



**STRATEGIC FACTORS INFLUENCING PROVISION OF SOCIAL SECURITY SERVICES BY MIDSIZED ENTERPRISES: A
CASE STUDY OF SPEED CAPITAL LTD, MOMBASA**

Ouma, E., & Gichinga, L.

**STRATEGIC FACTORS INFLUENCING PROVISION OF SOCIAL SECURITY SERVICES BY MIDSIZED ENTERPRISES: A
CASE STUDY OF SPEED CAPITAL LTD, MOMBASA**

Ouma, E.,^{1*} & Gichinga, L.²

^{1*} Master Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

²Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: May 24, 2019

ABSTRACT

The study aimed at identifying strategic management challenges faced by SME's in the provision of social security to their employees. Specific objectives for the study are to identify the influence of internal resources management in the provision of social security services to employees at speed capital, to determine influence of strategic orientation in the provision of social security services to employees at speed capital and to determine the influence of legal framework in the provision of social security services to employees at speed capital. The research had a target population of 64 employees. The sample size was 55 employees. The study used descriptive design. The study findings indicated that strategy implementation had a positive and significant effect on the provision of social security services. The study also found out that a significant level of variance is attributed to combination of the four independent factors investigated in the study that is, internal resources management, strategic orientation, strategic implementation and legal framework. Finally the study concluded that more resources should be set aside for development of human capital and innovations within an organization, that firms should avoid poor strategy implementation procedures that can be a hindrance challenge to an organization in meeting its goals. Finally the government should embrace and adopt the provisions of international treaties and conventions on the right to social security and improve governance standards of the mandatory scheme and widen coverage to majority of the workers in both the formal and informal sector.

Key terms: Social security, Resources management, Strategic orientation, Strategic Leadership

CITATION: Ouma, E., & Gichinga, L. (2019). Strategic factors influencing provision of social security services by midsized enterprises: A case study of speed Capital Ltd, Mombasa. *The Strategic Journal of Business & Change Management*, 6 (2), 2006 –2022.

INTRODUCTION

One of the key global problems facing social security today is the fact that more than half of the world's population (workers and their dependents) is excluded from any type of social security protection. They are covered neither by a contribution-based social insurance scheme nor by tax-financed social benefits, (Lu, 2007) while a significant additional proportion are covered for only a few contingencies. According to, Bederr & Chen (2015) , KAM (2014) the sub-Saharan Africa and South Asia, statutory social security personal coverage is estimated at 5 to 10 per cent of the working population and in some cases is decreasing. In Latin America, coverage lies roughly between 10 and 80 per cent, and is mainly stagnating. In South-East and East Asia, coverage can vary between 10 and almost 100 per cent, and in many cases was until recently increasing. In most industrialized countries, coverage is close to 100 per cent, although in a number of these countries, especially those in transition, compliance rates have fallen in recent years. However, experience in developing countries — and more recently in the industrialized countries — has shown that this proportion is in many cases now stagnating or declining. Even in countries with high economic growth, increasing numbers of workers — often women — are in less secure employment, such as casual labour, home work and certain types of self-employment.

The growth of informal, unprotected work creates dangers for formal and informal economy workers alike. The area of social protection illustrates the very real and direct interest, on the part of workers with “normal” employment status and of their organizations, in bringing informal economy workers into the mainstream of formal employment. With shrinking formal employment, workers bear an increasing direct burden of financing social needs, with adverse effects on their quality of life. That

burden may also undermine the capacity of enterprises to compete in the global economy.

Globalization, either alone or in combination with technological change, often exposes societies to greater income insecurity. Research on the developed countries suggests that income transfers tend to be largest in economies that are simultaneously very open and subject to substantial price risk in world markets. Other observers claim that reductions in income security and social protection arise from the attempts of governments to promote competitiveness and attract foreign direct investment. Some of them also foresee that tax competition will lead to further reductions in taxes, particularly on returns to capital, and lower the ability of governments to finance social protection. (Griffith., Kiessling, & Dabic, 2012)

The structural adjustment policies pursued in most developing countries have often contributed to a decline in the small percentage of the working population in the formal sector (Al-Ansaari , Bederr & Chen 2015) The successive waves of structural adjustment programmes have also led to wage cuts in the public and private sectors, thereby eroding the financial base of statutory social insurance schemes. Simultaneously, many such schemes in developing countries have suffered from bad management and bad governance, which have often strongly reduced the trust of their members. In addition, structural adjustment programs have often resulted in severe cuts in social budgets. In Benin, for example, health expenditure's share in the total government budget dropped from 8.8 to 3.3 per cent between 1987 and 1992. As most governments can no longer guarantee access to free health and education, there is apart from national systems greater demand for international and local arrangements to finance and organize these social services. Particularly in low-income countries, structural adjustment and socio-economic changes have also produced large vulnerable groups that

cannot contribute to social insurance schemes. The most vulnerable groups outside the labor force are people with disabilities and old people who cannot count on family support, and who have not been able to make provisions for their own pensions. Some countries, such as China and India, have taken specific social assistance measures to meet the needs of these groups. (Lu,2007, Al-Ansaari , Bederr & Chen 2015)

