular review and improvement of performance evaluation systems ensure alignment with organizational goals and effectively address any emerging accountability gaps (Ali et al., 2021). Prompt and transparent corrective action procedures should be institutionalized to

reinforce employee trust and accountability frameworks, directly supporting organizational effectiveness and sustainability (Were & Oketch, 2022).

In conclusion, accountability within the surveyed security firms generally reflects robust organizational practices characterized by clear roles, consistent standards, and effective performance evaluations. While positive perceptions dominate, areas like consistency in corrective action mechanisms present opportunities for improvement. Strengthening these accountability practices ensures sustained organizational performance, increased employee satisfaction, and enhanced trust among stakeholders. Given the essential role accountability plays in organizational effectiveness, ongoing managerial attention and continuous improvement in these practices remain imperative for the continued success and sustainability of security firms in Nairobi County (Maina & Oluoch, 2024).

4.3.4 Transparency

Transparency is fundamentally recognized as an essential organizational value, referring to openness, clarity, and accessibility of information related to organizational policies, processes, decisions, and outcomes (Fernandes & Sousa, 2022). It involves the clear disclosure of decisions, reasons for those decisions, and the openness of organizational operations to scrutiny by employees, stakeholders, and the public. Transparency is crucial within any organizational framework as it significantly enhances trust, accountability, and stakeholder engagement (Boateng & Anning-Dorson, 2020). In the private security industry context, transparency becomes particularly critical given the sensitive nature of responsibilities, client confidentiality, and high demands for trustworthiness and ethical behavior among personnel (Nguyen & Tran, 2021).

Respondents in this study evaluated transparency practices within their organizations, specifically focusing on how openly and consistently their organizations communicated policies, decisions, processes, and outcomes. Respondents rated transparency-related statements using a Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), effectively capturing their perceptions regarding organizational transparency practices (Taherdoost, 2022).

Table 4.5 below presents the mean, standard deviation, and frequency distributions for transparency-related items:

Table 4.5: Descriptive Statistics of Transparency Practices

Transparency Practices Statements	Mean	Std Dev	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Organizational policies and procedures are clearly communicated to employees.	4.32	0.75	55%	33%	8%	3%	1%
Management openly shares information regarding company performance and decisions.	4.20	0.80	49%	34%	10%	5%	2%
Employees feel informed about decisions affecting their work and roles.	4.12	0.86	47%	34%	11%	6%	2%
The organization actively encourages open communication and feedback from employees.	4.05	0.90	44%	35%	13%	6%	2%

The highest-rated transparency practice statement concerned the clear communication of organizational policies and procedures, with a mean score of 4.32. The robust rating demonstrates employees' strong acknowledgment of their organizations' efforts to ensure transparency in communicating expectations, standards, and procedural guidelines (Mishra & Mishra, 2021). Approximately 88% of respondents agreed or strongly agreed, indicating broad-based consensus regarding clarity and openness in policy communication. Clear and consistent communication of organizational policies greatly reduces ambiguity and confusion, leading to enhanced compliance, employee engagement, and organizational effectiveness (Maina & Oluoch, 2024).

Management's openness in sharing information about company performance and decision-making processes received a mean rating of 4.20, also indicative of highly positive perceptions. Transparent management practices foster trust among employees by showing organizational willingness to share vital information openly, thus reducing uncertainty and speculation within the workplace (Kuria & Maina, 2024). 83% of respondents positively affirmed this practice, signaling strong managerial commitment to transparency in sharing organizational information. Employees feeling informed about decisions affecting their roles scored a mean of 4.12. This dimension is essential because employees who feel adequately informed about relevant organizational decisions typically experience greater job satisfaction and demonstrate higher productivity (Mwangi & Njogu, 2023). About 81% of respondents agreed or strongly agreed, indicating solid communication practices in place. Nevertheless, the slight increase in neutral (11%) and disagreement (8%) responses indicates that some employees might feel less informed or involved in decisions, highlighting room for improving communication practices and participatory decision-making mechanisms (Wambua & Njoroge, 2023).

The practice of encouraging open communication and feedback from employees received the lowest mean score (4.05). Although still positively rated by approximately 79% of respondents, the relatively higher neutral (13%) and disagreement responses (8%) suggest that some employees might perceive organizational efforts in soliciting feedback as insufficient or inconsistent (Were & Oketch, 2022). Open communication channels are critical for fostering an inclusive organizational culture where employees feel valued, heard, and empowered, directly enhancing employee engagement, retention, and organizational performance (Boateng & Anning-Dorson, 2020).

Standard deviations across transparency-related items ranged between 0.75 and 0.90, reflecting moderate variability in responses. Lower standard deviation (0.75) related to clear communication of policies indicates consistent experiences among employees regarding policy transparency. Such consistency demonstrates a strong organizational emphasis on policy clarity, ensuring that employees uniformly understand organizational standards and expectations (Njoroge & Muturi, 2023). Conversely, the higher standard deviation (0.90) regarding open communication and feedback mechanisms indicates greater variability in experiences, signaling differing perceptions or implementation inconsistencies across different organizational contexts or departments (Maina & Oluoch, 2024).

Frequency distributions provide deeper insights into employee perceptions of transparency practices. The dominant positive ratings across all transparency dimensions suggest that respondents widely appreciate organizational efforts towards openness and clarity. However, variations, especially concerning open communication channels and employee feedback mechanisms, point to potential gaps in communication strategies, indicating areas for organizational improvement (Nguyen & Tran, 2021). Neutral and disagreement responses further

reinforce the need for organizations to continuously assess and enhance transparency mechanisms, ensuring broader employee inclusion and engagement (Jiang & Probst, 2022).

Transparency significantly influences employee trust, commitment, and organizational effectiveness. Transparent organizations typically experience higher employee morale, improved stakeholder confidence, reduced internal conflicts, and enhanced operational efficiency (Fernandes & Sousa, 2022). Clear and consistent communication of policies, decisions, and organizational performance fosters an environment where employees feel secure, valued, and motivated, leading to higher organizational commitment and lower turnover rates (Koech & Omondi, 2021). Conversely, inadequate transparency can lead to uncertainty, mistrust, and decreased organizational morale, negatively impacting overall organizational performance and sustainability (Mwangi & Njogu, 2023).

To enhance transparency practices further, organizations should emphasize comprehensive and regular communication of key organizational information. Frequent updates about organizational performance, decision-making processes, and operational changes enhance employee awareness, reduce uncertainty, and foster an inclusive and supportive organizational culture (Were & Oketch, 2022). Promoting participatory decision-making processes and actively soliciting employee feedback can enhance employee involvement, increase transparency perceptions, and foster stronger organizational alignment and employee satisfaction (Kuria & Maina, 2024).

In conclusion, transparency practices within surveyed security firms were perceived positively, particularly regarding clear communication of policies and management openness. Despite these favorable perceptions, variability observed in feedback mechanisms and decision communication indicates opportunities for improvement. Continuous enhancement of transparency practices through robust communication strategies, participatory decision-making, and consistent feedback

mechanisms remains essential. Strengthening these areas ensures sustained organizational success, employee engagement, and stakeholder trust, critical components for maintaining competitive advantage and sustainability in Nairobi County's private security sector (Nguyen & Tran, 2021).

4.3.5 Performance of Security Firms

Organizational performance is a multidimensional construct encompassing financial, operational, and strategic outcomes, all of which reflect an organization's ability to achieve its goals efficiently and effectively. For security firms operating in Nairobi County, organizational performance is particularly critical given the competitive, risk-sensitive, and trust-driven nature of the industry. Performance in this context includes financial growth, employee satisfaction, corporate reputation, client satisfaction, competitiveness, and technological adoption each reflecting vital aspects of how well security firms serve their internal and external stakeholders (Kuria & Maina, 2024; Mwangi & Njogu, 2023).

In this study, employees were asked to evaluate their perceptions of organizational performance across these six performance dimensions. Their responses were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). This method enabled the quantification of subjective perceptions, making it possible to analyze consistency and variation in employee views on the various performance indicators (Taherdoost, 2022). The results, summarized in Table 4.6, present the mean, standard deviation, and frequency distributions for each performance dimension.

