

**ORGANIZATIONAL RESOURCES AND STRATEGY IMPLEMENTATION IN  
NON-PROFIT ORGANIZATIONS. A CASE OF KENYA MEDICAL RESEARCH  
INSTITUTE, KENYA**

**NGUI DAVID LAVU**

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## **DECLARATION**

I declare that this project is my original work and has not been submitted elsewhere for examination.

Signed: \_\_\_\_\_ Date \_\_\_\_\_

**NAME: Ngui David Lavu**

**REG.NO.: D53/OL/MSA/32062/2016**

This research project has been submitted for examination with my approval as the University Supervisor.

Signed: \_\_\_\_\_ Date \_\_\_\_\_

**Mr. James Rugami Maina**

**Department of Business Administration**

**Kenyatta University**

## **DEDICATION**

This project is dedicated to my wife Rinter Karimi and daughter Naila Mutanu for their continuous support during my studies.

## **ACKNOWLEDGEMENT**

I thank Mr James Rugami, my supervisor, for his contributions and his guidance during this study. I am also thankful to Kenyatta University staff and lecturers for their support during my research project and completion of my course.

I want to thank my parents for their affection, their prayers and their efforts in educating and preparing me for my future.

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## **ABBREVIATIONS AND ACRONYMS**

<b>IT</b>	Information Technology.
<b>HR</b>	Human Resources.
<b>HRM</b>	Human Resource Management.
<b>KEMRI</b>	Kenya Medical Research Institute.
<b>KWTRP</b>	Kenya Medical Research Institute Wellcome Trust Research Programme.
<b>NPO</b>	Non-Profit organization.
<b>RBV</b>	Resource-Based View.
<b>SPSS</b>	Statistical Package for the Social Sciences

## OPERATIONAL DEFINITION TERMS

- Organizational Resources** Assets that a firm has that draws during the production process. They include Financial, Human and Technological competence.
- Financial Resources** Amount of funds available to facilitate the activities of an organization
- Human Resources** Staff or employee capacity, skills, competence and experience in executing a strategic plan of an organization
- Technological Competence** Ability to develop and use an area of technology effectively.
- Strategy Implementation** Process by which an organization executes the plans to achieve the desired objective.

## **ABSTRACT**

There are many factors that a firm has at its disposal that influence how strategy is implemented. Some of these factors include a firm's human resources capital, its technological competences, access to financial resources and organizational behaviour. The study's main objective was to investigate the influence of organizational resources on the strategy implementation at Wellcome Trust initiative of the Kenya Medical Research Institute in Kilifi County, Kenya. The study had three specific objectives; to investigate the effect of financial resources on strategy implementation, to establish the effect of human resources on strategy implementation and lastly evaluate the influence of technological competence on strategy implementation. The study was guided by two theories, the firm's resource-based perception theory and the learning organization theory. The population composed of KEMRI Kilifi 60 management staff. There was a small population, and hence census as used. Primary data was gathered using the self-administered semi-structured questionnaires. Data analysis was performed with a descriptive statistic, that is, with the help of graphs, diagrams, charts, frequencies and percentages and the standard deviation by use of Statistical Package for the Social Sciences. Main findings of the study were that the KWTRP Plan was strongly and significantly affected by human resources, financial resources and technical abilities. The study found that staff are valuable assets because they add continuously to the productivity of an enterprise; the correct distribution of financial resources makes it possible for management to create more productive and efficient work teams. A correct distribution of financial resources often enables administrators to accurately determine their plans and forecast resourced performance in real-time and technical capability to rationalize activity both internally and externally. The financial resources are distributed accordingly. One of the underlying advantages of technical know-how is the potential to facilitate strategic thinking and the diffusion of technology to enhance the competitive advantage of an enterprise on the market. It was suggested that for an organization to obtain feedback from the lower management stage, combines the integrated and bottom-up development of human resources and engages staff in developing strategies to increase their commitment to the strategy's execution significantly. The study suggests that the Institute's leadership should provide ample financial resources to implement policies effectively. Periodic cost estimates are necessary for each task in the plan to ensure that the use of financial resources is as efficient as possible. Concerning technological expertise, the study suggests that management can provide more significant guidance for the functional aspects in which policies are applied through having clear and defined career paths for their employees and leaving room for improvement to maintain unity in efforts to support the execution of the policy. Similar studies should be conducted in private and public organizations, as this study focuses only on non-profit organizations.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