The ILO defines Security as the protection which society provides for its members through a series of public measures against the economic and social distress that otherwise would be caused by stoppage, or substantial reduction of earnings resulting from sickness, maternity, employment injury, unemployment, invalidity, old age and death the provision of medical care and the provision of subsidies for families with children. The passing of the new constitution in 2010 made social security a basic human right in Article 43 1 (e) which states that every person has the right to Social Security. The government then passed the responsibility of the provision of social security to the respective employers of Kenya's working population by passing the National Social Security Fund Act 47 of 2013. This act brought into place two funds, A provident fund for self-employed people and those in the '*Jua Kali*' Sector and a Pension Fund for employed people. Employers have therefore now been faced with the challenge of registering and contributing for both regular and casual employees. The challenge is brought about by sections of the ACT that requires employers to contribute 12% of an employee's total earnings to NSSF or a pension scheme of their choice after a written authority from RBA. Because of the nature of SME'S, the main challenge faced by these enterprises is management challenges including decisions, policies and procedures required to fully implement the said law. Being a sector that comprises mainly unskilled or semi-skilled manpower and labor force and a dynamic operating environment spanning

from the public transport industry to domestic workers, SME'S face several hurdles in the implementation of the law.

Study Objectives

- To examine the influence of internal resources management on provision of social security services to employees at speed capital LTD
- To determine the influence of strategic orientation on provision of social security services to employees at speed capital LTD
- To identify the influence of strategy implementation on provision of social security services to employees at speed capital LTD
- To examine the influence of legal framework on provision of social security services to employees at Speed Capital LTD

LITERATURE REVIEW

Theoretical Framework

Strategic Leadership Theory

Strategic leadership involves the capacity to learn, to change and managerial wisdom. Strategic leadership theories are mostly concerned with the leadership of organizations and are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities. According to Boal and Hooijberg (2001) strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team (Boal & Hooijberg, 2001). Activities associated with strategic leadership include making strategic decisions, creating and planning, establishing key competences and capabilities, developing organizational structures, processes and controls, sustaining effective organizational cultures and infusing ethical value systems into the organization . Strategic leaders with cognitive

complexity are able to determine future course of organization than those without strategic cognitive complexity. Those with the higher absorptive capacity will have a greater focus. This is to mean that, strategic leaders look at the changes in the environment of their organization and then examine those changes in the context of their vision. Strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team. Strategic leadership entails the activities of making strategic decisions that will provide an organization with a definitive strategic direction to take, creating and communicating visions, developing key competences, developing organization structures, processes and controls, and establishing organization ethics and continuity of the organization. (Boal & Hooijberg, 2001, Al-Ansaari, Bederr & Chen 2015)

Institutional Theory

Institutional theory discusses issues pertaining the social structure. The theory considers the processes by which structures such as schemas; rules, norms, and routines, are established as the most authoritative guidelines and principles for social behavior. Institutional theory examines deeply how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. The basic concepts of the institutional theory approach provides useful guidelines for analyzing organization-environment relationships with emphasis on the social rules, expectations, norms, and values as the sources of major indicators on organizations. The theory is built on the concept of legitimacy rather than efficiency or effectiveness as the primary organizational goal. The environment is assumed to be the organizational field represented by institutional regulatory structures, governmental agencies, courts, professionals,

professional norms, interest groups, public opinion, laws, rules, and social values. Institutional theory assumes that an organization conforms to its environment. (McAdam & Scott, 2004). This theory is relevant to the study as it explains how institutional environment detects the operations and role of an organization. The theory will be used to support government policies and how they affect institutional operations. Institutional theory approach provides useful guidelines for analyzing organization-environment relationships with an emphasis on the social rules, expectations and values in administration as the sources of pressure on organizations.

