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## Link between Leadership Team Support Activities and Logistical Performance in Security Companies: Case Study G4s Kakamega Cluster

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### **Abstract:**

*This paper sought to investigate senior management support activities to G4S Kakamega Cluster logistics systems in delivering services to its customers. The project targeted 60 G4s staff involved directly in logistics work in Kakamega cluster. This research adopted a census approach. Data collection was done using, observation, questionnaires and analyzed by use of descriptive statistical measures. The study finding indicated 76% respondents affirmed that there is an increased involvement by leadership team in grassroots operations with a view of achieving excellence in logistical performance. Since firm's competitiveness can be enhanced through sound planning and accurate visibility by relevant top management, senior team should take central role and be steadfast in measuring logistics related performance.*

**Keywords:** Leadership Team, Logistical performance, G4s Kakamega cluster

### **1. Introduction**

G4s security services has a heritage of over 100years. It's a private security company offering security, financial and logistical services. According to Rita Abrahamsen et al (2010) history of G4s dates back to 1900s in Denmark when it was called Night Watch Services which later changed to Night Guards and in 1950s it evolved to become Securicor Services. In 2000s its appetite to expand grew and engaged in several mergers and acquisitions which culminated in 2004 when Group4 Falck merged with Securicor to form G4S Security services. Its headquarters is based in Sussex England which has been under the leadership of Nick Buckles as the CEO up to May 2013 when Ashley Almanza the chief financial officer took over.

Purpara (2011) confirms that G4s has more than 635,000 employees worldwide and operates in more than 110 countries. Under the slogan creating a global leader in security, G4s has become the world's leading security company quoted in London and Copenhagen stock exchanges. The company is structured in regions where Africa is identified as one of it, headquartered in South Africa where Kenya Business unit reports to. G4s Kenya is almost celebrating its jubilee year since it opened its doors in 1969. G4S Kenya has rich history of hardworking employees with high performances and the Kenyan business is known under Martin Oti as the managing director. Kenya is divided into regions; Nairobi and 9 clusters spread across the country namely: Mombasa, Malindi, Thika, Nyeri, Nakuru, Kisii, Kisumu, Eldoret and Kakamega. Kakamega cluster consists of four branches which are Webuye, Bungoma, Mumias and Kakamega itself. G4s Kakamega have not been able to satisfactorily meet its clients' needs in the recent times. Despite being the most experienced in the market with well trained staff, service delivery to its clients have not met the global standards. Unreliability, weak response time and avoidable errors characterize the way of life in some sections of the company.

In Kenya, logistics industry has been very sensitive area in all sectors that contribute to the growth of economy in the country. Kakamega and Bungoma Counties in western Kenya have a population of about 3.2 million people (Kenya National Assembly Report 2011) with over 60% of different institution and business owners and banks being run by Kenyans. This segment of the population has a considerable potential to contribute to the development of this Kenyan sub-region. An alarm of insecurity in the county detects people from venturing into daily and profitable activities within the counties for fear of losses due to eminent risks in any given business environment. G4s Kenya Limited which offers Security, Safety and Secure Logistical Services provides this project an authority to investigate how to overcome and solve supply chain challenges hence providing a framework towards effective and

efficiency Logistic Management practices as required by its clients. Therefore, the Logistic management within the organization should be of high value to achieve the intended goal of the project and improve the services. The project aimed to help G4s compete with other firms in the market despite of being the leading security company in Kakamega cluster.

Logistics applications have been paramount in human race and its use can be traced long time ago in human history. Activities involved in construction of human structures for instance pyramids in Egypt and others such as simple bridges can be termed as early application of logistics. Formal sense of logistics gained momentum when man started to enter into military actions. According to Lyons (2006) logistics management was a military term dating back to Napoleonic wars. From a military point of view logistics is defined as a science of planning and carrying out the movement and maintenance of the forces.

In recent times logistics was evidently seen used in war fronts. According to Lt. General William (1994), during the gulf war millions of supplies were moved during the gulf war, for instance during these period 122 million meals were moved and served while 1.3billion gallons of fuel were pumped. For this to be successful a lot of logistical dimensions were observed to ensure timely deliveries. Given the gulf war scenario one notices that a logistics function provides warehousing, distribution and transportation to assist organizations manage the flow of materials in the supply chain. Courier organizations, freight forwarders, customs brokers and intermediaries that handle information of importing and exporting goods do appreciate the importance of logistics management. While some companies use an internal logistics department to manage the supply chain, other organizations rely on third-party experts to ensure the steady flow of materials in and out of the business.