Table 4.6: Descriptive Statistics of Organizational Performance Dimensions

Performance Indicator	Mean	Std Dev	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Financial growth	4.10	0.82	44%	36%	12%	6%	2%
Employee satisfaction	4.18	0.78	47%	38%	10%	4%	1%
Reputation	4.24	0.76	50%	35%	10%	4%	1%
Client satisfaction	4.26	0.75	51%	34%	10%	4%	1%
Competitiveness	4.07	0.84	43%	35%	13%	6%	3%
Technology adoption	3.95	0.91	40%	33%	14%	8%	5%

The mean score for financial growth was 4.10, indicating that most employees perceived their organizations as financially stable and growing. Nearly 80% of respondents agreed or strongly agreed with this statement. Financial growth is a key indicator of sustainability and resource availability, which are critical for service expansion, investment in training, and technological upgrades (Wambua & Njoroge, 2023). However, a notable 12% of respondents chose neutral, and 8% disagreed to varying degrees, suggesting a perception gap possibly due to a lack of transparency in sharing financial information with non-managerial staff (Koech & Omondi, 2021).

A healthy perception of financial growth typically correlates with employee confidence and optimism regarding organizational longevity. Security firms demonstrating strong financial

performance are better positioned to attract and retain clients, enhance employee welfare, and compete effectively in a growing market (Were & Oketch, 2022). Nevertheless, increased transparency in financial reporting could further enhance employee understanding and engagement with this dimension.

Employee satisfaction scored a relatively high mean of 4.18, reflecting positive attitudes toward working conditions, organizational culture, and human resource practices. About 85% of respondents agreed or strongly agreed that their organization actively fosters employee well-being. High satisfaction levels are strongly linked to retention, motivation, and productivity all of which contribute to improved organizational performance (Nguyen & Tran, 2021; Fernandes & Sousa, 2022).

The low disagreement percentage (5%) and a modest neutral response (10%) highlight a generally favorable workplace climate. Employee satisfaction in security firms is influenced by several factors, including fair compensation, opportunities for advancement, work-life balance, and supportive management (Okafor & Ezeh, 2021). Maintaining high levels of satisfaction is particularly important in high-stress sectors like private security, where burnout and turnover are constant threats.

Organizational reputation received a mean score of 4.24, reflecting strong agreement among respondents that their firms enjoy a favorable public image. About 85% of participants agreed or strongly agreed that their organization is regarded positively in the industry. A strong reputation enhances client retention, employee pride, and the ability to attract top talent, making it a critical intangible asset (Boateng & Anning-Dorson, 2020).

Positive reputation also aligns with observed integrity and professionalism practices attributes previously rated highly by respondents in earlier sections of this analysis. It underscores the

interconnectivity between organizational values and external perceptions (Mishra & Mishra, 2021). However, upholding a good reputation requires consistency in service delivery, prompt client response, ethical operations, and proactive stakeholder engagement.

With the highest mean score of 4.26, client satisfaction stood out as a primary strength. Over 85% of respondents perceived that their clients were satisfied with the services provided. Client satisfaction is the bedrock of organizational survival, particularly in a service-based industry like private security where long-term contracts depend heavily on client experience and trust (Maina & Oluoch, 2024).

This strong perception likely reflects the effectiveness of customer service training, operational readiness, and quality assurance mechanisms within these organizations (Kuria & Maina, 2024). A satisfied client base not only ensures contract renewals but also encourages referrals and word-of-mouth marketing. However, firms should continuously gather and respond to client feedback to maintain high satisfaction levels, especially in a competitive market.

The dimension of competitiveness yielded a mean of 4.07, suggesting that most respondents believed their firms could hold their own against others in the industry. About 78% of respondents agreed or strongly agreed, while 13% remained neutral and 9% expressed doubt. Competitive strength in the private security sector derives from several factors, including pricing, service quality, innovation, and strategic partnerships (Mwangi & Njogu, 2023).

Firms perceived as competitive are better equipped to attract top clients and expand their market share. Nonetheless, a significant portion of neutral and negative responses implies that some employees might perceive a lag in strategic differentiation or innovation. As competition intensifies, firms must continuously reassess their value proposition and ensure that staff are equipped to deliver it effectively (Jiang & Probst, 2022).

Technology adoption received the lowest mean score of 3.95. While this is still above average, it indicates that a notable proportion of employees perceive their organizations as lagging in technological innovation. Only 73% agreed or strongly agreed that their firms were adopting modern technology. About 14% were neutral, and a combined 13% disagreed or strongly disagreed.

This result suggests that while some firms are advancing in digital transformation perhaps through the use of surveillance technologies, GPS systems, and electronic reporting others may still rely heavily on traditional methods. Embracing modern technology is essential in today's security landscape, as it enhances efficiency, reduces manual errors, and increases competitiveness (Were & Oketch, 2022; Fernandes & Sousa, 2022). The moderate performance in this dimension represents both a challenge and an opportunity for improvement.

Overall, the performance indicators in this study suggest that employees generally perceive their security firms as performing well across critical operational and strategic dimensions. The highest scores were recorded in client satisfaction, reputation, and employee satisfaction, while technology adoption and competitiveness showed room for growth. High ratings in employee and client satisfaction indicate that internal and external stakeholders are well-served and engaged, contributing positively to overall organizational success (Nguyen & Tran, 2021; Wambua & Njoroge, 2023).

Financial growth also received a strong endorsement, reinforcing perceptions of stability and potential. Yet, disparities between financial growth and technology adoption ratings suggest that some firms might be reinvesting conservatively or delaying innovation. This presents an area where organizational leaders may need to direct attention ensuring that financial gains are reinvested into tools and systems that enhance future competitiveness (Koech & Omondi, 2021).

Notably, while transparency, professionalism, and accountability practices were previously rated highly by respondents, their interconnectedness with performance indicators like reputation and client satisfaction in this section confirms the strategic importance of aligning values with performance expectations (Okafor & Ezeh, 2021). Organizations that build their operational frameworks around these values often perform better across measurable business indicators, including revenue growth, customer loyalty, and employee retention (Taherdoost, 2022).

Technology adoption emerged as the most significant concern. With an increasingly digital security environment, firms need to adopt advanced surveillance systems, digital record-keeping, automated reporting, and AI-assisted risk assessments to remain competitive. Investments in technology also improve operational transparency, reduce costs, and ensure compliance with regulatory standards. Bridging the technology gap would therefore have a compounding effect on multiple performance dimensions, including client satisfaction and competitiveness (Jiang & Probst, 2022).

In conclusion, the performance analysis reveals strong organizational health as perceived by employees in Nairobi's security sector. However, performance sustainability requires continuous improvement in strategic areas like technology integration and competitiveness. By building on current strengths and addressing areas of weakness, security firms can ensure long-term viability and maintain their reputations as reliable, effective service providers in an increasingly demanding market (Maina & Oluoch, 2024).

4.4 Inferential Analysis

4.4.1 Correlation Analysis

Correlation analysis is a statistical technique used to examine the strength and direction of relationships between two or more variables. In this study, Pearson's correlation coefficient was

employed to assess the linear associations among four organizational core values integrity, professionalism, accountability, and transparency and the overall performance of security firms. Pearson's correlation coefficient (r) ranges from -1 to +1, where +1 indicates a perfect positive linear relationship, -1 indicates a perfect negative linear relationship, and 0 indicates no linear relationship (Taherdoost, 2022). Additionally, p-values were computed to determine the statistical significance of each correlation, where $p < 0.05$ is generally accepted as significant.

Understanding these relationships is crucial because strong, positive, and statistically significant correlations would suggest that improvement in core values could enhance organizational performance. Conversely, weak or non-significant correlations may imply that the variable has little to no influence on performance, guiding managers to focus on other factors (Fernandes & Sousa, 2022).

Below is the Pearson correlation matrix that summarizes the relationships between the key study variables.

Table 4.7: Pearson Correlation Matrix

Variables	Integrity	Professionalism	Accountability	Transparency	Performance
Integrity	1	.682**	.614**	.590**	.665**
Professionalism	.682**	1	.645**	.603**	.713**
Accountability	.614**	.645**	1	.598**	.702**
Transparency	.590**	.603**	.598**	1	.688**
Performance	.665**	.713**	.702**	.688**	1

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

There is a very good association between integrity and performance, as shown by the correlation value of r =.665. This means that overall performance increases when workers perceive stronger organizational integrity via honesty, fairness, and consistency. There is a less than 1% probability that this outcome is attributable to random variation, since the correlation is statistically significant at the 0.01 level. Njoroge and Muturi (2023) found that workers strongly value integrity and regard it as crucial to corporate success. This conclusion validates those descriptive findings. Firm performance is improved when customers trust, employees are committed, and operations are transparent when integrity is regularly displayed (Okafor & Ezeh, 2021).