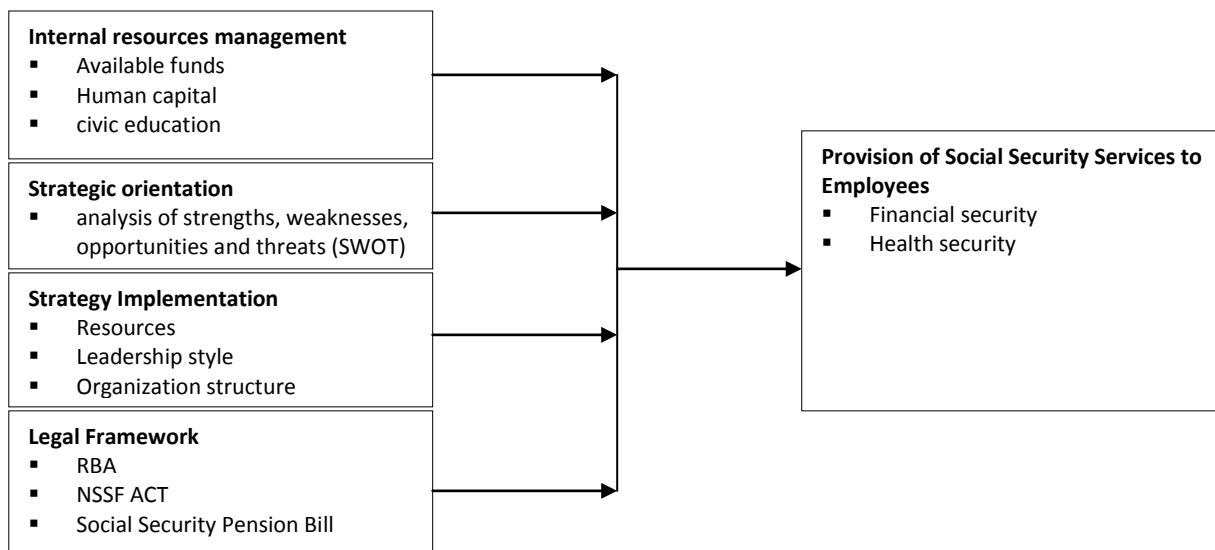
PESTLE Analysis Theory

The PESTLE analysis is a useful method that helps to identify the external factors that influence an organization. All organizations need to identify external factors within their environment that could have an impact in their operations. PESTLE analysis can be used by an organization to analyze the impact of Political, Economic, Social, Technological, Legal and environmental issues. To help make decisions and to plan for future events, organizations need to understand the wider 'meso-economic' and 'macro-economic' environments in which they operate. (The meso-economic environment is the one in which we operate and have limited influence or impact, the macro-environment includes all factors that influence an organisation but are out of its direct control). An organisation on its own cannot affect these factors, nor can these factors directly affect the profitability of an organisation. But by understanding these environments, it is possible to take the advantage to maximise the opportunities and minimise the threats to the organisation. Conducting a strategic analysis entails scanning these economic environments to detect and understand the broad, long term trends (Rukunga, 2000).



Fig 1: PESTLE Analysis Theory

Conceptual framework



Independent Variable

Dependent Variable

Fig 2: Conceptual framework

Source: Author (2019)

Review of Literature Study Variables

Internal Resources Management

Internal resource management is the efficient and effective deployment and allocation of an organization's internal resources when and where they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology (Amstrong, 2009). Effective internal resource management delivers the utmost level of optimization and efficiency by enabling proactive allocation of resources based on business policies this ensures that resources are provisioned in advance of business needs and in alignment with overall business priorities and objectives. This drives the highest possible resource utilization rates, while simultaneously minimizing business service and availability risk.

According to Amstrong (2009) Human capital management (HCM) is an approach to employee staffing that perceives people as assets (human capital) whose current value can be measured and whose future value can be enhanced through investment. An organization that supports HCM provides employees with clearly defined and consistently communicated performance expectations. Managers are responsible for rating, rewarding and holding employees accountable for achieving specific business goals, creating innovation and supporting continuous improvement. The internal resource management use the in-house human resource development units to ensure proper utilization of internal employee training, development facilities and programs.

Strategic Orientation

Strategic Orientation (SOR) is a specific method to develop strategies. It is a method based on the analysis of strengths, weaknesses, opportunities and threats (SWOT) analysis. Balodi (2014) defines

strategic orientation as organizational principles that direct and influence the activities of an organization. Strategic orientation has a direct influence on the firm's development of knowledge management capabilities. There are many classifications of strategic orientations based on firms' strategic actions. A theoretical review shows, however, that strategic orientation can be analyzed from perspectives at two extremes of a spectrum (Griffith, Kiessling & Dabic, 2012). At one extreme, we find that entrepreneurial attitudes characterized as innovative, exploratory and favorable toward change help the firm to obtain competitive advantages and to compete aggressively with other firms. At the other extreme, we find conservative attitudes. Here, managers show greater risk aversion and resist changes and innovative proposals. These managers show great interest in optimizing the resources available, focusing their search for competitive advantage on efficiency (Parnell, 2015)

Toften, & Hammervoll, (2010) argue that different strategic orientations are usually associated with more or less flexible actions. Conservative organizations work in more stable environments and are not usually watching the market. Consequently, it is logical to propose that strategic orientation moderates the relation between social networks and strategic flexibility. Strategic orientation could condition CEOs' interest in or need to obtain information and knowledge from their networks to translate it into more or less flexible actions. (Parnell, 2015, Al-Ansaari, Bederr, Chen, 2015)

Strategy Implementation

Since the government through its NSSF ACT had requested all firms to save for their employees SMEs are facing challenges in establishing their own schemes. Establishing a scheme has become a tedious process that needs time and resources to focus on.