#### 1.1.1 Strategy implementation

Strategic Implementation entails the practices which help in turning strategies and structures into reality to accomplish specific goals effectively. Executing an organization's strategic plan is as crucial as or even more crucial than the strategy itself. Abuya (2011) alludes that key critical activities help in moving the strategic structure from documents to actions. According to a Fortune cover story (1999) in a publication on strategy implementation, nine of ten firms failed at implementing their framework plan for various reasons. Sixty per cent of the firms do not have a plan of action of effectively budgeting for the strategy implementation, while seventy-five per cent of the firms do not link staff incentives to strategic plans. Eighty-six per cent of senior management spend less than one hour monthly discussing the firm's strategy.

In contrast, ninety-five per cent did not have any knowledge of the organization's strategic plan. The organization's plan offers a business with a defined path it requires in pursuing a strategic direction and set of performance of the organization's objectives. Though this is the plan, it never guarantees that the expected set objective is achieved any more than adopting a path that enables the traveller to arrive at the expected destination.

Pearce and Robinson (2004) hold that strategy implementation is an inclination that remains stable over time, whose goal is to bring the future of an organisation into the present. Organizations usually engage in strategic implementation due to the need to support,

strengthen and direct the organization's human and other resources in the beneficial achievements of the needs of customers, business owners, or shareholders.

Most organizations, especially non-profit making, have weak internal, institutional, and management mechanisms and, above all, inadequate strategic management criteria. The organizations are, to a small extent, controlled by the state or regulatory agencies. Strategic implementation is a critical stage in the strategic management process; constant use of resources, among other factors, need to be handled properly to ensure proper execution of the strategy as planned. This study sought to establish how organizational resources affect the process of the implementation of strategy among Non-profit organizations in Kenya with a crucial focus on Kenya Medical Research Institute, Kilifi. Kenya.

### **1.1.2 Organizational resources**

Resources in an Organization are assets that a firm has that can be drawn during the production process. According to Barney (1991), organizational resources consist of all benefits, potential, structure, attributes, and information owned by an organization that gives it the power to choose and adopt systems that enhances its profitability and long-term goals. As stated by Mahoney and Wang (2009), organizations' s learning through training and development actions taken by a firm makes human resource to be more particular to the firm. Consequently, it may not of much use to the competitor because of their unique nature and thus making it impossible to copy, leading to a higher market share than the competitors.

Baker et al. (2009) pointed out that technology has been noted to be a critical factor in initiating different actions, that enhances out of the firm than its competitors. Paladino (2009) argues that firms that have strategically invested in research and development have better results and produce better than expected results. Organizations that use technology have been

considered to have superior performance as they can believe in the acquisition of new technologies of product innovation (Altindag *et al.*, 2010). The study argued that organizations should pay more attention to technological advancement in order to achieve sustainability. Wernerfelt (2014) did conclude that resources such as technology and human resources significantly contribute to the adequate performance of an organization. Besides, the study did establish that there is a definite connection between the firm's resource and competitive advantages in strengthened by Valuable, Rare, Imperfectly Imitable and Non-substitutable (VRIN) factor.

