

## **Effect of Strategic Leadership Practices on Competitive Advantage at G4s Kenya Limited, Nairobi**

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### **Abstract**

A sustained competitive advantage is a prerequisite to survive in this tumultuous environment and firms without sustainable competitive advantage are at risk of vulnerability to the ever-evolving demands. This research aimed to assess the effect of strategic leadership practices on competitive advantage at G4S Kenya Limited. The specific objectives of the study were to examine the effect of strategic thinking, strategic control, strategic direction and strategic planning on competitive advantage. The theories used were resource-based view of the firm, contingency theory and the dynamic capability theory. The study used descriptive research design. The target population consisted of 120 employees from G4S Kenya Limited and the census method was used to select the sample size. Data was collected by use of a questionnaire and was analyzed used descriptive analysis. Analysis of inferential statistics was performed through linear regression. The study concluded that strategic thinking affected competitive advantage at G4S Kenya Limited whereby the results indicated that there was a positive Pearson correlation between strategic thinking and competitive advantage whereby: ( $r=0.894$ ,  $p=0.000$ ). The study concluded that strategy control influenced competitive advantage at G4S Kenya Limited where the correlation results indicated that there was a Pearson correlation between strategy control and competitive advantage where ( $r=0.901$ ,  $p=0.000$ ). The study concluded that strategic direction impacted competitive advantage at G4S Kenya Limited and the study results that there was a Pearson correlation between strategic direction and competitive advantage where ( $r=0.906$ ,  $p=0.000$ ). The study findings indicated that strategic planning influenced competitive advantage at G4S Kenya Limited with a Pearson correlation between strategic planning and control where ( $r=0.947$ ,  $p=0.000$ ). The study concluded that G4S Kenya Limited's ability to nurture innovative thinking, embrace accountability, align its vision with operational priorities, and embed evidence-based decision-making positions it not only as a leader in Kenya's private security industry but also as a potential global competitor.

**Keywords:** *Strategic Leadership Practices, Competitive Advantage, G4s Kenya Limited, Nairobi*

## 1.1 Introduction

Competitive strategies aim at establishing profitable and sustainable positions against forces that determine industry competition. Competitive advantage is also obtained when an organization develops or acquires a set of attributes or executes action that allows it to outperform its competitors. Competitive advantage can be seen as growing out of the value a firm is able to create for its buyers and that value must exceed the firms' cost of creating it. Value can come out of offering lower prices than competitors for equal benefits, or providing unique benefits that more than offset a higher price. The value should be what buyers are willing to pay for (Muneeb, et al., 2025). To sustain in the unpredictable, chaotic, turbulent and multifaceted competitive intensity, achieving sustained competitive advantage is inevitable. Strategic leadership practices are progressively and becoming a critical problem which majority of organizations are confronting today. This problem has been a great global challenge in the growth, development and performance facing organizations in both private and public sectors. Otieno & Lewa (2020) found positive significant association between deprived strategic leadership practices in sector low performance attributed by poor strategic controls, human capital competences, strategic direction and ethical practice in the maritime sector in Kenya. Strategic leadership practices in the private security in Kenya play a pivotal role in shaping the direction and impact of these organizations. These practices encompass a range of activities and approaches that are crucial for achieving their missions and ensuring long-term sustainability (Kimani, 2022). Private security organizations in Kenya often employ strategic leadership practices that blend direct service delivery (Wabulasa & Kihara, 2023). It involves setting a clear vision, developing effective strategies, and fostering a culture of adaptability and innovation.