Most of the SMEs are less on human capital and hence they try to maximize the use of whatever they have to run business. This means that it may become strenuous to allocate resources to non-core business like scheme set up and management processes. This factor could therefore lead to the personal pension schemes and umbrella schemes for this sector as the employer does not have to set up a scheme. Employees will simply join such existing schemes registered and regulated by the Retirement Benefits Authority and the employer will deduct and remit the contributions to the scheme. The NSSF Act recognizes the personal and umbrella schemes to receive the compulsory contributions and this makes it easier and cost effective for SMEs. (NSSF ACT, 2014, Maina 2014)

According to Okumu(2003), Freedman (2003) and Sterling(2003) the main barriers to the implementation of strategies include but not limited to lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. They further discuss that isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success may hinder strategic implementation within an organization. They also identified reasons why strategies fail as unanticipated market changes is due to lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

Legal framework

The structure of Kenya's pension system comprises of (i) the civil service pension scheme (ii) the National Social Security Fund (iii) Private Occupational Pension Schemes and (iv) Individual Retirement Savings. The National Social Security Fund Act, the Pensions Act

and the Retirement Act are the available acts of parliament looking into the pension scheme. The NSSF is designed to be a fully funded provident fund with member accounts.

However, Kenya does not have a conducive constitutional, legislative, policy and institutional environment. The constitution of Kenya in Article 43 (e) makes social security a basic human right. Article 21 of the same constitution says that 'the government shall take legislative measures to ensure it provides the rights guaranteed in Article 43 of the constitution (Maina 2014, NSSF 2014).

Provision of Social Security Services to Employees

Provision of social security services to employees is the responsibility of a firm in meeting the future securities of its employees. According to the Kenya Association of Manufacturers (2014) there are concern about the provision of social security to casual laborers in developing countries and specifically Kenya. Most companies and employers across the country employ workers on a casual basis because the type and nature of work they do is short term or because the employer cannot afford to pay them on a full time basis. The duration of engagement is very short at times. Kenya Association of Manufacturers cites instances where employers can engage employees for a day or less. These employees are often paid in cash. The nature and terms of engagement of such employees make it difficult for employers to pay pension for such employees. According to Section 19 of the NSSF ACT 45 of 2013, an employer shall pay 12% of an employee's pensionable earnings monthly to the fund. Pensionable earnings mean gross salary and other enumerations that are of a regular basis. A 6% is deducted from the employee and 6% from the employer. However this is not the case with the informal sector where employees work on casual basis.

METHODOLOGY

The study adopted descriptive research design. Descriptive research is undertaken with the aim of describing characteristics of variables in a situation. Data collected was checked for completeness, coded and then entered into the computer. Data analyses was done with the aid of the Statistical Package for Social Scientists (SPSS v22). Data analysis techniques was descriptive statistics and correlation analysis. Descriptive statistics was used to summarize the data and establish characteristics of the study population and the distribution of the response variations on the strategic management challenges faced by SME's in the provision of social security to their employees. The findings of this kind of analysis were presented in frequency distributions and percentages. The relationships between variables was explored using correlation analyses by conducting the Pearson's Correlation analysis.

FINDINGS

Internal resource management

The study sought to establish the effects of internal resources management in provision of social security

services to employees at capital LTD. Respondents were requested to respond to set of questions in relation to internal resources management. From the findings, respondents were not in fully agreement as indicated with (mean= 3.57 and standard deviation 0.572) that availability of funds guarantees employees to receive social security services. On the statements that social security services to employees is determined by their income, respondents strongly agreed with this statement with (mean = 4.26 and standard deviation of 0.655). With a (mean = 4.25 and standard deviation of 0.782). Respondents were also in agreement that economic environment in Kenya does not support low income earners to enjoy social security services. As indicated with (mean=4.00 standard deviation of 0.760). That social security has increased the number of employees had (mean= ...and standard deviation of ...). Finally, on the statement that organization sensitizes its members on social security had a (mean =0.392 and standard deviation of 0.675).

Table 1: Internal resource management

	N	Minimum	Maximum	Mean	Std. Deviation
Availability of funds determines if employees will receive social security services	53	3	5	3.57	.572
Income of an employee determines if they will get social security services?	53	2	5	4.26	.655
Economic environment in Kenya does not support low income earners to enjoy social security services	53	2	5	4.25	.782
Social security services received motivates employees	53	2	5	4.00	.760
Civic education in matters social security has increased the number of employees enjoying	0				
My organization sensitizes us on our social security matters social security services	53	3	5	3.92	.675
Valid N (listwise)	0				
Average mean				4.00	

Strategic orientation

The study sought to establish to the influence of strategic orientation on provision of social security services to employees at speed capital LTD. The respondents were asked to rate the extent to which they agree with the statement based on the scale options of; 1 (strongly disagree) to 5 (strongly agree). The questions were randomly arranged and were aimed at analysing the influence of strategic orientations. The results were summarized using mean scores, where the mean score represents the overall rating on the extent of agreement with the statement on influence of strategic orientation.

From analysis, results indicates that majority of respondent that participated in the research had an

insight on strategic orientation. On the statement that forecasting as key indicators of operations helps the organization offer social security services to its employees, respondents strongly agreed with this statement as depict with a (mean of 4.17 and standard deviation of 0.672). Respondents were asked whether aanalysis of strengths, weaknesses, opportunities and threats (SWOT) is used to analyze importance of social security services to employees had a (mean=4.08 and standard deviation of 0.937). Our organization use strategy to adapt or change aspects of its environment for a more favourable social security service to its employees. Respondents agreed with this statement as indicated with a (mean=3.72 and standard deviation of 0.690) as shown in table 2 below.