Proper logistical operations are geared towards observing quality. Quality in logistics is comprised of three factors: the condition of the material upon arrival, the safety record of the carrier, and the percentage of destinations completed on-time. Companies often inspect and audit the condition of parts received from suppliers prior to acceptance, because problems can occur within their manufacturing lines later that are difficult to detect after assembly. If acceptable levels aren't maintained over time, notice of service cancellations can occur.

Logistics can't work independently but work closely with other management disciplines in the organization. There is a close relationship between SCM and logistics and most business experts tend to use the two wards interchangeably however a distinction can be spelled out. Douglas (2004) Concludes that logistics is only that part of the supply chain management that seeks to plan, implement and controls the efficient and effective forward and reverse flow and storage of goods and services and related information from the point of origin and point of consumption in order to meet customer needs. On the other hand, SCM consists of the business whole including material flow through procurement, manufacture, distribution, sales, disposal as well as transport and storage. Given the above observations; it's important to note that logistics is a discipline that is key in any operations of an organization. Therefore, if G4S needs to thrive and sustain attainability of its objectives, it must from time to time re-think, refresh and endeavor to re-organize its logistics plan. Logistics has grown and is still improving so as to align to emerging challenges especially to those relating to environmental concerns, globalization, internationalization and IT development.

### *1.1. Problem Statement*

In current globalized markets, each and every organization has tried to stay put on its core mandate thus maximizing on their competencies while outsourcing non-core activities. G4S being a specialist in handling 3PL, it has taken the opportunity to breach this gap by handling some of these outsourced functions. The main intervention of this project is that, the firm faces poor delivery of its services inconvenience in cash in transit and unjustified information flow system within the firm as observed in its logistics networks. There are high motivation issues that affect service delivery hence creating an opportunity for easy entry in the market and steady growth of the competition. This has continued to happen despite being the leading security, safety and logistics services provider in the market. As a champion in the market one would expect the company to be more efficient in its logistical processes. This has created a major outcry from its key clients hence a significant number of them shifting to more reliable competitors.

Most of business owners are attracted to firms that are competent in delivering service within the town and therefore gives the firm a challenge. This project seeks to unveil logistical dimensions that could be behind this scenario. Therefore, this project provides the findings that will provide realistic ways to solve the stated major problem in the firm that will attract more clients therefore boosting the cash flows, improve profitability indexes that guarantees overall success of the firm.

### *1.2. Objective*

The project aim was to identify point of intersection between top managers and the supply chain functions in pursuit to arrive at efficient and optimal logistical decisions. The general purpose of the project is to improve services offered by G4S necessary to win loyalty of clients, to ensure better prospects of the company thus creating a competent organization in comparison to its competitors. The goal of this project is to evaluate how the leadership teams develop, plan and implement logistical activities that will benefit the company and its clients as well as other stakeholders in general.

#### 1.2.1. Specific Objective

To investigate role of top management support on logistical performance at G4S Kakamega cluster.

### *1.3. Research Question*

Does effective top level management involvement in logistics planning increase efficiency?

#### 1.4. Justification Study

In fulfillment of this research study, the researcher's comprehensive study was to be specific in the field to find data from correspondents in order to meet the Objectives. Target groups are employees with or without formal logistical skills but are directly involved in the services offered by G4S. It also analyzed systems put in place by management in handling SC activities from the client's perspective within the firm and ways the concern can improve in the following areas; retention of loyal and competent staff, Top down policy communication, sound resource allocation in all sections and motivation issues in general.

#### 1.5. Scope of the Study

This study was carried out in G4S Kenya Limited in its Kakamega cluster which is situated in western Kenya. The study was limited to employees involved in logistics activities of the company.

## 2. Literature Review

The chapter describes the overview of logistics, main review, critical review and summary.

### 2.1. Introduction

Today's supply chains are more complex and interesting hence posing challenges than ever before as a result of intensified competition in commercial activities. Consumers are demanding more for each and every shilling spend. As a result, driving efficiency has become a critical priority for any agile company. That's why outsourcing non-core activities like logistics makes smart business sense. It provides a unique opportunity to improve customer service, control costs, integrate operations as well as free up time and resources for businesses.