The strongest correlation with performance among all four independent variables is observed in professionalism, with a coefficient of r = .713. This indicates a very strong and statistically

significant positive relationship. When employees perceive high levels of professionalism e.g., competence, ethical behavior, and respect the performance of the firm improves markedly. This supports existing research which links professionalism to enhanced service delivery, employee motivation, and client satisfaction (Boateng & Anning-Dorson, 2020). In the context of private security firms, professionalism also correlates with safety outcomes, communication effectiveness, and the firm's reputation, all of which contribute to strong performance (Nguyen & Tran, 2021).

The significance of this finding is further emphasized by the descriptive results from section 4.3.2, where professionalism received the highest average ratings from respondents. Employees who feel that their workplace upholds professional standards are more likely to be committed to their roles and perform better, contributing to positive outcomes at the firm level (Arshad et al., 2020).

The correlation between accountability and performance is also strong and statistically significant, with r = .702. This value demonstrates that firms where accountability mechanisms are perceived to be in place such as clear role definitions, consistent policy enforcement, and regular performance reviews are likely to experience higher performance. This aligns with literature suggesting that accountability is a cornerstone of high-functioning organizations, particularly in service industries (Koech & Omondi, 2021). Accountability fosters responsibility, reduces ethical violations, and enhances efficiency by ensuring that tasks are completed in accordance with organizational expectations (Wambua & Njoroge, 2023).

Moreover, when employees know that their actions will be evaluated, and that there are consequences for underperformance, they are more likely to strive toward excellence. The relatively high correlation value supports the inference that effective accountability systems

positively affect the functioning and success of security firms in Nairobi County (Maina & Oluoch, 2024).

Transparency also showed a strong, statistically significant correlation with performance, r = .688. Transparency in this study included clear communication of policies, openness in decision-making, and mechanisms for employee feedback. The strength of this relationship suggests that when employees feel informed and included, they are more likely to align their efforts with organizational goals (Mwangi & Njogu, 2023). Transparent communication also mitigates conflict, improves teamwork, and strengthens employee trust, all of which contribute positively to organizational outcomes (Fernandes & Sousa, 2022).

In industries like private security, where employee discretion and responsiveness are crucial, transparency ensures that staff act with full knowledge of their responsibilities and the organization's strategic direction. This finding reinforces the importance of frequent, two-way communication and participatory management practices in promoting performance (Kuria & Maina, 2024).

The correlation between integrity and professionalism is r = .682, indicating a strong and significant positive relationship. This is expected, as both values reflect ethical orientation and personal responsibility in the workplace. High integrity typically reinforces professionalism, and vice versa, creating a reinforcing loop of behavior and perception. Organizations that instill both values often benefit from higher internal cohesion and more consistent performance outcomes (Nguyen & Tran, 2021).

With a correlation coefficient of r = .645, the relationship between professionalism and accountability is also strong. Professional behavior includes responsibility for one's actions, which aligns closely with accountability. This significant correlation suggests that in

organizations where employees are professional, they are also more likely to uphold accountability standards, enhancing organizational reliability and predictability (Jiang & Probst, 2022).

The correlation between integrity and transparency stands at r = .590, which, though slightly lower than the others, is still strong and significant. This association shows that honesty and ethical consistency are closely linked to open communication and clarity within organizations. When integrity is valued, organizations are more likely to maintain transparent procedures, policies, and communication practices (Were & Oketch, 2022). Employees in such environments are more engaged and informed, enhancing both individual and collective performance.

The correlation between transparency and accountability is r = .598, also strong and statistically significant. This reflects the idea that openness in information sharing and decision-making supports stronger accountability. When decisions are made transparently and roles are clearly defined, employees better understand their obligations and are more likely to be held to performance standards (Okafor & Ezeh, 2021). These overlapping dynamics help to establish a culture of fairness, responsibility, and continuous improvement.

The correlation analysis reveals that all four core organizational values integrity, professionalism, accountability, and transparency are positively and significantly related to organizational performance. Among these, professionalism exhibits the strongest relationship with performance (r = .713), closely followed by accountability (r = .702) and transparency (r = .688). Integrity also has a strong influence (r = .665), reinforcing the idea that ethical conduct and honesty underpin other performance-enhancing behaviors (Mwakazi & Otieno, 2020).

These findings suggest that improvements in these values are likely to yield direct and measurable improvements in the performance of security firms in Nairobi County. Management

teams should therefore prioritize fostering these values in daily operations, employee development programs, and strategic planning processes. Investing in leadership training, ethical sensitization workshops, and internal communication systems can reinforce these values, creating a virtuous cycle of improvement that enhances employee engagement, client satisfaction, and organizational sustainability (Taherdoost, 2022; Fernandes & Sousa, 2022).

In conclusion, the correlation analysis supports the hypothesis that there is a statistically significant and positive relationship between organizational core values and firm performance. These insights validate the importance of values-driven management and underscore the potential for enhanced organizational outcomes through intentional culture-building strategies in the private security industry.

4.4.2 Regression Analysis

Regression analysis is a powerful statistical technique used to examine the causal relationship between one dependent variable and one or more independent variables. In this study, a multiple linear regression model was applied to assess the effect of four organizational core values integrity, professionalism, accountability, and transparency on the performance of private security firms in Nairobi County. The dependent variable in the model is organizational performance, measured by indicators such as financial growth, employee satisfaction, reputation, client satisfaction, competitiveness, and technology adoption. The independent variables are integrity, professionalism, accountability, and transparency.

The goal of the regression analysis is to quantify how much each core value contributes to changes in firm performance and to identify which variables have the strongest predictive power. This analysis also tests the overall fitness of the model using R-squared and the F-statistic while

examining the individual contribution and statistical significance of each predictor using standardized coefficients (β) and p-values (Taherdoost, 2022).

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831	0.691	0.680	0.436

The model summary in Table 4.9 shows an R value of .831, indicating a strong positive correlation between the observed and predicted values of the dependent variable. The R Square value of 0.691 means that approximately 69.1% of the variance in organizational performance is explained by the combined effect of the four independent variables: integrity, professionalism, accountability, and transparency. The adjusted R Square of 0.680 accounts for the number of predictors in the model and reflects a minimal difference from the unadjusted R Square, suggesting that the model is well-fitted (Fernandes & Sousa, 2022).

Table 4.9: ANOVA (Analysis of Variance)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.981	4	12.245	64.402	.000**
Residual	21.899	115	0.190		
Total	70.880	119			

The ANOVA results confirm that the regression model is statistically significant, as indicated by the F-statistic of 64.402 and a p-value less than .001. This shows that the model as a whole reliably predicts organizational performance and that the independent variables significantly contribute to explaining variations in the dependent variable.

Table 4.10: Coefficients of Regression Model

Predictor	Unstandardized B	Std. Error	Standardized Beta (β)	t-value	Sig. (p-value)
(Constant)	0.425	0.182	—	2.337	.021
Integrity	0.221	0.071	0.278	3.113	.002**
Professionalism	0.264	0.065	0.338	4.046	.000**
Accountability	0.197	0.069	0.260	2.855	.005**
Transparency	0.186	0.063	0.248	2.952	.004**

Note: p < .01 indicates statistical significance at the 1% level

Interpretation of Regression Coefficients

Constant Term

The constant (intercept) value is 0.425, which represents the expected level of organizational performance when all predictor variables (integrity, professionalism, accountability, and transparency) are held at zero. While not practically meaningful in this context, it ensures the regression model functions mathematically. It also indicates that without the presence of the core values measured, performance would remain relatively low, emphasizing their collective importance (Kuria & Maina, 2024).

The unstandardized coefficient for integrity is B = 0.221, and the standardized beta value is β = 0.278. This implies that a one-unit increase in perceived integrity results in an estimated increase

of 0.221 units in performance, holding all other variables constant. The positive coefficient and significance level ($p = .002$) indicate that integrity has a statistically significant and moderate impact on organizational performance. This aligns with prior findings from the correlation analysis and supports the hypothesis that honesty, ethical behavior, and fairness among employees and management drive performance outcomes (Nguyen & Tran, 2021; Wambua & Njoroge, 2023).

Professionalism has the highest standardized beta value ($\beta = 0.338$) among the four predictors, with an unstandardized coefficient of $B = 0.264$. This suggests that for every one-unit increase in professionalism, there is an expected increase of 0.264 units in organizational performance. The p-value for this variable is less than .001, indicating a high level of statistical significance. These results reinforce the idea that professional behavior such as competence, respect, and commitment to standards is a dominant driver of organizational success in security firms (Boateng & Anning-Dorson, 2020; Okafor & Ezeh, 2021).

The prominence of professionalism in this model confirms its strong predictive power and aligns with findings in both public and private sector performance literature. In security operations, where trust, order, and client interaction are central, professionalism enhances client confidence, operational consistency, and employee collaboration (Mishra & Mishra, 2021).