Table 2: Strategic orientation

	N	Minimum	Maximum	Mean	Std. Deviation
Forecasting key indicators of operations helps the organization offer social security services to its employees	53	3	5	4.17	.672
Analysis of strengths, weaknesses, opportunities and threats (SWOT) is used to analyze importance of social security services to employees	53	2	5	4.08	.937
Our organisation use strategy to adapt or change aspects of its environment for a more favourable social security service to its employees	53	3	5	3.72	.690
Valid N (listwise)	53				

Strategy Implementation

The third objective of the study was to investigate the influence of strategy implementation on provision of social security services to employees at speed capital LTD. Respondents were required to respond to set questions related to strategic implementation. Respondents strongly agreed with (mean=4.11 and standard deviation of 0.934) that lack of coordination and support from other levels of management hinders strategy implementation. This is support of (Okumu, 2003; Freedman, 2003; and Sterling (2003) suggestion that lack of coordination and management support affects implementation of strategies in organization. As regard as to whether

poor planning leads to poor strategy implementation. Respondents were in agreement with this statement as indicated with a (mean=4.02 and standard deviation of 1.028). On whether stakeholder's commitment is key in successful strategy implementation, respondents responded with mixed reaction as shown with (mean=3.72 and standard deviation of 0.717). Respondents unanimously agreed as indicated with a (mean=4.26 and standard deviation of 0.593) that leadership styles affects the process of strategy implementation. This was in line with Sorooshian et al., (2010) findings that leadership style, resources and structure are the main drivers of strategic implementation in organizations.

Table 3: Strategic Implementation

	N	Minimum	Maximum	Mean	Std. Deviation
Lack of coordination and support from other levels of management hinders strategy implementation	53	1	5	4.11	.934
Poor planning leads to poor strategy implementation	53	1	5	4.02	1.028
Stakeholder's commitment is key in successful strategy implementation	53	3	6	3.72	.717
Leadership styles affects the process of strategy implementation	53	3	5	4.26	.593
Valid N (listwise)	53				

Legal framework

Majority of the respondents strongly agreed with a (mean of 4.02 and standard deviation of 0.820) that government policies properly guides social security services provision to employees'.The statement is in agreement with Article 43 of the constitution and as stated by (Maina 2014, NSSF 2014), the government ought to initiate legislative measures that guarantees its citizen this service. Respondents agreed with a (mean=3.91 and standard deviation of 0.687) that employees are aware of their social security rights

agreed. This is in line with Blahová (2011 views that information flow in forms people, and basing on this they are able to make right decision Respondents were also in support that NSSF body affects provision of social security services to employees. This had a response (mean= 3.96 and standard deviation of 0.706). According to Okumus (2003), Freedman (2003) and Sterling (2003) lack of coordination and support from all levels of management due to poor planning, will hinder provision of service to employees.

Table 4: Legal framework

	N	Minimum	Maximum	Mean	Std. Deviation
Government policies properly guides social security services provision to employs	53	2	5	4.02	.820
Employees are aware of their social security rights	53	3	5	3.91	.687
has lack of confidence in the NSSF body affected provision of social security services to employees	53	2	5	3.96	.706
Valid N (listwise)	53				

Provision social security services

The study sought to establish to the provision of social security services to employees at speed capital LTD. The respondents were asked to rate the extent to which they agree on set of questions related to provision of security services to employees at speed capital LTD. The statement on whether pprovision of social security services to employees ensures financial security in future, respondents strongly agreed with a (mean=4.02 and standard deviation of 0.876). Respondents also agreed that provision of social

security services to employees, they are assured that health security is taken care of in future. This is depict with a (mean=3.94 and standard deviation of 0.818). Finally, were asked if provision social security services is a platform that safeguards the future of family in case of any problem, respondents agreed with this statement as indicated with a (mean=3.96 and standard deviation of 0.733). This is in support of the concern raised Kenya Association of Manufacturers (2014) that the provision of social security services to employees will help to meet the future securities of its employees.

Table 5: Provision of social security services to employees

	N	Minimum	Maximum	Mean	Std. Deviation
Provision of social security services ensure employees financial security in future	53	2	5	4.04	.876
Provision of social security services ensure employees health security is taken care of in future	53	2	5	3.94	.818
It is a platform that safeguards the future of family in case of any problem	53	2	5	3.96	.733
Valid N (listwise)	53				

Correlation Analysis**Table 6: Coefficient Determination**

		Internal resources management	Strategic orientation	Strategy Implementation	Legal framework	Provision of Social Security Services
Internal resources management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	53				
Strategic orientation	Pearson Correlation	.386**	1			
	Sig. (2-tailed)	.004				
	N	53	53			
Strategy Implementation	Pearson Correlation	.375**	.150	1		
	Sig. (2-tailed)	.006	.283			
	N	53	53	53		
Legal framework	Pearson Correlation	.294*	.518**	.545**	1	
	Sig. (2-tailed)	.033	.000	.000		
	N	53	53	53	53	
Provision of Social Security Services	Pearson Correlation	.339*	.029	.604**	.343*	1
	Sig. (2-tailed)	.013	.837	.000	.012	
	N	53	53	53	53	53

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

* . Correlation is significant at the 0.05 level (2-tailed).