G4s Kenya limited core values among others are customer focus and high performance in service delivered, integrity, safety first, collaboration and team work and expertise. They also specialize in outsourcing of business processes in sectors where security, safety and risks are considered a strategic threat. In an attempt to fulfill its core mandate, logistics management is a key vehicle in realizing this dream.

According to the Council of Logistics Management (1980) states that logistics management includes the integrated planning, control, realization, and monitoring of all internal and network-wide material, part, and product flow, including the necessary information flow, trading companies along the complete value-added chain and product life cycle for the purpose of conforming to customer requirements. Logistics is the process of planning, implementing, and controlling the effective and efficient flow of goods and services from the point of origin to the point of consumption.

The discovery of Logistic intervention by The Dreamtimes Organization on logistic management in 19<sup>th</sup> century states that; nowadays, logistics security has become an essential requirement for the successful running of any business enterprise. Security personnel of all businesses have to face multiple and strenuous challenges of maintaining logistics management in security firms. The safeguarding of customer valuables en route, managing classified information, are part of logistics management activities in security firms. Loss or any variation in discharge of these activities could make a huge negative impact on all aspects of all companies. It may even impair the efficiency and structural credibility of the business enterprise. On the other hand, a well managed SC in security firms could improve respective market share of companies but also ensure long-term competitive advantage leading to sustainable profitability and thereafter forester shareholder's agenda. This study tries to unveil challenges facing the logistics arm and how the proposed new ways by top management of handling the supply chains will help improve performance in the organization.

Brian S.F (2006) narrates that as a result of this challenging competition in the consumer products markets, service providers strive for their products to reach final customers before they turn their heads to their rivals. These challenges are influenced by new trends of globalization, deregulation, new business comers and convergence of the industries. In the current business orientation, most managers tend to place logistics as a support function rather than strategic. Ideally in many companies, most attention is given to functions such as finance, IT and HR with no equal observation to logistics management. The end result is loss of opportunities to improve systems and maximize on profits by eliminating wastes in the supply chain. Greater emphasis on integrated logistics would mean lesser costs and efficiency in provision of services to clients which to a greater extend enhances market share of respective firms.

Langley at el (2008) confirms that contemporary firms do not want to invest considerably in logistics systems which might affect on companies' core objectives, thus logistics outsourcing and third-party logistics are solutions to overcome these challenges. Furthermore, single logistics activity such as transport and warehousing, cannot cope with the overall logistics issues. Therefore, third-party logistics companies such as G4S offering several kinds of logistics services which cover planning, controlling, and monitoring services have gained ground. This allows G4S to organize almost all logistics activities for companies that outsource these services. A combination of information technology and logistics facilities is meant to provide higher level of agility in logistics as well as gaining economies of scale. Quite number 3PL companies have grown rapidly though logistics outsourcing, cost has greatly increased which is a consequence of their inability to provide value-added services along their supply chains.

According to James at el (1994) confirms that any logistics systems to be sound should exhibit the following variables; demonstrate accurate placement and filling of orders, consistent lead times, ability to expedite orders, have a plan to communicate foreseeable delays in service and more importantly to have a working formula of receiving feedback to facilitate correcting actions. With this in place, logistics has helped an agile company to establish a robust system with quick response, fewer variations, low inventory and provision of quality products. From this analogy it's imperative to identify that in order to achieve a successful integrated SCMS, a proven management support, employee dynamics, risk and cost factors should be closely monitored.

### 2.2. Involvement of Top Level Management in Logistics Plans

In any organizational set up, top level management support plays a key role in the success of any project. At this level, resources are planned and distributed based on strategic plans of the company. Additionally, at this level structure is crafted to support strategy. A leadership team that recognizes the significance of logistics would definitely see into it that this function grows as it plays a critical role in achieving organizational goals. A few decades ago CEOs of companies viewed logistics as a support function and only came to play on post production activities such as packaging, loading, unloading and warehousing. In the contemporary practice, this function has spread wings in all aspects of the business for instance integration of functions through ERP modules, internal and external logistics, sales and distribution, processing, payment of suppliers and the list is endless.