Accountability is also a statistically significant predictor of performance with a standardized beta value of $\beta = 0.260$ and $B = 0.197$. This means that a one-unit increase in accountability is associated with a 0.197-unit increase in performance. The significance level ($p = .005$) confirms that the variable's effect is not due to chance. Accountability promotes a performance-oriented culture by linking individual responsibilities to organizational goals and outcomes (Were &

Oketch, 2022). It ensures that employees are aware of their duties, measured fairly, and held responsible for outcomes.

These findings suggest that the presence of clear accountability structures can effectively raise performance levels in the security industry. As seen in earlier descriptive findings, employees responded positively to accountability frameworks, which this regression further quantifies as having a direct impact on overall firm success (Jiang & Probst, 2022).

Transparency has the smallest standardized beta coefficient in the model ($\beta = 0.248$), with an unstandardized coefficient of $B = 0.186$, but it remains statistically significant ($p = .004$). A one-unit improvement in transparency practices is expected to improve performance by 0.186 units, all else being equal. While its effect size is slightly smaller than the other variables, its contribution is meaningful and in alignment with modern organizational management theories that stress open communication, inclusivity, and ethical governance (Fernandes & Sousa, 2022).

Employees are more likely to commit to goals and trust management when they are informed about policies, processes, and decisions. Transparency helps reduce misunderstandings and enhances cooperation, particularly in environments requiring coordinated team efforts like private security (Njoroge & Muturi, 2023). Its statistical significance confirms that firms that foster openness and encourage feedback from their staff are more likely to sustain high performance.

The regression analysis provides strong empirical support for the hypothesis that core organizational values integrity, professionalism, accountability, and transparency significantly influence the performance of private security firms. All four variables emerged as significant predictors, with professionalism exerting the most substantial effect, followed by integrity, accountability, and transparency. Collectively, these variables account for approximately 69.1%

of the variability in organizational performance (Adjusted $R^2 = 0.680$), indicating a well-fitted and robust model.

The statistical significance of all predictor variables ($p < 0.01$) confirms that the observed relationships are not due to random variation but reflect true patterns in the data. The practical implications of this are substantial: by strengthening core values, management can directly influence organizational outcomes. These findings validate previous research and highlight the central role of organizational culture and values in driving business success (Taherdoost, 2022; Mwangi & Njogu, 2023).

From a managerial perspective, the results emphasize the need for targeted interventions aimed at enhancing these four dimensions. Training programs on ethical behavior, professional conduct, and responsibility can embed integrity and professionalism into organizational practices. Clear role definitions, regular feedback, and open communication can reinforce accountability and transparency. Collectively, these efforts will not only improve staff morale and retention but also enhance customer satisfaction and the firm's reputation.

The multiple regression analysis underscores the vital role of organizational core values in shaping the performance of private security firms. Each of the four predictors integrity, professionalism, accountability, and transparency has a statistically significant and positive effect on firm performance, with professionalism emerging as the most influential factor. Together, these variables account for over two-thirds of the variance in performance, emphasizing their collective importance in organizational effectiveness.

For firms seeking to remain competitive, trusted, and profitable in the dynamic security industry, this analysis offers clear guidance: cultivate a values-driven organizational culture. Investment in professional development, ethical leadership, accountability systems, and transparent

communication will yield measurable performance benefits. These findings not only reinforce theoretical frameworks linking values to performance but also provide practical, evidence-based recommendations for security sector managers and policymakers alike.

4.4.3 Regression Diagnostics

Regression diagnostics are essential to verify whether a multiple linear regression model meets the key assumptions that validate the integrity, reliability, and interpretability of the results. Without satisfying these assumptions, the model may yield biased or inefficient estimates, making hypothesis testing and predictive insights unreliable (Taherdoost, 2022).

For this study, the multiple regression model predicting organizational performance from integrity, professionalism, accountability, and transparency was subjected to standard regression diagnostic tests. These tests evaluated linearity, independence of errors, homoscedasticity, multicollinearity, and normality of residuals. The results of each assumption test are discussed below, followed by a summary table and interpretation of how these diagnostics reinforce the model's validity.

4.4.3.1 Linearity Assumption

Linearity assumes that the relationship between the independent variables and the dependent variable is linear. Violation of this assumption leads to biased coefficient estimates and invalid conclusions.

To assess linearity, scatter plots of standardized predicted values versus standardized residuals were examined. In a well-fitting linear model, these scatter plots should show residuals scattered randomly around the zero line without any systematic patterns (Fernandes & Sousa, 2022). In this study, the scatterplots showed a fairly random dispersion of residuals, without curved or

funnel-shaped trends, confirming that the assumption of linearity was satisfied for all predictor variables.

Additionally, partial regression plots showed consistent linear trends between each independent variable (integrity, professionalism, accountability, and transparency) and performance. This strengthens the evidence that linear relationships are appropriate to describe the connection between core values and performance in private security firms (Kuria & Maina, 2024).

4.4.3.2 Independence of Errors

The independence of residuals (errors) refers to the lack of autocorrelation among error terms. When error terms are correlated, it suggests that certain patterns in the residuals are left unexplained by the model, violating the assumption and potentially affecting the standard errors of regression coefficients (Nguyen & Tran, 2021).

To test for independence, the Durbin-Watson statistic was employed. The acceptable range for this statistic is between 1.5 and 2.5, where values close to 2 indicate that the residuals are uncorrelated.

In this study, the Durbin-Watson statistic was 1.861, which falls comfortably within the acceptable range, indicating that autocorrelation is not present. Therefore, the residuals are independent, and the assumption of error independence is upheld (Wambua & Njoroge, 2023).

4.4.3.3 Homoscedasticity (Constant Variance of Errors)

Homoscedasticity refers to the condition where the variance of residuals is constant across all levels of the predicted values. If this assumption is violated (i.e., if heteroscedasticity exists), the model may yield inefficient estimates and affect hypothesis testing, especially the validity of standard errors and confidence intervals (Jiang & Probst, 2022).

A plot of standardized residuals versus standardized predicted values was used to test this assumption. A consistent spread (or "cloud") of residuals across the range of predictions supports the assumption. In this study, the residual plot demonstrated a fairly even spread, without systematic widening or narrowing patterns. No funnel-shaped or cone-like dispersion was observed, indicating that homoscedasticity is present in the model.

Although minor variation in residual dispersion was noted at the extreme values, it was not substantial enough to suggest significant heteroscedasticity. Therefore, this assumption is considered reasonably satisfied for the data.

4.4.3.4 Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated. High multicollinearity inflates the standard errors of the regression coefficients and makes it difficult to determine the individual effect of each predictor on the dependent variable (Okafor & Ezeh, 2021).

The general rule of thumb is that VIF values should be less than 5 (preferably < 3), and tolerance values should be greater than 0.2.

The VIF and tolerance results for the model are presented below:

Table 4.11: Multicollinearity Diagnostics

Predictor	Tolerance	VIF
Integrity	0.533	1.875
Professionalism	0.481	2.078
Accountability	0.567	1.762
Transparency	0.552	1.812

All VIF values are below 2.1, and all tolerance values are above 0.48, indicating that multicollinearity is not a concern in this model. The predictors are sufficiently independent of one another to allow for meaningful interpretation of individual effects (Mishra & Mishra, 2021).

Normality of Residuals

Normality of residuals is another key assumption in regression. It posits that the residuals (errors) should be approximately normally distributed. Normality ensures that confidence intervals and significance tests based on the model are valid.

Table 4.12: Shapiro-Wilk Test

Test	Statistic	p-value
Shapiro-Wilk	0.981	0.076

The Shapiro-Wilk test yielded a p-value of 0.076, which is above the 0.05 threshold. Thus, the null hypothesis (that the residuals are normally distributed) cannot be rejected, supporting the conclusion that residuals are normally distributed.

Together, these results confirm that the assumption of normality is satisfied (Were & Oketch, 2022).

Table 4.13: Summary of Regression Diagnostics

Diagnostic Test	Test Used	Result/Value	Interpretation
Linearity	Residual plots	Random scatter	Linearity assumption met
Independence of errors	Durbin-Watson	1.861	No autocorrelation; assumption met
Homoscedasticity	Residual plot	Even spread	Constant variance; assumption met
Multicollinearity	VIF & Tolerance	VIF < 2.1; Tolerance > .48	No multicollinearity detected
Normality of residuals	Histogram, Q-Q plot, Shapiro-Wilk	p = 0.076	Residuals are approximately normal

The results of the diagnostic tests provide strong evidence that the multiple regression model used in this study meets all major assumptions. Linearity between predictors and performance was confirmed through residual and partial plots. Residuals were shown to be independent (Durbin-Watson = 1.861), homoscedastic, and normally distributed.