Human resources have a higher relationship with the organization's excellent performance as they have direct involvement in the production of the organization's products and services. The organization's staff's effective performance is established by social complexity; this makes it hard for competitors to duplicate, as stated by Jiang *et al.* (2012). In non-profit organizations, the management structure includes the management board, executive committees, salaried employees, and various volunteers. In a more competitive environment, the organization's structure is highly expected to hinder or help in having better operations. For instance, when the firm's framework has many levels of management, the rate of decision making is reduced. Volunteers from the major normal part of the non-profit firms, while it is hard to recruit volunteers, the organization can establish strategies and enable flexibility as a way of appointing the required volunteers ((Stonehouse & Pemberton, 2002).

The management strategies used by the firm's executives are also expected to have a high impact on staff morale. As defined by Walker & Redmond (2007), more contemporary forms of management that engage its staff is expected to have a better connection and performance of staff. The firm's internal environment can as well influence the operations and the morale

of staff. A more pleasant working environment can be of great importance in enhancing the staff's operation. The availability of adequate resources in terms of specific tools and equipment required help in enhancing the activities of staff. Thus, inefficiency and inadequate resources are expected to hinder the performance of staff and a subsequent decline in customer satisfaction (Welter, 2003).

An organization's financial stability, on the other hand, influences its internal environment. Despite practical internal factors, it may be hard for firms with limited cash to effectively execute their strategic plans. In case firms have financial struggles, all their services will be affected.

Strategy implementation is an essential step of the strategic management process, which includes analyzing the information, formulating a strategy, strategy implementation, and evaluating and control. Strategy Implementation process varies from one organization to another; it depends on factors such as the type of business that the firm is engaged in and the structure of its management. Pearce *et al.* (2007) stated that strategy implementation is the performance or the enactment stage of an organization's strategic plan. Swayne et al. (2008) provide that strategic implementation defines the firm's path of operations. Strategic Implementation sets organization direction, and via a common vision comprehension, strategic objectives provide a template for everyone in the faculty to make decisions consistently, which makes the organization move towards envisioning the future.

Beckham (2002) defines the correct strategy as getting some point in the future in the face of resistance and uncertainty from a point in the present.

Evashwick and Evashwick (1988) incorporated mission and vision concepts, explaining strategic Implementation as the process of assessing the nature changes to create a future

vision, to determine how the organization fits into the nature that it is anticipated based on its mission institution weaknesses and strength.

Defining the organizational objectives is the first step; these objectives might have single or several goals; the organization's business vision is described by the mission statement that includes the long-term values and functions and goals that are visionary. In the guide of the business vision, the leader of the firm can explain strategic goals and finance that are measurable. The objectives of the finance are associated with the position of the business firm that may comprise measures such as reputation and market share.

Nature scanning involves the second step, which includes analyzing the firm internally, firm industry analysis (task environment), and external environmental micro.

From the environmental scan information given, the opportunities that it has identified should match with its strength in addressing external threats and weaknesses. For the attainment of profitable superiority, organizations attempt to develop a competitive advantage over their competitors.

Differentiation of cost determines the competitive merits; Michael Porter established three strategies from which a firm chooses; they include focus strategy, cost, differentiation strategy, and leadership strategy. (Howard, 2007).

The strategy used could be different in various ways and have different requirements regarding many aspects of the firm's organizational structure. The second implementation challenges are factors associated with the organizational structure as per to Helde et al. (2012) study. Drazin et al. (1984) stated that an alignment of strategy with the structure of the organization is a significant pre-requisite for a corporate business implementation success

(Noble, 1999). They noted that competitive nature is dynamic thus requires adjustment to the organization structure.

Structures in the organization aimed at maximizing the efficiency and success of the organization, an effective organizational structure will facilitate relations in working between many organization sections. It will retain command while and order promoting creativity and flexibility.

An organization's structure helps in making the decision-making process more manageable. A typical organizational chart shows a hierarchy of authority from the Chief Executive Officer to the middle-level managers than the junior staff; the leadership set is the goals and direction of an organization. According to Shung (2000), the supporting managerial levels under the executive are essential in ensuring objectives in their areas of departments or responsibility, that are attained in the order of proper flow of information from the top management.