The study indicated that, all independent variables have a positive effect on provision of social security services at speed capital LTD as shown in table 6 above. The correlation between internal resources management and provision of social security services had indicated a coefficient of 0.339 and p-value obtained is 0.13, which is less than 0.05. This implied

that at 95% confidence level, the positive relationship is statistically significant.

The correlation between strategic orientation and provision of social security services was signifying a positive linear relationship with a p-value of 0.000 that is < 0.05. This implies that at 95% confidence

level, the positive relationship is statistically significant

The correlation between strategic implementation and provision of social security services showed a coefficient correlation of 0.029 with a p-value of 0.000, which is less than 0.05 and giving a positive relationship between strategic implementation and provision of social security services at speed capital LTD. This implies that at 95% confidence level, the positive relationship is statistically significant.

Lastly, correlation between legal framework and provision of social security services also showed a coefficient correlation of 0.604 with a p-value of 0.000, which is less than 0.05 and giving a positive relationship between legal framework and provision of social security services at speed capital LTD. This implies that at 95% confidence level, the positive relationship is statistically significant

Table 7: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.347	.40713

a. Predictors: (Constant), Legal framework, Internal resources management, Strategic orientation, Strategy Implementation

Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. The model is considered significant if the p-value was less or equal to 0.05. The significance of the regression model has a p-value of 0.00, which is less than 0.05. This indicates that the regression model is statistically significant in

Regression Analysis

Coefficient of Determination

In Table 7 below showed regression model calculated at 95% level of significance. Coefficient of determination explains the extent to which changes in the dependent variable (provision of social security services) can be explained by the change in the independent variables. From the findings, this meant that 39.7% of variance is attributed to combination of the four independent factors investigated in this study that is, internal resources management, strategic orientation, strategic implementation and legal framework, while the 60.3% is explained by other factors that affect provision of social security services and not studied in this research.

predicting the factors that affect provision of social security services at speed capital LTD. The ANOVA results indicated that the model was significant at $F = 7.914$, with $p < .05$. At 95%, confidence level the analysis indicates high reliability of the results obtained thus indicating that the study was statistically determined

Table 8: Multiple Regression Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.247	4	1.312	7.914	.000 ^b
	Residual	7.956	48	.166		
	Total	13.203	52			

a. Dependent Variable: Provision of Social Security Services

b. Predictors: (Constant), Legal framework, Internal resources management, Strategic orientation, Strategy Implementation

Multiple Regression Analysis

The researcher engaged the use of multiple regression analysis as shown in table 9 below to establish strategic factors influencing provision of social security services at Speed capital in Mombasa Kenya. This section presents a summary of regression

analysis between the independent variables including; internal resources management, strategic orientation, strategic implementation and legal framework and dependent variable provision of security services.

Table 9: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.251	.765		1.636	.108
	Internal resources management	.279	.194	.187	1.434	.158
	Strategic orientation	-.204	.169	-.172	-1.205	.234
	Strategy Implementation	.511	.147	.504	3.484	.001
	Legal framework	.100	.155	.102	.648	.520

a. Dependent Variable: Provision of Social Security Services internal resources management, strategic orientation, strategic implementation and legal framework and dependent variable provision of security services.

From the table 9 above, regression equation can be established as follows;

The general regression Model arrived at was $Y = 1.251 + 0.279X_1 + 0.511X_3 + 0.100X_4$.

Where,

Y= Pprovision of security services,

X_1 = linternal resources management,

X_2 = Sstrategic orientation, and

X_3 = Strategic implementation and

X_4 = Legal framework

The Beta Coefficients in the regression model shows that all of the tested variables had positive relationship with pprovision of security services at Speed capital LTD.

The findings imply that a unit change of X_1 (linternal resources management), will result to 0.279 changes in provision of security services at Speed capital LTD. A unit change of X_3 (strategic implementation), will result in 0.511 change in provision of security services at Speed capital LTD, and, a unit change of X_4 (Legal framework), will result to 0.100 change in pprovision of security services at Speed capital LTD

The Y- Intercept ($\beta_0 = 1.251$), predicts that pprovision of security services at Speed capital LTD

will be 1.251 when all other independent variables are zero. From the analysis, strategic implementation X_3 ($\beta = 0.511$, $p > 0.05$) has the strongest relationship but insignificant relationship with provision of security services followed by internal resources management X_2 ($\beta = 0.279$, $p > 0.05$) but insignificant relationship provision of security services.

Strategic orientation had a negative effect on provision of security service but not significant since the $P > 0.5$. X_4 , Legal framework had a positive but insignificant relationship with provision of security services with a p value > 0.5 . Strategy implementation had a positive and significance effect on provision of social security service with a p value of < 0.05 .

CONCLUSIONS

It was demonstrated that internal resource management affects provision of security services and increase and proper management will enhance provision of this essential services to employees and implementation of strategies of a firm. The

employees will be the major winners as their future will be secured.

