

THE EFFECT OF INTEGRITY ON THE PERFORMANCE OF SECURITY FIRMS IN KENYA: ASSESSING CUSTOMER SATISFACTION AND EMPLOYEE RETENTION RATES

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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 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. 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.

Keywords: - Integrity, Security Firm, Performance, Nairobi, Customer Satisfaction

Background of the Study

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.

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.

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).

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.

Conceptual Framework

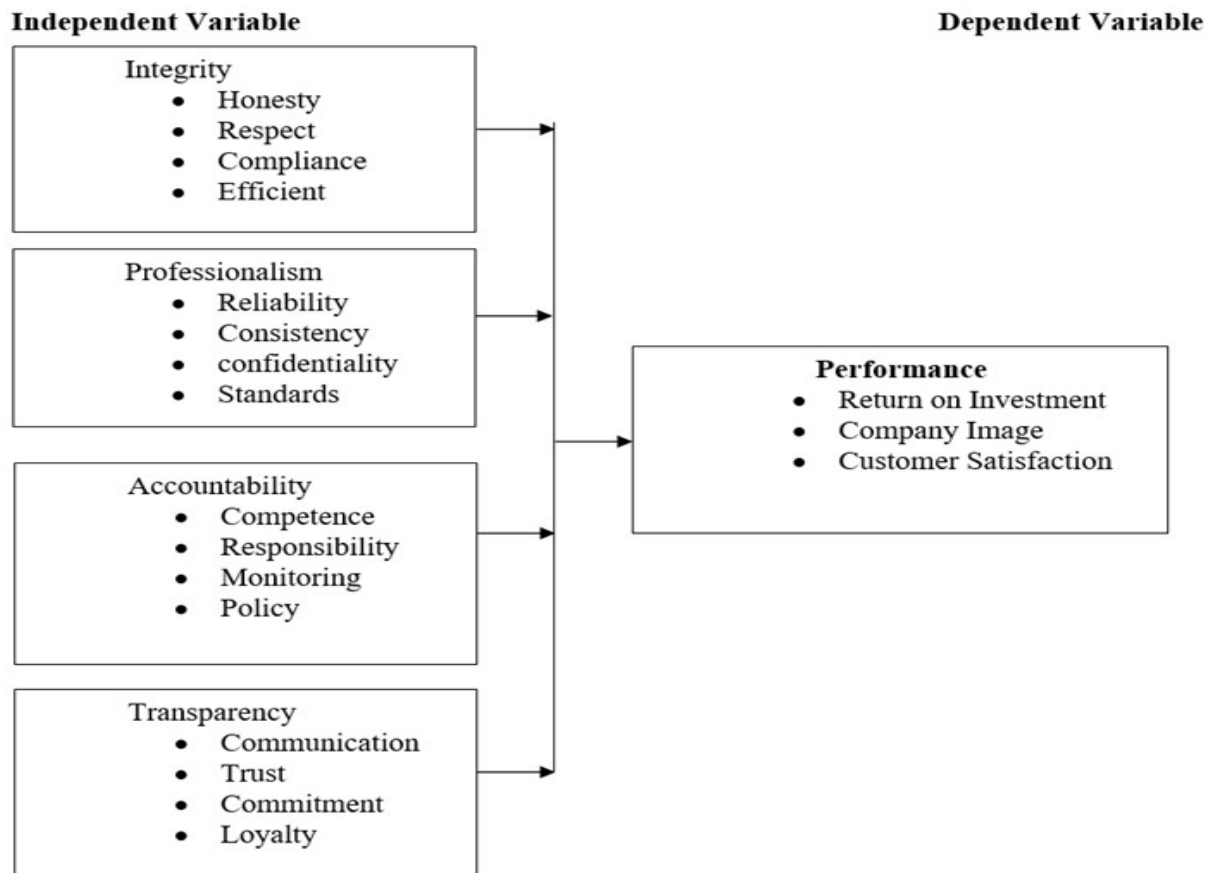


Figure 1: Conceptual Framework

LITERATURE REVIEW

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.

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.

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.

RESEARCH DESIGN AND METHODOLOGY

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. 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).

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).

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.

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.

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.

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.

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.

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.

RESEARCH FINDINGS AND DISCUSSION

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 Dillman et 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.

Descriptive Analysis of Study Variables

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).

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).

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 & Ezech, 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.

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).

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 & Ezech, 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).

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 $\beta = 0.278$. 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).

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.

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).

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.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary of Key Findings

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).

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.

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.

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).

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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