Measuring competitive advantage has become a critical focus for organizations seeking to sustain their position in increasingly competitive markets. A key perspective on competitive advantage is that it must be quantifiable to be managed effectively. The ability to measure competitive advantage provides businesses with the insights needed to align their strategies, operational decisions, and investments with long-term success (Liu & Guo, 2020). In recent years, scholars have emphasized the significance of integrating multiple dimensions, including innovation, differentiation, operational efficiency, and cost leadership, into the measurement of competitive advantage (Zhao & Zhang, 2021). Innovation is often considered a core driver of competitive advantage, as it allows firms to stay ahead of competitors by offering new and improved products or services. According to Mutonyi, et al., (2020) private security companies in Kenya have the capacity of being the most visible security entity, as their uniformed security guards are the ones who the people interact with the most in either the private and public zones where the wellbeing of people is of importance. And those guards are utilized in the patrols of shopping malls, office facilities, apartment developments, sports grounds, store houses, parking spaces, assets and events needing security. Kibet & Mwangi (2021) says that security personnel are utilized for patrolling these spaces, as they are normally targeting for vehicle stealing, theft, destruction, muggings, and various other various types of criminalities. But they fell short to explain how this capacity of visibility influences crime detection and prevention, which is what this study sought to understand.

## 1.2 Objectives

- i. To establish the effect of strategic thinking on competitive advantage at G4S Kenya Limited.
- ii. To examine the effect of strategic control on competitive advantage at G4S Kenya Limited.

- iii. To determine the effect of strategic direction on competitive advantage at G4S Kenya Limited.
- iv. To assess the role of strategic planning on competitive advantage at G4S Kenya Limited.

### **1.3 Research Questions**

- i. What is the effect of strategic thinking on competitive advantage at G4S Kenya Limited?
- ii. How does strategic control affect competitive advantage at G4S Kenya Limited?
- iii. What is the effect of strategic direction on competitive advantage at G4S Kenya Limited?
- iv. What is the role of strategic planning on competitive advantage at G4S Kenya Limited?

## **2.1 Literature Review**

This chapter presents the theoretical and empirical foundations that underpin the study of strategic leadership practices and competitive advantage at G4S Kenya Limited. The review examines relevant theories and previous research to establish the conceptual basis for investigating how strategic leadership influences organizational competitiveness.

### **2.2 Theoretical Framework**

Three key theories anchor this study's theoretical foundation. The Resource-Based View explains how firms leverage internal resources for competitive advantage, Contingency Theory addresses the importance of contextual fit in organizational structure and leadership, and Dynamic Capability Theory emphasizes organizational agility in rapidly changing environments.

#### **2.2.1 Resource Based View of the Firm**

The resourced based view (RBV) of the firm was developed by Penrose in 1959. According to resource-based theory, organizations that own “strategic resources” have important competitive advantages over organizations that do not. The key focus of the resource-based view is tangible and intangible assets that comprise the stock of firm specific factor with potential to enhance performance (Crook, et al., 2018). Firms develop competencies from the assortment of resources within their control and when developed well, they tend to become a source competitive advantage (Pearce & Robinson, 2020). This implies that resources play a vital role in the strategic management practices embraced by a firm and more so the implementation activities which if not effectively managed may significantly hamper performance and survival of an organization. Learned et al., (2019) formulated the resources approach noting that whatever a firm is capable of doing is no just a function of its opportunities but stock of resources in its possession and control. The insights provided tend to support the inside-out perspective of firm’s strategy that necessary for pursuing, entrenching and sustaining competitive advantage.

#### **2.2.2 Contingency Theory**

The theory was developed by Fiedler in 1964 and the key concept of the theory is fit. Contingency theory stemmed from researchers’ criticism that challenged the idea of “one best way” and therefore, to efficiently organize and structure an organization, there are contingencies that needed to be taken care of (Linton, 2021). Contingency theory is based on the assumption that organizations are unique and therefore no single type of organization structure that is effectively and equally applicable to all organizations. The theory highlights the importance of self-awareness, objectivity and adaptability in determining the most effective leadership approach for a given

situation. This adaptability is especially important given the diversity of the modern workplace. Wu, Wu, Chen & Goh (2024) proposed that its structure and strategic processes must fit its context (environment, organization culture, technology, size, or task). Organizations operating in stable environments and technologies would gain from mechanistic structure where tasks remain the same over time; decision making and instructions are centralized and issued by superiors.