Although strategic orientation registered a negative regression coefficient, firms should embrace strategic orientations are that are more flexible. The strategies should be aligned with technology that enables the firm create product differentiation and promote product designs that exceed those of competitors.). This should be followed by encouraging innovation proposals in the firms also.

From a fore going analysis, it was observed that strategic implementation had the highest impact on provision of security services to employees. It was also demonstrated that leadership style and coordination contributes greatly to success of security service provisions. It is important the firm monitors and eliminate obstacles that can be a hindrance to implementation of strategies intended to provide employees with social security services to secure their future.

Legal framework, from analysis it was demonstrated legal framework positively impacts on provision of security services. And this can be enhanced if the government can create conducive institutional environment for legislative and policy making.

RECOMMENDATIONS

- Internal resource management more resources should be set aside for development of human capital and innovations.
- Order for strategic orientation firms should embrace networking orientation to accessible to external sources or search for channels that are more capable of drawing ideas and resources from outsiders to enlarge the pool of market opportunities and complementary network resources available to them. Firms should embrace networking orientation purposely to

create and improve the ability of its networks so as tap into complementary resources that are beneficial to new product commercialization.

- To succeed in undertaking projects at a minimum cost; it ought to focus on risk profiling and risk targeting. These concepts of risks are about ensuring minimizations of cost, which is highly recommended for any organization venturing into business.
- Firms should avoid poor strategy implementation procedures that can be a hindrance challenge to an organization in meeting its goals. Also improve on its communication of social security issues by allowing employees access information that enable them make right decision.
- Kenya government should demonstrate and honor domesticated the provisions of international treaties and conventions on the right to social security and improve governance standards of the mandatory scheme and widen coverage to majority of the workers in both the formal and informal sector. The should in strengthening of social security rights by enforcing minimum wage policies which would ensure that the collections going to NSSF are protected and safeguard.

Areas of Further Research

This study focused on factors influencing provision of social security services at Speed capital ltd. in Mombasa. Since 39.7% of results was explained by independent variables in this study, it was recommended that a further study be carried out on other factors such as training and creation of awareness to employees.

REFERENCES

- Armstrong M. (2009) *Armstrong's Handbook of Performance Management: An evidence based guide to delivering high performance* (4th Ed.) London ; Kogan Page
- Armstrong, M. (2009). *Armstrong's handbook of human resource management practices* (11th ed). London: Kogan Page
- Al-Ansaari , Y Bederr ,H, & Chen ,C (2015) Strategic orientation and business performance: An empirical study in the UAE context, *Management Decision*,53 (10)2287 –2302 Retrieved from Emeralds database: <http://emerald.com>
- Baumol, W.J. Entrepreneurship: Productive, Unproductive and Destructive. *Journal of Political economy* 98: 893-921
- Cole G. (2008). *Human resource management* (5th ed). London: C&C Offset
- Dessler G. & Varrkey B. (2008). *Human resource management* (11th ed). Delhi: Dorling Kindersley Pvt.
- Devereux, S. (2011). *Social Protection and Social Justice*, Centre for Social Protection, institute of Development Studies, Brighton.
- Devereux, S. & P. White (2010). *Social Protection in Africa: Evidence, Politics and Rights*, Poverty and Public Policy 2(3). Retrieved from: <http://www.psocommons.org/ppp/vol2/iss3/art5/>
- Dixon, J. (2000). African Social Security Systems: An Ordinal Evaluation, *Journal of Social Development in Africa* 75(7): 49-60.
- Griffith D. A., Kiessling T, & Dabic M, (2012) Aligning strategic orientation with local market conditions: Implications for subsidiary knowledge management, *International Marketing Review*, 29(4):379 – 402 Retrieved from Emeralds database: <http://www.emerald.com>
- Gao, G.Y., Zhou, K.Z. & Yim, C.K.B. (2007) On what should firms focus in transitional economies? A study of the contingent value of strategic orientations in China. *International Journal of Research in Marketing*, 24, 3–15
- Hakijamii Trust (2007). *The Right to Social Security in Kenya: The Gap between International Human Rights and Domestic Law and Policy*, Parallel Report to Committee on Economic, Social, and Cultural Rights, Article 9 of the Covenant November 2007, Nairobi, Kenya.
- Hair, J. et al (2005) *Multivariate data analysis*, (6th Ed.) Nashville, TN, USA: Pearson
- Hossain, N (2010), *The Social Impacts of Crisis in Kenyan Communities*, Retrieved from: <http://www.ids.ac.uk/files/dmfile/SicrSummaryKenya.pdf>
- Ikiara, G. (2009). *Political Economy of Cash Transfers in Kenya*, A Report prepared for the Overseas Development Institute, London
- ILO (2001) *Social Security: Issues, challenges and prospects*. Retrieved from: <http://www.ilo.org/publications>