Multicollinearity was not detected among the four predictor variables, suggesting that each value integrity, professionalism, accountability, and transparency has a unique contribution to predicting organizational performance. This adds confidence to the validity of the coefficient estimates and significance tests (Maina & Oluoch, 2024).

The combination of statistical (VIF, Shapiro-Wilk, Durbin-Watson) and graphical (scatter plots, Q-Q plots) diagnostics allows for a holistic evaluation of model reliability. These tests confirm that the model is stable, interpretable, and can be generalized to other security firms with similar characteristics.

The regression diagnostics confirmed that the multiple regression model predicting the performance of private security firms based on organizational values meets all necessary assumptions. The model is statistically sound, free from multicollinearity, and based on normally distributed, independent, and homoscedastic residuals. These results validate the reliability and interpretability of the regression output discussed in earlier sections.

By fulfilling these assumptions, the study reinforces the credibility of its key finding: that integrity, professionalism, accountability, and transparency significantly enhance organizational performance in Nairobi's private security sector.

4.5 Qualitative Analysis (Open-ended Responses)

To supplement the quantitative findings, this study included qualitative data derived from open-ended questions answered by participants. The qualitative component aimed to uncover deeper insights into how employees perceive the implementation of core organizational values namely integrity, professionalism, accountability, and transparency within security firms in Nairobi County. Thematic content analysis was employed to analyze these responses systematically.

4.5.1 Theme 1: Challenges Faced in Implementing Core Values

A prevailing theme across many responses was the inconsistent implementation of core values across different levels of the organization. Respondents frequently expressed that while organizations promoted values like integrity and accountability rhetorically, they were not always modeled by management or enforced equally among staff.

For instance, one respondent (R18) noted, *"Integrity is written on the wall, but it's not in our work. Some people get away with things others are punished for."* This points to a common concern about value hypocrisy, where stated principles are not practiced uniformly undermining trust and morale.

Another participant (R37) stated, *"Supervisors talk about professionalism, but they shout at guards and don't treat people with respect."* Such responses reflect a breakdown in value transmission, where leadership behavior contradicts organizational messaging, weakening overall adherence (Fernandes & Sousa, 2022).

Several participants also mentioned lack of training and capacity building as a core challenge. One respondent (R52) explained, *"New staff are just told what to do, but we are never taught why values matter. There is no orientation about ethics or behavior."* This aligns with findings by Wambua and Njoroge (2023), who argued that continuous staff education is essential to embedding ethical principles in routine practice.

A related issue was corruption and favoritism, particularly concerning disciplinary procedures and promotions. As one guard (R40) bluntly put it, *"If you know someone in HR, you can do anything and never get punished. That kills accountability."* This erosion of fair practices diminishes the perceived legitimacy of core values (Nguyen & Tran, 2021).

4.5.2 Theme 2: Suggestions for Improving Adherence to Core Values

Respondents were also asked to provide their suggestions on how organizations could better promote adherence to core values. The most frequently proposed solution was regular training and sensitization programs.

One respondent (R12) emphasized, *"There should be monthly meetings to remind everyone about values and the right way to behave. Not just in orientation but all the time."* This view supports the concept of value reinforcement, where repetition and engagement over time foster deeper internalization of organizational principles (Jiang & Probst, 2022).

Another widely supported suggestion was to strengthen leadership accountability. According to one supervisor (R31), *"Managers must also follow rules. If they make mistakes, they should be corrected just like guards. That sets a good example."* This reflects the idea of value modeling, where leadership integrity becomes a reference point for acceptable conduct (Koech & Omondi, 2021).

Others proposed that performance evaluations be tied to value-based behavior. For instance, respondent R55 suggested, *"They should reward people who show professionalism and integrity, not just those who get contracts or bring money."* This aligns with the argument by Mishra and Mishra (2021) that ethical performance metrics should be part of staff assessments, not just financial indicators.

Some participants also stressed the need for inclusive policy development, suggesting that involving employees in decision-making could help make values more realistic and applicable. As one security officer (R67) stated, *"Sometimes the values feel like management talk. If we discuss them together and create our own code, it will mean something."* This mirrors current

thinking on participatory governance, which enhances legitimacy and ownership of ethical frameworks (Taherdoost, 2022).

4.5.3 Theme 3: Effects of Transparency on Employee Performance and Client Trust

Transparency emerged as a particularly influential value in shaping workplace dynamics and client relationships. Numerous respondents expressed that transparent communication improved morale, reduced suspicion, and increased job commitment.

One respondent (R25) noted, *"When the company shares information about changes, promotions, or finances, we feel respected. It helps me trust the system more."* This directly supports literature linking transparency to increased organizational commitment and trust (Maina & Oluoch, 2024).

Another participant (R33) echoed this sentiment, explaining, *"There was a time we didn't get paid on time. Management explained the problem, and we waited. If they kept quiet, we would have protested. But being open made a big difference."* Transparency during organizational crises promotes emotional resilience and helps maintain cohesion (Okafor & Ezeh, 2021).

Transparency also affects client trust. As noted by one security supervisor (R41), *"Clients appreciate it when we explain our processes openly. If there's a problem with access or patrols, we inform them. That builds confidence."* This aligns with Fernandes and Sousa's (2022) findings that openness in communication fosters stronger client-provider relationships in service industries.

Interestingly, respondents also highlighted the link between transparency and employee performance, with one individual (R39) stating, *"When I understand how my role fits into the bigger picture, I work better. Transparency shows me that my work matters."* This demonstrates

how open communication facilitates purpose-driven work and enhances intrinsic motivation (Jiang & Probst, 2022).

However, some responses also warned that transparency requires consistency to be effective. One participant (R63) explained, *"They share information sometimes, but not always. That's worse because we get confused."* Inconsistent transparency can breed cynicism and reduce credibility, reinforcing the need for systematic, not sporadic, openness (Nguyen & Tran, 2021).

4.5.4 Theme 4: Recommendations for Enhancing Accountability in the Sector

The final theme centered on accountability, which many respondents described as essential but underdeveloped in their organizations. Participants suggested both structural reforms and cultural shifts to improve accountability mechanisms.

One consistent recommendation was to implement clear, transparent disciplinary procedures. Respondent R22 stated, *"The company should have a system where everyone is judged by the same rules. Right now, some people are protected."* Uniform enforcement of rules reinforces fairness and deters unethical behavior (Were & Oketch, 2022).

Several participants also recommended anonymous reporting mechanisms for misconduct. As one guard (R29) put it, *"If I report someone, they will know it's me and I may lose my job. We need a way to speak up safely."* Whistleblower protection is increasingly recognized as vital to promoting accountability and rooting out unethical practices (Wambua & Njoroge, 2023).

Another strategy suggested was linking promotions and rewards to ethical conduct, not just tenure or revenue generation. A respondent (R36) remarked, *"Some people who are rude or dishonest still get promoted. That kills morale. Reward those who do the right thing."* Such a system of value-based recognition strengthens accountability by encouraging exemplary behavior (Boateng & Anning-Dorson, 2020).

Additionally, several employees advocated for external oversight through industry associations or regulatory bodies. For instance, respondent R45 commented, *"The government should audit security firms the way they audit banks. That way, companies will be serious about rules."* External regulation can reduce impunity and promote ethical consistency across the sector (Kuria & Maina, 2024).

A few participants emphasized the need for peer accountability systems, such as team-led reviews or joint reporting. As one officer (R58) explained, *"We work in teams. If someone is always late or lying, it affects us. We should have a way to rate each other and give feedback."* Peer evaluations build collective responsibility and can reinforce internal accountability culture (Nguyen & Tran, 2021).

The qualitative analysis of open-ended responses provides rich insights into the lived experiences of employees in Nairobi's private security sector. While the organizations surveyed promote core values like integrity, professionalism, accountability, and transparency, challenges persist in implementation, enforcement, and modeling especially from leadership.

The themes revealed not only barriers (such as favoritism, lack of training, and value inconsistency) but also practical, employee-informed solutions, including regular training, inclusive policy-making, open communication, and peer accountability. Participants also emphasized the role of transparency in building trust and motivation and called for enhanced systems to support fair and consistent accountability.

These findings support and extend the quantitative data presented earlier, affirming that organizational core values are not only statistically significant in driving performance but are also deeply felt and understood by employees at every level. Addressing the practical concerns

raised in these themes especially around equity, communication, and ethical leadership will be essential for building stronger, values-driven security organizations in Kenya.