### **2.2.3 Dynamic Capability Theory**

The concept of dynamic capabilities was defined by David Teece, Gary Pisano and Amy Shuen, in their 1997 paper dynamic capabilities and strategic management, as the ability of a firm to integrate, build, and reconfigure internal and external competences to address the challenges of rapidly changing environments (Zahra et al, 2020). The theory of dynamic capabilities emphasizes the need for companies to direct and focus their investment on developing a stock of internal resources such as systems, assets, processes, knowledge, and technology that position it ahead of the competition resulting in lower production costs or superior level of quality in their products consequently boosting their performance. The theory argues that there is no optimum method for forming a corporation, leading a business, or making decisions. According to Teece (2020), the theory serves as a bridge between the economics-based strategy literature and evolutionary approaches to organizations particularly because it links the concept of resource-based view of the firm to "routines" in evolutionary theories of organization. The main assumption of dynamic capabilities framework is that the basic competencies of an organization should be used to create short-term competitive positions that can be developed into long-term competitive advantage (Tim, 2023).

## **2.3 Empirical Review**

This section examines previous empirical studies on the four strategic leadership practices under investigation. Research from various sectors including banking, hospitality, telecommunications, and public institutions across multiple countries provides evidence of the relationships between strategic thinking, strategic control, strategic direction, strategic planning, and competitive advantage.

### **2.3.1 Strategic Thinking and Competitive Advantage**

Dixit and Dhir (2021) studied the antecedents of strategic thinking and its relationship with competitive advantage in India. The study was meant to analyze the mediating effect of strategic thinking between its antecedents and competitive advantage. They used a self-reported questionnaire with 51 questions and sampled 220 professionals from various industries in India. Using the partial least squares structural equation modelling methodology, they found that the direct effects of creativity, corporate culture and knowledge management are established with strategic thinking and competitive advantage. Also, the study found a significant relationship between strategic thinking and competitive advantage. The study also revealed no mediation (direct effect) in the case of creativity, corporate culture and knowledge management and no mediation was found in the case of vision.

The study by Gichovi (2022) aimed to determine the impact of strategic thinking on the competitive advantage of family bank limited companies, this study is guided by four theories: supply-based theory, stakeholder theory, five carriers, and dynamic theory. Collected through face - to - face interviews, questions were open-ended, and respondents' responses were collected through content analysis to highlight common themes across responses. The study found that the

bank included goal setting, strategic plan development and engagement and Rewards, appreciation, training and development, and employee participation in decision-making. The results concluded that executive engagement, employee engagement, and adoption of strategic thinking tools and techniques had a positive impact on an organization's competitive advantage. From the study findings, it can be inferred that strategic thinking is not a single entity but takes different approaches.

### **2.3.2 Strategic Control and Competitive Advantage**

Hussaini (2021) studied the effect that internal control has on commercial banks' competitive advantage. The research employed a survey method and stratified random sampling. Three hundred and eight- two questionnaires were given to participants who were either staff of operations, marketing, or in security department in the banks. The questionnaire was a Likert scale while SPSS was employed in data analysis. The study revealed a great correlation between internal control components and bank competitive advantage. However, premises of the research were confined to Nigeria. In addition, the study used stratified random sampling, but the current study adopted a census approach and hence the whole population was included in the study. The study provides adequate evidence that robust internal controls are not just a compliance requirement but a critical factor in the achievement of competitive advantage. Murunga and Deya (2022) focused on the influence of strategic controls on performance of commercial banks in Nairobi County, Kenya. The study used of a semi-structured questionnaire administered individually to all respondents. The study found that the banks have adopted premise controls to a very great extent. In addition, the commercial banks in Nairobi County have adopted strategic surveillance controls and special alert controls in their operations to great extents while they adopted implementation controls to a moderate extent. The study concluded that organizational aspects, industrial elements and environmental factors influence the performance of the banks. The inference made is that competitor surveillance, industrial trends monitoring and strategic environmental scanning influence the performance of commercial banks.