Raymond (1988) retaliates that use of high speed technologies and computer aided design by top executives help reduce costs. Top level management should ensure that its logistics system is competitive because customers always seek to outsource companies who can provide higher level of customer value at a reasonable price. Businesses get competitive advantages by aligning themselves on the four P's, product, price, promotion, and place. Unfortunately, 4 Ps cannot respond to the contemporary logistics market. Thus in place of 4 Ps, four Rs: reliability, responsiveness, resilience and relationships are being adopted to increase level of customer value and to be a guideline for a new logistics trend. The main reason for unreliability in the supply chain is performance variability. Six-Sigma implementation reduces variations in the process by identifying the cause of variability and using statistical tools to control the process performance. Responsiveness is the ability to respond to the customer demand quickly. Quick response logistics is a term of transporting quantities directly to the point of use with shorter lead time. The best way to reduce time in a SC is eliminating non-value-adding activities. This means the number of tasks operated is reduced in a service or product process. Some cost centers may register significance increase as a result of eliminating redundant processes; however, the final result is cost effective.

Another important key influencing responsiveness of the logistics system is information accuracy and transparency. If there are some challenges or difficulties to access relevant information, time to respond to the real demand will be lengthened as well. Given the significance of logistics management, top level leadership teams should be ready to assure support in order to realize the very objectives of the concern. One of the key objectives of a logistics company is to ensure its clientele enjoy superior service level. For this customer satisfaction assumption to be achieved then top level leadership team should ensure that its lower cadre and middle level staff channel their exceptional efforts towards the following: Service is rendered on time; service is always rendered in a complete form; service or products delivered are damage free; service records are accurate and service is billed accurately.

For better logistical performance, reasonable infrastructural investment should be emphasized. A deliberate policy should be hatched to ensure that resources are always in line with business requirement. Poor performances in most companies normally result from management teams not matching business growth and logistical resources.

Mintzberg (1973) summarizes that top management involvement in logistics is the dominant driver of corporate endeavors. It's important to note that companies who commit more managerial resources to logistics have better overall program performance, and that a reluctance to involve the required managerial resources is often a serious drawback to the development of effective logistics systems. In fact, professionals will argue that the commitment of managerial resources often has a greater influence on achieving set goals than does financial resource commitment.

According to Cuthbertson (2010) Best practice companies integrate sustainability with their R&D activities, focus on broader challenges, are on the whole optimistic, and see environmental issues as providing an opportunity to reduce costs in the supply chain and to open up new markets by developing environment-friendly products and services. This is an opportunity for top level managers to lead in the market through innovation of differentiated products that are appealing to its clientele.

### 2.3. Summary

The literature review reveals that logistics management is a key strategic component in achieving organizational goals. The case study has revealed that companies try to achieve their performance by streamlining only internal process of the supply chain. As clearly depicted, firms may concentrate on operational efficiency, while others are more concerned with service effectiveness in the supply chain. However, to be all round, board of directors are encouraged to implement integrated logistics which will help businesses achieve their core mandates in effective, efficient and in a reliable manner.

### 2.4. Conceptual Framework

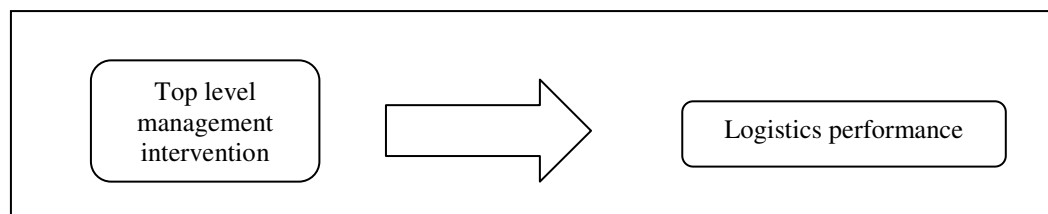


Figure 1: Conceptual Framework

### 3. Research Methodology

#### 3.1. Research Design

The approach followed through stages of research design, target population, and data gathering instrument was discussed in this section of the study. Census was used in this research work on the basis of in depth observation. These designs were used because of technical reasons and nature of data to be collected.

#### 3.2. Target Population

The project targeted 60 respondents across the company's service lines, carefully picked to ensure credible data is achieved. These were staff directly involved in logistics functions. These included managers, division heads of different service lines. This choice of target population is based on and directed by accessibility of the population parameter of the respondents. This population is finite and rigid in framework.