4.6 Discussion of Findings

The results of this study offer a comprehensive understanding of how organizational core values influence the performance of private security firms in Nairobi County. The findings directly address the primary research objectives, which were to investigate the effects of integrity, professionalism, accountability, and transparency on organizational performance. These objectives were structured around clearly formulated research questions seeking to determine the extent to which each value contributes to the effectiveness and efficiency of security firms. The results reveal that all four core values have statistically significant and positive effects on organizational performance, confirming the foundational premise that value-driven management enhances institutional outcomes. This is consistent with the assertions of Fernandes and Sousa (2022) who emphasized that ethical values form the bedrock of sustainable organizational performance. Similarly, Taherdoost (2022) supports the claim that core values not only guide behavior but also influence operational standards across industries.

The findings align well with gaps identified in the literature review, especially regarding the lack of empirical studies on the private security sector in developing countries like Kenya. Previous studies have largely concentrated on public institutions or multinational corporations, often overlooking the nuanced challenges and dynamics in small to medium security enterprises. The empirical results of this study address that gap by providing data-driven insights specifically contextualized within Nairobi County. According to Wambua and Njoroge (2023), the private security industry in Africa remains under-researched despite its significant role in public safety and employment. This study provides timely evidence by demonstrating how organizational

values translate into measurable performance outcomes, offering an empirical foundation for further research and policy development.

The application of Schein's Organizational Culture Theory is particularly relevant in interpreting these results. Schein posited that the deepest level of organizational culture consists of underlying assumptions and values that guide behavior and influence decision-making. This study confirms that when values like integrity and professionalism are internalized, they become part of the institutional culture, shaping actions and interactions at every level. As stated by Mishra and Mishra (2021), the sustainability of organizational performance depends on the extent to which core values are embedded into the daily experiences of employees. The strong positive correlation between values and performance found in this research supports this perspective and suggests that culture-driven governance is essential for long-term success.

The Resource-Based View (RBV) Theory also provides a meaningful lens for understanding the results. According to RBV, firms gain competitive advantage by developing internal capabilities that are valuable, rare, inimitable, and non-substitutable. The four core values investigated in this study function as intangible organizational assets that meet these criteria. Professionalism and accountability, in particular, were shown to have the most significant effect on performance, indicating their strategic value. According to Jiang and Probst (2022), organizational values can serve as invisible yet powerful resources that differentiate firms in highly competitive markets. This view is reinforced by the regression findings where professionalism emerged as the strongest predictor of firm success.

Organizational Theory further contextualizes the findings by emphasizing the importance of formal and informal systems in shaping employee behavior and institutional performance. The statistical significance of accountability and transparency in this study validates the idea that

formal structures, such as policies and communication protocols, must align with informal norms and values. When there is consistency between what organizations declare as their values and how they actually operate, performance tends to improve. Boateng and Anning-Dorson (2020) note that the integration of formal and informal systems increases institutional coherence, reduces conflict, and enhances efficiency. This study supports that assertion by demonstrating that organizations with structured value frameworks perform better across key metrics.

The Agency Theory perspective also finds validation in these findings. Agency Theory suggests that conflicts between principals and agents arise due to information asymmetry and misaligned interests. Transparency and accountability were found to have strong and significant effects on organizational performance, indicating that mechanisms promoting oversight and openness help align the goals of employees with those of the organization. According to Okafor and Ezeh (2021), transparency reduces agency costs by fostering trust and clarifying expectations. The qualitative results from this study also affirm that when employees feel included and informed, their commitment and productivity increase, thus reducing managerial inefficiencies.

The findings are also in close alignment with previous empirical studies conducted in various sectors. For example, Fernandes and Sousa (2022) found that integrity and professionalism were strong predictors of service quality and financial performance in public service organizations. Similarly, the current study identified professionalism as the most potent predictor of performance in security firms. This convergence of findings across sectors suggests that these values are universally critical to organizational success. However, some deviations were observed. For instance, while integrity was expected to be the strongest predictor based on theoretical assumptions, it was slightly surpassed by professionalism in this study. This deviation may be attributed to the practical nature of security work, where discipline, competence, and

respectful conduct are more immediately linked to job outcomes. According to Nguyen and Tran (2021), the operational demands of security work necessitate a high level of professional conduct, possibly explaining this discrepancy.

New insights also emerged, especially from the qualitative analysis. One significant contribution is the identification of the role of inconsistent value modeling by leadership as a barrier to full implementation of core values. This nuance, although hinted at in earlier studies, was brought into sharp focus through respondents' direct quotations. For example, many employees expressed concern that management often failed to practice the values they preached, leading to disillusionment and disengagement. These insights affirm Wambua and Njoroge's (2023) view that leadership behavior significantly influences how organizational values are perceived and adopted. The study therefore extends existing knowledge by illustrating the gap between formal value statements and real-world behavior, especially in resource-constrained sectors.

From a practical perspective, the findings have several implications for managers of security firms. First, there is a need to align recruitment, training, and performance evaluation systems with the organization's core values. Managers should institutionalize values through structured onboarding, regular training, and value-based appraisals. According to Were and Oketch (2022), embedding values into operational frameworks ensures that they are not just symbolic but transformative. Second, leadership must model the values they promote. When managers act with integrity and hold themselves accountable, they send a strong signal that the organizational culture is authentic. As emphasized by Fernandes and Sousa (2022), ethical leadership is the most effective tool for cultural transformation in the workplace.

For government policymakers, the findings suggest that regulatory frameworks should promote and enforce ethical standards across the private security industry. The sector remains largely

under-regulated, and this creates space for ethical lapses, poor accountability, and exploitation. The study provides evidence that firms which uphold values perform better, offering justification for policies that incentivize value-driven management. According to Kuria and Maina (2024), government support for professionalization and ethical certification in private security can yield widespread social and economic benefits. Regulators could require periodic training on ethics and mandate transparent performance reporting for licensing and renewal purposes.

Researchers and scholars can draw on these findings to develop a broader theoretical framework for understanding values-based performance in informal and semi-formal sectors. The study not only confirms but also enriches existing theories by incorporating data from a relatively under-researched industry. The triangulation of quantitative and qualitative data provides a more nuanced picture of how organizational values function in practice, opening pathways for comparative studies across regions and industries. According to Taherdoost (2022), future research should focus on longitudinal studies that track the long-term effects of values on organizational performance, especially in dynamic environments like private security.

4.7 Chapter Summary

Chapter Four provided a comprehensive presentation and interpretation of both quantitative and qualitative findings arising from the data collected from eighty respondents in private security firms within Nairobi County. The chapter began with an analysis of demographic information, which showed that the majority of employees in the sector are male and relatively young, with a significant proportion holding secondary education or diploma-level qualifications. The participants also possessed varying years of service, indicating a diverse range of experiences that enriched the study outcomes. These characteristics were foundational to understanding how personal and organizational contexts influence perceptions of core values and firm performance.

The descriptive analysis of the core values revealed that integrity, professionalism, accountability, and transparency are strongly upheld and practiced within many private security firms. The responses showed high mean scores and low variability, suggesting widespread agreement among employees about the importance of these values in shaping their daily operations and decisions. Regression analysis further confirmed that each of these values had a statistically significant and positive impact on organizational performance. Professionalism emerged as the most influential factor, followed closely by integrity, accountability, and transparency. The correlation matrix indicated strong positive relationships among all variables, confirming that these core values not only coexist but also reinforce one another in contributing to firm performance.

Through regression diagnostics, the study confirmed that the model met all the major assumptions necessary for reliable analysis. Linearity, independence of errors, homoscedasticity, absence of multicollinearity, and normality of residuals were all satisfied. These diagnostic results validated the regression model and supported the accuracy of the findings. In addition to quantitative analysis, the qualitative data offered deeper insight into how employees experience and interpret organizational values. Thematic content analysis highlighted real-world challenges such as inconsistent value implementation and lack of leadership modeling, but it also revealed practical suggestions from employees on how to improve value adherence and institutional accountability.

In summary, Chapter Four has established that core values are not only present in the private security sector but are also central to enhancing organizational performance. The findings serve as strong empirical evidence to support the theoretical claims outlined in the earlier chapters. This comprehensive analysis provides the foundation for Chapter Five, which will present the

overall summary of the study, articulate final conclusions, and offer actionable recommendations for stakeholders in the private security industry.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

Chapter Five concludes the study by summarizing the research objectives, key findings, theoretical implications, and practical recommendations. The purpose of this chapter is to consolidate the analytical results into coherent conclusions that align with the goals set forth in the introduction of the study. It also provides forward-looking guidance for managers, policymakers, and future researchers.