### **2.3.3 Strategic Direction and Competitive Advantage**

Law, et al., (2022) set to ascertain whether or not implementation of strategic direction optimizes the performance of government-owned hotels. The study adopted a descriptive research design and incorporated interview data from 17 executives. The results from the qualitative interviews showed that the hotels under study gained unique advantages in the competitive advantage derived from the judicious utilization of various sources of differentiation such as branding and cost-efficiency. Implementation of these strategies drove the hotels to realize better performance than that achieved by hotels that did not implement. There is strong evidence from the study that effective implementation of strategic direction is a key driver of competitive advantage for the government – owned hotels in China.

Lerai, et al., (2023) investigated the influence of strategic direction on the competitive advantage of commercial-based parastatals in Kenya. The Pearson correlation coefficient was  $r=0.706^{**}$  at  $\alpha < 0.000$  and 99% significance level indicating a positive correlation between strategic direction and performance. Additionally, the findings revealed that some organizations were unwilling to change when strategies demanded change but stick to old methods to serve their interests. Therefore, there should be implementation of tough regulations by the government agencies like EACC of various legal punishments to any staff irrespective of their job group found guilty of embezzlement of funds must face. It can be inferred that low cadre staff should be involved in the



strategic direction exercise which can be done by seeking the views and opinions of the staff on the strategies to develop to improve organizational direction to foster implementation and make the staff to be part of the progress of the organization.

#### **2.3.4 Strategic Planning and Competitive Advantage**

Nnko (2023) focused on an analysis of the strategic planning practices of public institutions in Tanzania. This study aimed to analyze the implementation of strategic planning practices in public institutions in Tanzania. The analysis of strategic planning is crucial for public institutions as it will enable them to prioritize resources and align their activities with their goals. The study findings informed that despite the recognition of the significance of strategic planning in public institutions, there are several challenges that hinder its successful implementation. The challenges include fragmented planning systems, inadequate coordination and strategic thinking, and insufficient environmental scanning techniques. To address the challenges, the study suggests measures to improve the situation, such as establishing a unique planning system, enhancing understanding of strategic management, promoting strategic thinking, as well as setting measurable and realistic goals.

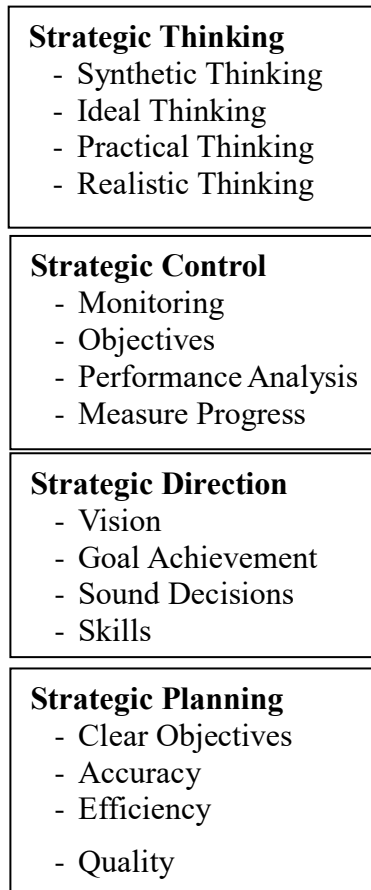
Mugo (2020) looked into the effect of strategic planning on competitive advantage in Kenya's telecom sector. The results of the study showed that the existence of numerous rival companies posed a threat to new entrants in Kenya's telecommunications sector. Furthermore, the purchasers had a lot of bargaining power even though the industry's suppliers had organized associations to deal with input sources over costs. To prevent clients from switching to another business, the companies had to plan how to draw in and keep them. According to research on the bargaining power of mobile phone carriers' customers, businesses have invested time and resources in making sure their clients are well-protected and motivated to remain on their specific mobile networks. Similar to this, research on the intensity of rivalry shows that organizations employ a variety of methods to remain ahead of the competition in order to strategize and succeed in this fiercely competitive market. From the above research findings, cross sectional research design was used whereas the current study used descriptive research design.