Branches	No. of Staff
Kakamega	30
Bungoma	10
Mumias	10
Webuye	10
<b>Total</b>	<b>60</b>

Table 1: Distribution of staff in the cluster branches

#### 3.3. Instruments

Questionnaires were used to collect data. This was an important tool because most of the staff were always in the field and could hardly find enough time in offices for interviews. In some instances, observation technique was used especially on variables that are visible

Branches	Questionnaires Delivered	Male	Female
Kakamega	30	24	6
Bungoma	10	7	3
Mumias	10	9	1
Webuye	10	8	2
<b>Total</b>	<b>60</b>	<b>48</b>	<b>12</b>

Table 2: Distribution of questionnaires in the cluster branches

The questions applied were mainly closed and open ended questions, the aim was to meet the objectives specifically as it led to flexibility in responses. Respondents had alternatives chose from; either yes or no and in other areas given an opportunity to explain and expound on variables independently.

Each questionnaire had two sections; -

1. Open ended question section
2. Closed ended question section

Data collection was made possible by classifying respondents into groups of cluster manager, branch managers, middle managers and supervisors in G4S Security Services to ensure good representativeness.

#### 3.4. Pilot Test

A pre-visit was done to selected areas to enable accurate planning on data collection. During this pilot test the researcher was able to ascertain the both material and financial budget of the study as well as getting necessary clearance and authorizations to validate the study.

#### 3.5. Data Processing and Analysis

Computer software of statistical package for social sciences (S.P.S.S.) was used to analyze the data. Data collected was analyzed by use of descriptive statistical measures of collection, measures of dispersion and fugitive of S.P.S.S. was used to analyze data.

### 4. Research Findings and Discussion

#### 4.1. Introduction

This chapter presents the data that was collected during the study. The raw facts were interpreted into information and presented using various forms of data presentations. This was followed by discussion of the results in detail to elaborate on the findings.

During analysis, data was grouped into five categories. First, it targeted the demographic data from the respondents in order to understand the trends of the population. Secondly, the questionnaire was structured to ascertain the risk factors that affect flow of logistics processes. Thirdly, the data collection tool sought to find out the ways of reducing costs in the supply chain. Further, during the study sought to determine the effect of personnel competencies on logistics service delivery which is a fundamental factor in the supply chain and logistics functions of any organization. Finally, the study collected appropriate data in the investigation of role of top management support on logistical performance.

4.2. Response Rate

Out of the total 60 questionnaires issued, 51 were collected back. The questionnaires were verified to ensure no blank questionnaires or having more than 50% questions unanswered formed part of the study. During the verification, four questionnaires were not fully answered and had more than 50% unanswered questions hence were considered spoilt and excluded from being part of the study. Therefore, out of the 51 questionnaires received back, only 47 were used for the study. This represented 78.3% useful response rate, which was deemed appropriate as this may be a serious disadvantage of this instrument

Figure 2 is a Presentation of the summary response rate.

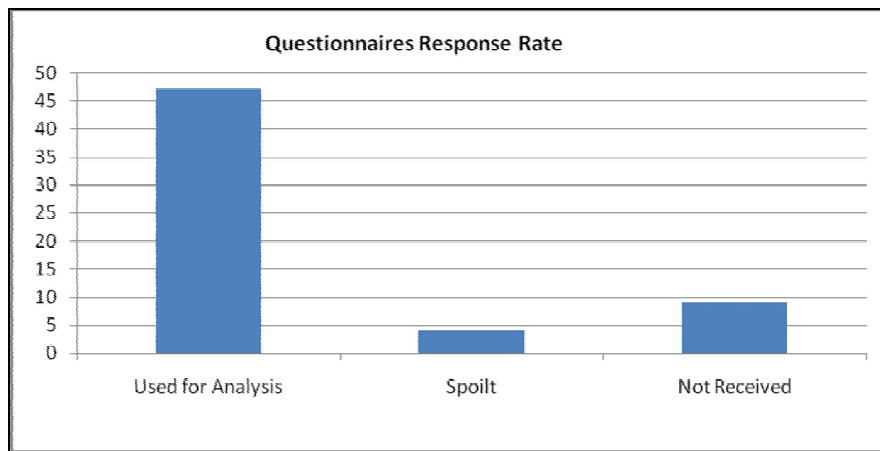


Figure 2: Response Rate

4.3. Demographic Data

4.2.1. Gender Analysis

Based on the respondents' gender, the results shown in Table 3 were posted. Of the total population, 80.85% of the respondents were male while only 19.15% were female.