This chapter begins with a recap of the research objectives and the methodology used to explore the relationship between organizational core values and the performance of private security firms in Nairobi County. It proceeds to offer a synthesized summary of findings, both quantitative and qualitative, followed by general and specific conclusions drawn from the data. In addition, this chapter provides practical and policy recommendations based on the evidence gathered, outlines the limitations of the study, and proposes areas for future research.

5.1 Summary of the Study

The main objective of this study was to evaluate the influence of core organizational values on the performance of private security firms in Nairobi County. The specific values examined included integrity, professionalism, accountability, and transparency. These values were selected based on theoretical foundations and empirical relevance within organizational development and performance literature. The study responded to the pressing need for evidence-based approaches in the security services sector, especially in developing economies where ethical lapses and performance inefficiencies are common.

The study was guided by four research questions corresponding to each of the core values. The hypotheses tested whether each value had a significant effect on firm performance. A mixed-methods research design was employed. Quantitative data were collected through structured questionnaires distributed to employees across various security firms. Eighty responses were successfully obtained out of eighty-nine distributed questionnaires. The data were analyzed using descriptive statistics, correlation analysis, multiple regression, and thematic content analysis for open-ended responses.

The quantitative findings revealed that all four core values had a statistically significant and positive impact on organizational performance. Integrity, professionalism, accountability, and transparency emerged as predictors of employee satisfaction, client trust, financial growth, and technological adoption. The qualitative analysis further enriched the understanding by providing firsthand insights into challenges, practical suggestions, and experiences relating to value implementation.

The theoretical framework underpinning the study included Schein's Organizational Culture Theory, the Resource Based View, Agency Theory, and Organizational Theory. These perspectives helped structure the research and interpret the results in relation to institutional behavior, competitive advantage, ethical alignment, and operational frameworks.

5.2 Summary of Key Findings

5.2.1 Integrity and Performance

Integrity was found to have a meaningful and statistically significant impact on organizational performance. Employees who perceived their organizations as practicing integrity reported higher levels of motivation, trust, and loyalty. Integrity promoted ethical conduct and helped reduce workplace conflicts, thereby enhancing productivity and the organization's reputation.

However, qualitative feedback suggested that inconsistencies in applying integrity-related policies, especially by management, weakened its full impact. This finding supports existing literature, which highlights the importance of leadership modeling in embedding integrity as a living organizational principle (Wambua & Njoroge, 2023).

5.2.2 Professionalism and Performance

Professionalism emerged as the strongest predictor of organizational performance among the four core values. Quantitative analysis revealed that professionalism had the highest standardized coefficient in the regression model. Respondents who associated their organizations with professional behaviors such as punctuality, competence, and respectful conduct reported better performance outcomes. The qualitative data further supported this finding, linking professionalism to higher customer satisfaction, reduced staff turnover, and enhanced operational discipline. This is consistent with Fernandes and Sousa (2022), who argue that professionalism is the cornerstone of trust and effective performance in service-oriented sectors.

5.2.3 Accountability and Performance

Accountability also demonstrated a strong positive influence on firm performance. The data indicated that when roles and responsibilities were clearly defined and monitored, employees became more committed to achieving organizational goals. Key accountability elements included feedback mechanisms, regular performance evaluations, and fairness in disciplinary actions. However, qualitative findings revealed challenges such as favoritism and inconsistent enforcement of rules, which hindered the development of a robust accountability culture. These findings align with Okafor and Ezeh (2021), who emphasized the importance of rule-based equality in organizational governance.

5.2.4 Transparency and Performance

Transparency was positively associated with performance outcomes such as employee trust, client confidence, and teamwork. Transparency fostered clear communication and empowered employees to participate in decision-making processes. While transparency showed slightly lower coefficients compared to the other core values, it remained statistically significant and was strongly supported by qualitative responses. Employees appreciated when management communicated policy changes and performance expectations openly. These findings align with Jiang and Probst (2022), who affirmed that transparency reduces uncertainty and improves organizational coordination, contributing to better overall performance.

5.2.5 Key Performance Indicators

In terms of specific performance indicators, employees identified improvements in client satisfaction, job satisfaction, firm reputation, and the adoption of new technologies as key outcomes influenced by value-based governance. Financial growth was indirectly linked to enhanced employee performance and operational integrity. Open-ended responses also highlighted challenges such as a lack of ethical training and poor leadership modeling, which hindered the full realization of performance benefits. Suggestions for improvement included regular workshops, anonymous feedback platforms, and the introduction of peer accountability systems to reinforce core values and drive performance outcomes.

5.3 Conclusions

According to the findings of this research, the performance of private security companies in Nairobi County is greatly impacted by the basic organizational principles that make up the companies. It has been shown via statistical analysis that each of the four values—integrity,

professionalism, accountability, and transparency—can accurately predict the consequences of performance. The most significant impact was exerted by professionalism; yet, all values made significant contributions to the accomplishments of the organization.

The results of this study are in agreement with Schein's Organizational Culture Theory, which postulates that strongly held values are the driving force behind the behavior and performance of institutions. In addition, the data lends credence to the Resource-Based View, which takes into account the fact that internal competencies, such as value-driven leadership and ethical practices, are considered to be strategic assets. The findings of this research provide credence to the Agency Theory approach, which asserts that employers and workers may better align their interests via openness and accountability, hence eliminating inefficiencies. In addition, the results of the research provide support for the validity of organizational theory, which asserts that in order for formal value systems to be successful, they must be reinforced by informal norms and leadership conduct.

The research addresses a significant void in the existing body of literature about performance in the private security industry, especially with regard to the African environment. Studies that have been conducted in the past have mostly concentrated on public or multinational organizations, leaving small and medium-sized businesses unexplored. The results of this study provide useful empirical data that may be used to help the creation of policies, the growth of organizations, and the investigation of academic topics.

In order to demystify the processes via which ethical principles transform into quantitative results, it is helpful to have an understanding of the link between corporate values and performance. This insight is essential for managers who want to enhance internal operations and for legislators who want to govern the industry in a more efficient manner.

5.4 Recommendations

5.4.1 Recommendations for Security Firm Managers

Managers should integrate core values into every aspect of organizational operations. This includes recruiting individuals who exhibit value-aligned behavior, conducting regular training on ethics and professionalism, and instituting value-based performance appraisals. Leadership development should focus on emotional intelligence, ethical decision-making, and communication skills. To improve accountability, firms should develop clear and transparent disciplinary procedures and implement anonymous whistleblowing systems to report misconduct safely. Management must also lead by example. As literature has shown, value modeling by leadership is the most powerful driver of cultural transformation (Mishra and Mishra, 2021).

5.4.2 Recommendations for Government and Regulatory Agencies

The government should develop comprehensive policy frameworks that mandate ethical standards in the private security sector. Regulatory bodies should require firms to submit periodic reports on their value implementation strategies and conduct surprise audits to ensure compliance. Licensing procedures could be revised to include value training certification. National campaigns promoting ethical conduct and transparency across the sector could raise public trust and professional standards. This aligns with Kuria and Maina (2024) who advocate for a regulatory approach that balances enforcement with support.

5.4.3 Recommendations for Researchers and Scholars

Future research should expand the framework of core values to include other dimensions such as innovation, inclusivity, and empathy. Longitudinal studies could help determine how sustained value-based interventions affect performance over time. Scholars could also conduct cross-

sectoral comparisons to test the generalizability of this model in other industries such as health, education, and logistics. Methodologically, future researchers could use mixed methods with observational data or ethnographic techniques to deepen contextual understanding of organizational behavior.

5.5 Limitations of the Study

While the study provides important insights, it is not without limitations. The sample was limited to employees in private security firms within Nairobi County. As such, the results may not be fully generalizable to other regions or sectors. The reliance on self-reported data could introduce bias, especially in the evaluation of abstract concepts such as integrity and professionalism. Some participants may have provided socially desirable responses, despite assurances of anonymity. The qualitative analysis also faced limitations in depth due to word limits in open-ended responses. These limitations suggest the need for further triangulation of findings through interviews or focus groups.

5.6 Suggestions for Future Research

Future researchers should consider conducting longitudinal studies that follow firms over time to assess how value-based initiatives influence performance trajectories. Studies could also explore how organizational values interact with external factors such as market competition, political regulation, or technological innovation. Expanding the study to include different performance metrics such as employee retention rates, turnover costs, and client complaints could yield a more nuanced understanding of performance. Researchers may also consider exploring additional values such as empathy, innovation, and social responsibility which are increasingly important in contemporary management literature.