#### **2.4 Conceptual Framework**

The conceptual framework illustrates the relationship between the independent variables (strategic thinking, strategic control, strategic direction, and strategic planning) and the dependent variable (competitive advantage). This framework guides the empirical investigation and hypothesis testing conducted in subsequent sections.

## Independent Variables

### Strategic Leadership Practices



## Dependent Variable

### Competitive Advantage



**Figure 1: Conceptual Framework**

### 3.1 Research Methodology

The study design used in this study was descriptive research design. A descriptive research design comprises the collection of information through questionnaires which is administered to the target population. The researcher selected 120 employees who formed the target population from G4S Kenya Limited with a focus on the Nairobi County. The researcher used the census sampling method whereby the target population was used as the sample size since the population was small thus the sample size was 120 respondents. A questionnaire was used for data collection tool. In collecting data from the targeted respondents, the researcher delivered the questionnaires to the target respondents and distributed them through the use of 'drop and pick later' method at G4S Limited. The reliability of the research instrument was conducted using the Cronbach's alpha with a threshold of 0.7 Descriptive and inferential statistical analyses were used in the study. The descriptive statistics that were adopted was mean, standard deviation, percentages and frequency of response. The quantitative data analysis was done using Statistical Package for the Social Sciences (SPSS). A multiple regression analysis was conducted facilitated with the use of statistical

package for social sciences (SPSS). The study used a multiple regression model for variable estimation as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Competitive Advantage

$\beta_1 \beta_2 \beta_3 \beta_4$  = Coefficients that illustrate the rate at which the competitive advantage is influenced by various determinants.

$X_1$ = Strategic Thinking

$X_2$ = Strategic Control

$X_3$ = Strategic Direction

$X_4$ = Strategic Planning

$\varepsilon$  = error term.

#### 4.0 Findings and Discussion

This chapter presents the findings obtained from the data analysis conducted to examine the effect of strategic leadership practices on competitive advantage at G4S Kenya Limited. A total of 120 questionnaires were distributed to the management team at G4S Kenya Limited, out of which 104 were fully filled and returned, representing a response rate of 87%. The demographic analysis revealed that 61% of respondents were male while 39% were female. Regarding educational qualifications, 42% had attained an undergraduate degree, 40% held diplomas, and 17% possessed postgraduate degrees. In terms of work experience, 33% of respondents had worked for G4S Kenya Limited for more than 20 years, 27% had worked between 10-15 years, 24% between 15-20 years, 9% between 5-10 years, and 8% had less than 5 years of experience. The chapter is organized into three main sections: descriptive statistics, correlation analysis, and regression analysis, each providing insights into the relationship between strategic leadership practices and competitive advantage.

#### 4.2 Descriptive Statistics

Descriptive statistics were employed to summarize the central tendencies and variability of the study variables. The analysis generated mean scores and standard deviations for all study variables to determine the extent to which strategic leadership practices and competitive advantage were manifested at G4S Kenya Limited.

**Table 1: Descriptive Statistics**

Variable	N	Mean (M)	Standard Deviation (SD)
Strategic Thinking	104	4.32704	0.68744
Strategic Control	104	4.32680	0.68806
Strategic Direction	104	4.38318	0.68424
Strategic Planning	104	4.38318	0.68424
Competitive Advantage	104	4.31410	0.69261

The descriptive analysis revealed that all study variables exhibited high mean scores exceeding 4.0 on a five-point Likert scale, indicating strong agreement among respondents regarding the



presence and importance of these strategic leadership practices at G4S Kenya Limited. Strategic direction and strategic planning recorded the highest mean scores of 4.38318, suggesting that these practices were implemented to a very great extent within the organization. This was followed closely by strategic control with a mean of 4.32680 and strategic thinking at 4.32704. The dependent variable, competitive advantage, recorded a mean score of 4.31410, demonstrating that respondents perceived G4S Kenya Limited as possessing substantial competitive advantages in the private security sector. The standard deviations for all variables ranged between 0.68424 and 0.69261, indicating relatively low variability in responses and suggesting a high level of consensus among respondents regarding the assessment of these strategic leadership practices and their competitive position. The consistently high means across all variables suggested that G4S Kenya Limited had effectively embedded strategic leadership practices into its organizational culture and operations, which in turn contributed to its competitive positioning in the market.