Gender	Frequency	Percent
Male	38	80.85
Female	9	19.15
<b>Total</b>	<b>47</b>	<b>100.0</b>

Table 3: Respondent's Gender Frequencies

4.2.2. Designation Analysis

Table 4 is a summary of the respondents' positions in the organization. Of those polled, 78.7% of those polled held other positions other than those listed. 14.9%, 4.3% and 2.1% held the positions of Supervisor, branch manager and cluster managers respectively.

	Frequency	Percent	Valid Percent	Cumulative Percent
Cluster Manager	1	2.1	2.1	2.1
Branch Manager	2	4.3	4.3	6.4
Supervisor	7	14.9	14.9	20.3
Others	37	78.7	78.7	100.0
<b>Total</b>	<b>47</b>	<b>100.0</b>	<b>100.0</b>	

Table 4: Designation's Frequencies

4.2.3. Work Experience Analysis

As illustrated in Figure 3 below, 40.5% of the respondents had a working experience of between one and five years. 37.8% had a working experience of between six and ten years whereas 21.6% had an experience of more than ten years.

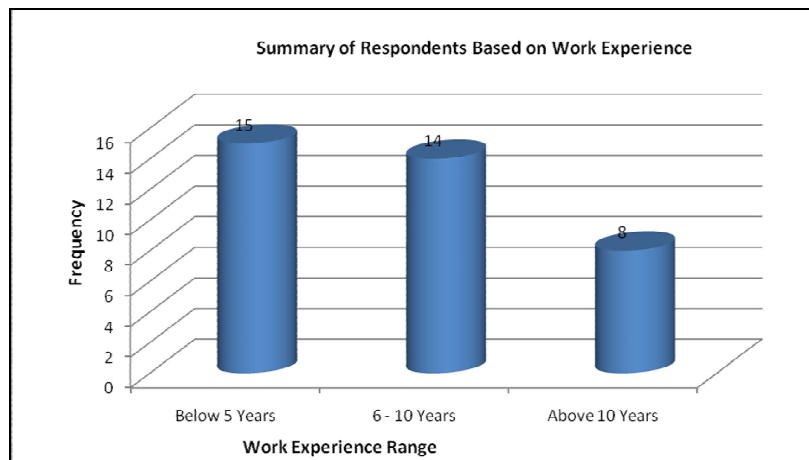


Figure 3: Respondents' Work Experience

This was considered representative enough because the bulk of the organization's employees have worked between one and ten years. This cumulatively provided 78.4% of the respondents hence the data collected was valid enough as this pool understand the logistics involved in the supply chain.

4.4. Role of Top Management on Logistical Performance

Top level management is a fundamental issue in the performance of logistical firms. It is at this level where resources are planned and distributed based on strategic plans of the company. If a leadership team recognizes the significance of logistics, it would definitely see growth on how this function plays part in achievement in the organizational goal (Raymond, 1988). This is usually illustrated by the resources that are assigned to staff to facilitate their day to day operations. In order to investigate the role of top management on the logistical performance, a number of questions as discussed in the following sections were asked to the respondents.

4.4.1. Level of Agreement with Resources Assigned & Management Assistance

The following question was posed to the respondents;

In a scale of 1-5 tick your level of agreement with each of the following statements:

1. Resources assigned by the seniors are adequate to enable performing of duties
2. Assistance received from the Senior Management is adequate

Figure 4 below is a summary of the respondents' opinion on the above posed questions;