- ILO (2010) *providing coverage in times of crisis and beyond* (World social security report, 2010/11). Geneva, International Labour Office.
- Olivier, M. (2011a). *Kenyan Social Security Context: Overall Goals and Conceptual Framework*, International Institute for Social Law and Policy, Nairobi, Kenya. July.
- Kiveu, M. & Ofafa, G (2008) Enhancing market access to Kenyan SME'S using ICT. *Global business and Economic research journal*.
- Kothari, C. R. (2013). *Research Methodology- Methods and Techniques 2nd Ed.*, Publishers, New Delhi. New Age International (P) Ltd
- Kwena, R. M. (2012). *Extending pension coverage to the informal sector* (Conference paper, EAC Training Workshop for Pension Experts, Arusha, 2-3 October). Arusha, East African Community.
- Krishna C.B (2014) Strategic orientation and organizational forms: an integrative framework, *European Business Review*, 26(2):188 – 203 . Retrieved from emeralds database: <http://www.emerald.com>
- Kenya Association of Manufacturers (2014) *The new face of social security in Kenya*. Policy brief No.1. October, Nairobi : retrieved from KAM website : <http://www.kam.co.ke>
- Lu, J. (2007) *social security reform and its impact on Chinese firms during economic transition*, A PhD dissertation of the Ohio State University, retrieved from the Ohio University Website: <https://etd.ohiolink.edu/>
- Maina A.E. W (2014) *challenges of implementing the national social security strategy by national social security fund (NSSF) in Kenya*. Unpublished master's thesis of the University of Nairobi, retrieved 13th May 2017 from the university of Nairobi repository: <http://erepository.uonbi.ac.ke>
- Migiro, S.O. (2005) Small and medium scale manufacturing enterprises in Kenya: A perspective on alternative source of financing , Phd dissertation of the university of Zululand, retrieved form zululand university repository : <http://www.zululand.co.za>
- Moran, P. (2005) Structural vs. relational embeddedness: social capital and managerial performance. *Strategic Management Journal*, 26, 12, 1129–1151
- Mu, J. & Di Benedetto, C. A. (2011) *Strategic orientations and new product commercialization: mediator, moderator, and interplay*. Retrieved from willey online Library database : <http://onlinelibrary.wiley.com.vpn.jkuat.ac.ke/doi/10.1111/j.14679310.2011.00650.x/full>
- NSSF. (2014). *The National Social security Fund Act 45 of 2013*. Retrieved from: <http://www.nssf.or.ke/downloads>
- National Academy of Social Insurance. (2016) *what is Social Security?* Accessed on 12th January 2016 from national academy of social insurance website: <https://www.nasi.org/learn/socialsecurity/overview>
- Nyakundi, B D (2009) Problems facing Kenya's pension system: a case for reforms of laws relating to pension. Unpublished master's thesis of the University of Narobi, retrieved on 3rd May, 2017 from Nairobi university repository: <http://erepository.uonbi.ac.ke/handle/11295/11709>
- Orodho.(2012). *Regional inequalities in education, population and poverty patterns in Kenya*. Nairobi.

- Parnell, John A.,(2015) Crisis Management and Strategic Orientation in Small and Medium Sized Enterprises (SMEs) in Peru, Mexico and the United States (December 2015). *Journal of Contingencies and Crisis Management*, Vol. 23, Issue 4, pp. 221-233, 2015.Retrieved from SSRN website: <http://ssrn.com/abstract=2679132>
- Raichura, S. K. (2008). *Analytical review of the pension system in Kenya* (Conference paper, Pension Development in Africa – Opportunities and Challenges, Conference of the OECD/IOPS Global Forum on Private Pensions, Mombasa, 30-31 October). Paris, Organisation for Economic Co-operation and Development
- Republic of Kenya (2012), *The Kenya Social Protection Sector Review*, draft 2 (January 6, 2012
- Republic of Kenya (2008), *National Social Protection Strategy*. Nairobi: R.O.K
- RBA (2013) *extending pension and savings scheme coverage to the informal sector*. Retrieved from : <http://www.rba.go.ke/publications>
- Rukunga, N. (2000). *Excelling in Business: The Entrepreneur’s handbook*. R.N. Publishers, Nairobi-Kenya.
- Sababu M.B (2007) *Strategic Management : The Analytical Approach* Nairobi : Jomo Kenyatta Foundation
- Toften K , Hammervoll, T (2010) Strategic orientation of niche firms, *Journal of Research in Marketing and Entrepreneurship*, Vol. 12 Iss: 2, pp.108 – 121 Retrieved from Emeralds database: <http://www.emerald.com>
- Thompson J and Martin F. (2005) *Strategic Management Awareness And Change*, (6th Ed.) Australia: South Western Cengage Learning
- Whitehouse, E. (2000). *Paying for pensions: An international comparison of administrative charges in funded retirement-income systems* (Occasional paper, No. 13). London, Financial Services Authority. Retrieved form <http://ideas.repec.org/p/pramprapa/14171.html>
- Wu, W., Chang, M. & Chen, C. (2008) Promoting innovation through the accumulation of intellectual capital, social capital, and entrepreneurial orientation. *R&D Management*, 38, 3, 265–277.
- Uma S & Bougie R. (2011).*Research Methods for Business*, 5th Ed. Aggarwal Printing Press: Delhi.