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Appendix I

Table 3.1: Target Population

	Security Firm	**Targeted Population**
1	G4S Security Services	19
2	Brinks Security Services Ltd	13
3	Cobra Security Co. Ltd	13
4	Lavington Security	17
5	Securex security agencies	13
6	Wells Fargo Limited	16
7	KK Security Kenya	16
8	PG security limited	11
9	Bob Morgan (BM) Security Ltd	10
10	Riley Services Ltd	9
11	SGA Security	8
12	Dolexo Security Services	7
13	Hatari Security Services	9
14	Total Security Surveillance	9
15	Radar Security Limited	7
16	Security Guards Services (SGS)	9
17	Absolute Security Limited	6
18	Arion Security (K) Ltd	8
19	Ultimate Security Ltd	9
20	Tascon Security Limited	7
21	Apex Security Services Ltd.	9
22	Citadelle Security Nairobi	7
23	Coalition Security Services Ltd	9
24	Jeff Hamilton Security Ltd	7
25	Lichi Security System	8
26	Exmill Security Services	6
27	Dew Security Services Ltd	6

28	Babs Security Group	7
29	Fidelity Security Services	9
30	Delight Security Services Ltd	9
	TOTAL	**293**

Source: Kenya Security Industry Association (August 2022)

Table 3.2: Sample Size

	Security Firm	**N*30%**	**Sample Size**
1	G4S Security Services	19	6
2	Brinks Security Services Ltd	13	4
3	Cobra Security Co. Ltd	13	4
4	Lavington Security	17	5
5	Securex security agencies	13	4
6	Wells Fargo Limited	16	5
7	KK Security Kenya	16	5
8	PG security limited	11	3
9	Bob Morgan (BM) Security Ltd	10	3
10	Riley Services Ltd	9	3
11	SGA Security	8	2
12	Dolexo Security Services	7	2
13	Hatari Security Services	9	3
14	Total Security Surveillance	9	3
15	Radar Security Limited	7	2
16	Security Guards Services (SGS)	9	3
17	Absolute Security Limited	6	2
18	Arion Security (K) Ltd	8	2
19	Ultimate Security Ltd	9	3
20	Tascon Security Limited	7	2
21	Apex Security Services Ltd.	9	2
22	Citadelle Security Nairobi	7	2
23	Coalition Security Services Ltd	9	3
24	Jeff Hamilton Security Ltd	7	2
25	Lichi Security System	8	2
26	Exmill Security Services	6	2
27	Dew Security Services Ltd	6	2
28	Babs Security Group	7	2
29	Fidelity Security Services	9	3
30	Delight Security Services Ltd	9	3
	TOTAL	**293**	**89**

Appendix II: Introductory Letter

Dear [Participant's Name],

My name is Gladys Wanjiru Kuria, a student at the Catholic University of Eastern Africa. I am currently conducting research for my study titled "The Influence of Core Organizational Values on Firm Performance in Private Security Firms in Nairobi County". This questionnaire is part of my research, which seeks to understand how core values such as integrity, professionalism, accountability, and transparency impact the performance of private security firms in Nairobi County. Your responses will help provide valuable insights into this area.

Please be assured that your participation is entirely voluntary, and all responses will be treated with the utmost confidentiality. Thank you for taking the time to participate in this research.

Appendix III: QUESTIONNAIRE

QUESTIONNAIRE ON ORGANIZATIONAL CORE VALUES AND PERFORMANCE OF SECURITY FIRMS IN NAIROBI COUNTY, KENYA

INSTRUCTIONS: This questionnaire is designed to collect data on the impact of organizational core values on the performance of security firms in Nairobi County, Kenya. Your participation is highly valued, and all responses will remain confidential.

SECTION A: DEMOGRAPHIC INFORMATION

1. **Name of Security Firm (Optional):** _____
2. **Gender:**
   Male ☐
   Female ☐
3. **Age Group:**
   18-25 ☐
   26-35 ☐
   36-45 ☐
   46-55 ☐
   Above 55 ☐
4. **Highest Level of Education:**
   Primary School ☐

Secondary School ☐
Diploma ☐
Bachelor's Degree ☐
Master's Degree or Higher ☐

5. **Position in the Organization:**
   Security Guard ☐
   Supervisor ☐
   Manager ☐
   Director ☐
   Other (Specify) _____
6. **Years of Experience in the Security Industry:**
   Less than 1 year ☐
   1-5 years ☐
   6-10 years ☐
   More than 10 years ☐

SECTION B: ORGANIZATIONAL CORE VALUES

(Use a scale of 1-5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Core Value	Statement	1	2	3	4	5
Integrity	Security firm upholds ethical standards in all operations.					
	Employees are encouraged to report unethical practices without fear.					
	Integrity is reinforced in workplace policies and training programs.					
	Our firm has strict policies against corruption and bribery.					
Professionalism	The company provides regular training to enhance professional conduct.					
	Employees adhere to a professional code of conduct.					
	The firm emphasizes discipline, punctuality, and proper work attire.					
	Management supports continuous professional development.					
Accountability	Employees are held responsible for their actions and decisions.					
	There are clear mechanisms for addressing employee misconduct.					
	The company regularly reviews employee performance and provides feedback.					
	Accountability is a key factor in promotions and rewards.					
Transparency	The organization communicates policies and procedures clearly.					
	Employees are informed about company decisions that					

	affect them.					
	The firm openly shares financial performance with stakeholders.					
	Decision-making processes are transparent and inclusive.					

SECTION C: ORGANIZATIONAL PERFORMANCE

(Use a scale of 1-5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Performance Indicator	Statement	1	2	3	4	5
Financial Growth	The company has experienced financial growth over the last 3 years.					
Employee Satisfaction	Employee satisfaction and retention rates are high.					
Reputation	The company has a positive reputation in the security industry.					
Client Satisfaction	Client satisfaction levels are consistently high.					
Competitiveness	The company effectively competes with other security firms.					
Technology Adoption	Adoption of technology has improved security service delivery.					

SECTION D: OPEN-ENDED QUESTIONS

What are the main challenges affecting the implementation of core values in your firm?

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How can security firms improve their adherence to integrity and professionalism?

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In your opinion, how does transparency influence employee performance and client trust?

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What recommendations would you give to enhance accountability in security firms?

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CONFIDENTIALITY STATEMENT

Your responses will be kept strictly confidential and used solely for academic research purposes. Thank you for your valuable input.

END OF QUESTIONNAIRE

Thank you.

Appendix IV: GBS RESEARCH RESEARCH PERMIT

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
A.M.E.C.E.A

SCHOOL OF BUSINESS & ECONOMICS
Department of Graduate Business Studies

P.O. BOX 62157 00200 Nairobi – KEN
Tel: 020-2525811-5, 8890023-4,
Email: gbs@cuea.edu or hodgbs@cuea.edu
Website: www.cuea.edu

Our Ref: CUEA/SoBE/GBS/JM/mba.rec/393/2025

25th July 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: GLADYS WANJIRU KURIA – REG NO: 1051079

The above named is a student at The Catholic University of Eastern Africa, Nairobi—Kenya, in the School of Business & Economics, Department of Graduate Business Studies. She is pursuing a Master of Business Administration degree (Strategic Management Option).

As part of the MBA degree requirements, the University expects the student to write a research thesis. Gladys requires your assistance in carrying out her research study by providing her with a research permit and/or the necessary information. Her thesis is entitled; ***"Organization Core values and Performance of Security Firms in Nairobi County-Kenya."***

Any assistance accorded to Gladys will be highly appreciated. All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality.

Thank you.

Yours faithfully,

H.O.D
25 JUL 2025

Dr. Joseph Macheru, PhD., CPA-K
HEAD OF DEPARTMENT – GRADUATE BUSINESS STUDIES

Appendix V: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **675224**

Date of Issue: **21/August/2025**

RESEARCH LICENSE



This is to Certify that Miss., GLADYS Wanjiru Kuria of Catholic University of Eastern Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ORGANIZATION CORE VALUES AND PERFORMANCE OF SECURITY FIRMS IN NAIROBI COUNTY - KENYA for the period ending : 21/August/2026.

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I HEREBY CONFIRM THAT **GLADYS WANJIRU KURIA** REG NO: **1051079,** SUBMITTED A CHECK OF ANTIPLAGIARISM ON CRITICAL EVALUATION OF **ORGANIZATION CORE VALUES AND PERFORMANCE OF SECURITY FIRMS IN NAIROBI COUNTY - KENYA. A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) IN STRATEGIC MANAGEMENT AT THE CATHOLIC UNIVERSITY OF EASTERN AFRICA.C UNIVERSITY OF EASTERN AFRICA.**

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