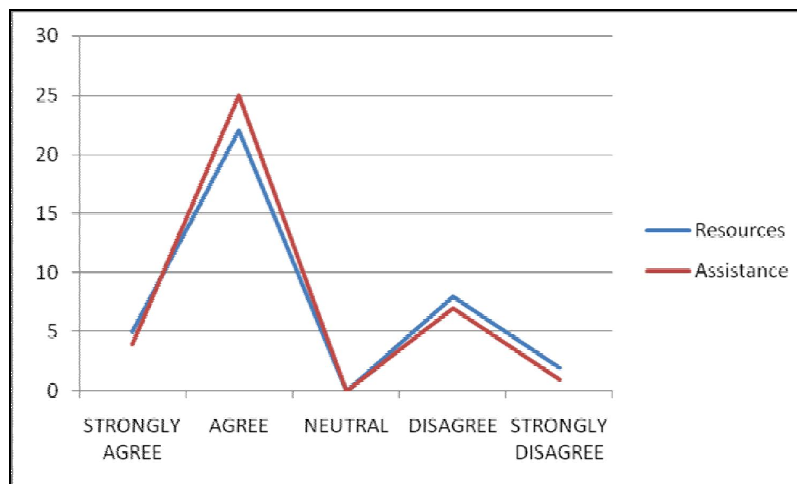


Figure 4: Level of Agreement with Resources and Assistance from Management

As observed from the above figure, most respondents expressed satisfaction with the amount of resources assigned to them by their seniors, as well as the level of assistance attained from them. 13.5% strongly agreed that the resources assigned were adequate similar to 10.8% who expressed strong satisfaction to the received assistance. 59.5% and 67.6% agreed that the resources received were and that the assistance received was adequate respectively. However, 21.6% disagreed that the resources were adequate while 18.9% disagreed on the level of assistance offered by the senior managers.

During the study, the respondents were also asked to enumerate the areas which required some focus in order to improve on logistics performance. Respondents cited the provision of security tools such as vehicles, torches as well as enhancing the provision of refresher courses to boost the training skills of the staff.

#### 4.4.2. Adequacy of Resources Assigned & Management Assistance

The researcher sought to establish the opinion of the respondents on the support they receive from the organization. Figure 5 shows the respondents opinion on the support.

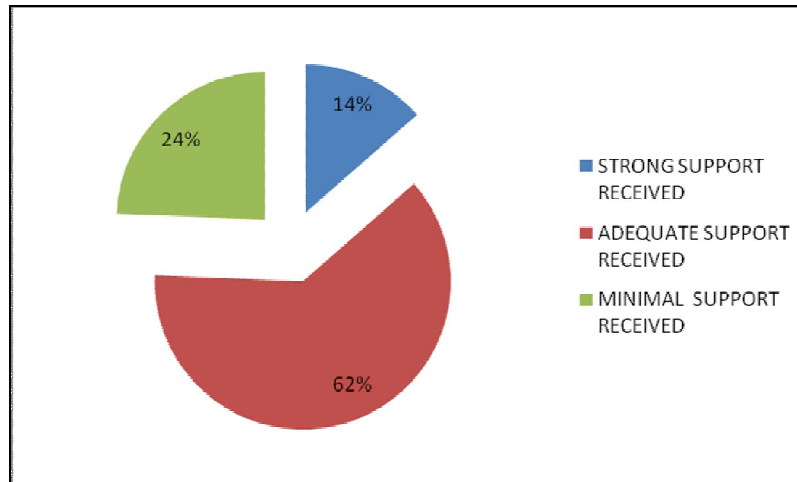


Figure 5: Level of Agreement with support from Top Management

As indicated above, 62% agreed that the support received was adequate while 14% indicated that a strong support was being received. However, 24% indicated that only minimal support was being received. No respondent indicated that they were receiving no support at all. Generally, this showed that the top managers had realized the value of logistical staff and had facilitated them appropriately. This is a strong indication as it is easy to attain the organization goals. In summary most respondents showed confidence and satisfaction on the levels of support being received from the top managers.

#### 4.5. On Job Training

Respondents expressed reservations on trainings being offered. Some indicated that they have never been trained since undergoing the initial induction process. On the other hand, expressed concerns whether the company has any budget to sponsor employees who want to further their education. Furthermore, the company does not expressly offer study leaves especially to staff who want to enhance skills related to company operations.

#### 4.6. Directors Regional Visits

One year ago the company launched regular branch visits by leadership teams. The researcher also sought opinions from respondents on this visits and whether there is an impact as a result of this program. 95% of respondents welcomed the idea because it helped directors to feel challenges at the grassroots. It also offered an opportunity for quick fix on issues that needed priority. A majority of respondents agreed that since the introduction of this programme there has been a considerable improvement on employee welfare and increased morale. 5% of the employees disagreed on this visits and cited that some directors came with fixed minds with predetermined solutions to challenges being faced. They also shared an opinion that due to bureaucracy, a director could not make an outright decision as he will require an approval from another director hence lengthening decision making process. 99% interviewed accepted that they are motivated by such visits while 1% were scared off.