### 4.3 Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships between the independent variables (strategic thinking, strategic control, strategic direction, and strategic planning) and the dependent variable (competitive advantage). Pearson correlation coefficients were computed to determine these relationships.

Table 2: Correlation Matrix

Variable	Strategic Thinking	Strategic Control	Strategic Direction	Strategic Planning	Competitive Advantage
Strategic Thinking	1.000				
Strategic Control	.969**	1.000			
Strategic Direction	.971**	.964**	1.000		
Strategic Planning	.965**	.966**	.972**	1.000	
Competitive Advantage	.894**	.901**	.906**	.947**	1.000

The correlation analysis revealed exceptionally strong positive relationships between all strategic leadership practice variables and competitive advantage at G4S Kenya Limited, with all correlations being statistically significant at the 0.01 level. Strategic planning demonstrated the strongest correlation with competitive advantage ( $r=0.947$ ,  $p=0.000$ ), indicating that a unit increase in strategic planning practices would lead to a 0.947 increase in competitive advantage. This was followed by strategic direction, which exhibited a correlation coefficient of  $r=0.906$  ( $p=0.000$ ), suggesting a very strong positive relationship with competitive advantage. Strategic control showed a correlation of  $r=0.901$  ( $p=0.000$ ), while strategic thinking recorded a correlation of  $r=0.894$  ( $p=0.000$ ) with competitive advantage. Furthermore, the analysis revealed very high intercorrelations among the independent variables themselves, ranging from  $r=0.964$  to  $r=0.972$ , all significant at  $p=0.000$ . These high intercorrelations suggested that the four strategic leadership practices were closely interconnected and mutually reinforcing within the organizational context of G4S Kenya Limited. The strength of these correlations indicated that improvements in any one strategic leadership practice were likely accompanied by enhancements in the others, creating a synergistic effect that collectively contributed to the organization's competitive advantage. The

statistical significance of all relationships provided strong empirical support for the theoretical proposition that strategic leadership practices are critical determinants of organizational competitive advantage in the private security sector.

#### 4.4 Regression Analysis

Multiple regression analysis was conducted to determine the combined and individual effects of strategic leadership practices on competitive advantage at G4S Kenya Limited. The regression model examined how strategic thinking, strategic control, strategic direction, and strategic planning predicted competitive advantage, with results presented for model fitness, statistical significance, and individual predictor contributions.

Table 3: Regression Analysis Results

Model Summary					
Model	R	R Square	Adjusted R <sup>2</sup>	Std. Error of Estimate	
1	0.951	0.904	0.896	0.2145	
ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.374	4	5.093	110.703	0.000
Residual	2.162	47	0.046		
Total	22.536	51			
Coefficients					
Model	B	Std. Error	Beta	t	Sig.
Constant	0.166	0.209		0.794	0.035
Strategic Thinking	0.193	0.227	0.191	0.853	0.039
Strategic Control	0.072	0.222	0.069	0.324	0.044
Strategic Direction	0.138	0.239	0.133	0.578	0.046
Strategic Planning	0.366	0.228	1.328	5.981	0.000

The regression analysis results demonstrated that the model was statistically significant and possessed strong predictive power. The model summary indicated a multiple correlation coefficient (R) of 0.951, suggesting a very strong relationship between the combined strategic leadership practices and competitive advantage. The coefficient of determination (R<sup>2</sup>) of 0.904 revealed that 90.4% of the variance in competitive advantage at G4S Kenya Limited was explained by the four strategic leadership practices (strategic thinking, strategic control, strategic direction, and strategic planning), with only 9.6% attributed to factors not included in the study. The adjusted R<sup>2</sup> of 0.896 confirmed the model's robustness and reliability, accounting for the number of predictors in the model. The ANOVA results (F=110.703, p=0.000) confirmed that the regression model was statistically significant at the 5% significance level, indicating that the strategic leadership practices collectively had a significant effect on competitive advantage.