### 5. Recommendations

The main objective of this study was to investigate the role of leadership team in enhancing logistical performance G4S security services (K) ltd. A good understanding and regular analysis of logistical factors by the decision making team will have a direct impact on any organization's overall performance. In this globalized business environment, movement of materials, items and information from one point say the origin to another say consumption point is much quicker with a steady increase of volume. To cope with this trend any organization to survive then it must re-think and re-engineer processes. Value analysis should be continuous processes because markets are dynamic.

Logistical operations in G4S Security services (K) ltd have been challenged by arm length support from top level executives hence the situation need to be addressed and appropriate solutions found. This calls for a formulation of a logistical policy to re-affirm commitment in its service delivery to both existing and prospective customers. This will go a long way in enhancing confidence to customers which leads to a much bigger market share, increased revenue and sustainable profitability.



Top level executive's area indeed a role model in every organization. Employees tend to copy what they do whether done formally or informally. Therefore, they are better placed to influence superior culture that will be geared towards achieve organizational goals. Senior management support to logistical staff can't be re-emphasized as this is the start of good working environment. For instance, small issues such as necessary approvals and motivation by the leadership team impacts on the performance. The researcher found out that some effort has been made to confront this challenge but more needs to be done.

G4s Kenya Limited is in the business of risk management therefore this prophesy should be realized from top to bottom cadre. Indeed, the top executives should ensure the internal environment has less risk exposure before in manifests its risk management expertise to its clientele. That way they will be trusted both internally and externally.

The private security and secure logistics sector in Kenya is a fast growing industry. It has become one of the largest players in the country's economy. G4s security services (K) services commands the largest market share in the secure logistics security industry hence its board should be in the fore front with a view to working closely with stakeholders especially the government of Kenya in creating proper logistical systems. One of the best platforms is forming a regulatory body to help streamline the entire operations of the Security and secure logistics industry players. This will ensure a level playing ground that discourages incompetency practices.

The management should also emphasize on market research and accurate pricing strategies. Research and Development should be established and be well funded. This will be an engine room of innovation and accurate SC product development. It is through this that the organization will be able to determine; the target audience, what kind of products do they need and at what price, risk analysis of the assignment, competitors and their activities, this will enable the organization to come up with reliable solutions at real time.

Inadequate on job training being initiated was also found to be a contributor to the challenges facing G4S security services (K) Ltd. G4S leadership should therefore invest in employee training in a robust way to equip them with relevant skills on both customer care and marketing knowledge. Job training in logistics and employee welfare are basically essential in ensuring better service delivery. The management should relook in the curricula being offered to new and existing staff. The training should be consistent with targeted performance and individual development. Trainings should be well coordinated to ensure all sampled employees are trained. Well trained logistics personnel are likely to deliver quality services to clients since they possess required knowledge and able to deliver the right information to customers at the right time at the same time becoming good ambassadors of the organization. Satisfied employees will dedicate themselves to the organization and vice-versa. G4s security services should embrace the culture of creating conducive working environment for its employees especially on bridging the gap and enhancing the integration between low and high cadre staff. This will better free flow of information and facilitate accurate feedback. Support from leadership team should be improved to ensure systems formed are well implemented. Resource allocation to logistics teams should be adequate to better working environment. Key resources such as vehicle should be well aligned to business objectives. Vehicle resources should be well matched to available volumes to avoid strain or unnecessary idle capacity as this scenario increase avoidable costs. For instance, routing and networks should be improved as more clients are brought on board. Wait and see strategy as business expand without focusing on equivalent resource increment has proved to be detrimental. Recovery from such as scenario always has a long lead time because the market forms a negative perception and with numerous competitions, customers shift loyalty.

Senior management should regularly visit regional offices as this will be a motivator in operations at the same time bridge the gap between the cadres.

## 6. Dedication

I dedicate this research work to my daughters Promise and Princess, the love I have for them is a genuine sunrise, a motivation, a source of calm and a sense duty in my life.

## 7. Acknowledgements

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