The coefficients table revealed the individual contribution of each predictor variable to competitive advantage. The regression equation derived from the analysis was:

$$Y = 0.166 + 0.193X_1 + 0.072X_2 + 0.138X_3 + 0.366X_4$$

Where Y represents competitive advantage, X<sub>1</sub> is strategic thinking, X<sub>2</sub> is strategic control, X<sub>3</sub> is strategic direction, and X<sub>4</sub> is strategic planning. Strategic planning emerged as the strongest

predictor of competitive advantage ( $\beta=0.366$ ,  $p=0.000$ ), indicating that for every unit increase in strategic planning, competitive advantage increased by 0.366 units, holding other variables constant. Strategic thinking showed a statistically significant positive effect ( $\beta=0.193$ ,  $p=0.039$ ), followed by strategic direction ( $\beta=0.138$ ,  $p=0.046$ ) and strategic control ( $\beta=0.072$ ,  $p=0.044$ ). All four strategic leadership practices demonstrated statistically significant positive influences on competitive advantage at the 5% significance level, confirming that each practice independently contributed to G4S Kenya Limited's competitive positioning. These findings provided strong empirical evidence that strategic leadership practices are essential drivers of competitive advantage in the private security industry.

## 5.0 Conclusions

From the study results, it indicated that strategic thinking impact competitive advantage at G4S Kenya Limited positively and was statistically significant. This implies the ability of G4S Kenya Limited leadership to anticipate market trends, think innovatively and come up with effective strategies which will strengthen its market leadership in the private security sector in Kenya and beyond. On strategy control, the study findings indicated that it positively influenced competitive advantage at G4S Kenya Limited and was statistically significant. This is a clear indication that one of the key components of strategic leadership which plays a big role in competitive advantage. This suggests that effective monitoring, evaluation and adjustment mechanisms allow G4S to remain efficient and responsive to internal and external operational challenges. Strategic direction also emerged as a strong driver of competitive advantage with a positive outcome and was statistically significant. This highlights the importance of a clear vision, well defined goals, and coherent leadership direction in creating alignment within the organization, motivating employees and positioning G4S ahead of its competitors and as a global leader in private security. Lastly, the study established that strategic planning impacted competitive advantage positively and statistically significant. The high correlation for this objective clearly demonstrates that structured planning purposes, incorporation of feedback and evidence-based decision making significantly enhances service delivery and client satisfaction at G4S.

## 6.0 Recommendations

On strategic thinking, the study recommended that there is need for G4S to invest in continuous leadership training programs that foster creativity, scenario planning and innovative problem solving. G4S Kenya Limited leadership should institutionalize regular strategic thinking workshops for its managers and supervisors to encourage forward- looking decision making. The company can also establish strategic intelligence unit which can be tasked with market scanning, competitor analysis and risk anticipation to provide leaders with actionable insights. On strategy control, the study recommended the need for G4S Kenya Limited to improve its performance and feedback systems by adopting technology driven tools – such as dashboard and real time analytics. This will enable the company to make timely decisions, reduce operational efficiencies, and support-based adjustments. G4S Kenya Limited also needs to introduce regular strategy units to assess alignment between plans and execution, ensuring corrective actions are taken promptly.

It was recommended that the management of G4S should ensure that its strategic mission, vision and goals are communicated clearly across all organizational levels to ensure employee alignment. There is also need to align individual and departmental goals with the overall vision will increase employee engagement, accountability and ownership outcomes at G4S Kenya Limited and the corporate objectives. G4S Kenya Limited must come up with evidence-based planning by

integrating client feedback, competitor benchmarking and regulatory requirements into all the strategic plans in the company. The also needs to adopt flexible planning models that allow quick adaptation to the emerging risks such as terrorism, cybercrime and regulatory changes.

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