### **1.1.3 Kenya Medical Research Institute Welcome Trust Research Programme**

The Kenya Medical Research Institute -Welcome Trust Research Programme is based on the KEMRI Centre for Geographic Medical Research-Coast; the Wellcome Trust finances its significant functions. KWTRP conducts integrated epidemiological, laboratory, social, and clinical research with finding feeding into international hand local health policies. Research platforms include a demographic surveillance system that covers a quarter of the million residents, state-of-the-art laboratories, a vibrant community engagement programme, hospital surveillance, a partnership with Kilifi County Hospital, clinical trials facility, and a dedicated training facility.

KWTRP's mission is to deliver high-quality research, which is relevant to global health and to build local capacity for researching. At the same time, its vision is the establishment of long-term sustainable capacity for research in human health.

KWTRP has a five-year strategy that runs from 2016 to 2021. The Programme has delivered international competent research and capacity building for the last 26 years. The trust renewed the core funding for its 5-year cycle from October 2016. The Strategic Implementation is on the process review for the next five years. The scientific topics together draw investigators from different disciplines to work on areas of high priority and enhance the rapid dissemination and findings uptake into practice and policy. The work within and between topics is highly inter-disciplinary, and relations between topics are shared. KWTRP has different organizational resources at its disposal, including Human Resource, Technology, Financial, Donor relation, and stakeholder Community.

## **1.2 Statement of the Problem**

Implementation of a firm's strategy is the enactment stage of a strategic plan, making it the most critical phase as, without its proper execution, an organization will not have a solid foundation. While it is a challenge for any management to prepare and devise a policy, execution of the corporate plans is even more challenging (Hrebiniak (2006). Many aspects affect the actions by which action goals are converted into operational objectives; best-formulated approaches are typically not achieved if they are not adequately implemented.

Akeyo (2016) asserts that supportive budgets and adequate resource allocation are considered a priority during the strategy implementation. The support that is given to project managers determines the success of working through others, projects should be implemented in line with the firm's strategy, and this should be well communicated to managers. This ensures

that human resources are a vital element in the design and implementation of strategic plans, Thompson et al. (2011).

The bulk of NPOs in Kenya do not wholly follow strategic plans because of challenges in designing or not including specialists in creating and executing their strategic plans. Strategy implementation at KWTRP has equally faced numerous challenges ranging from limited resources, limited capacity, poor planning, externalities, and government policy, among other regulatory agencies and political interference. The premier research organization has, over the years, developed 5-year strategies, most of which are not implemented to a significant percentage with the last been 2010-2015, which according to the management, was implemented to a tune of 57%. This indicates that the firm has not been up-to-date in strategy implementation. The study seeks to find out the factors that mainly affect the process and to help in making sure that the current strategy implementation process can be improved or re-evaluated for better results after the five years.

Scholars in Kenya have undertaken studies on strategy implementation in different organizations. Among the local studies include Kasimbu (2007), who focused on strategic plan development in Non-Profit Organizations (NPOs) in Nairobi. His study established that the community determines the nature Operations and the efficiency and budget allocation effect of NPO outputs. The government plays an accountability role which creates an environment in which NPOs can work. Kisinguh (2006) has observed that most NPOs have never been premiums on economic growth for partners in Kenya in the execution of the policy framework of public agencies. Bariti (2009), whose focus was on management perception of strategy implementation in Kenya and Gekonde (2011) who assessed the role

of stakeholders in determining the content of the strategic plan at Nature Kenya established that stakeholders never emphasize strategy implementation.

While all these studies have availed evidence of strategy implementation in various organizations, the researcher has not come across a study with a specific focus on how organizational resources affect Strategy Implementation at a research organization like KWTRP, which operates in a local and international environment with government and donor management input. This study sought to fill the identified research gap by exploring how organizational resources influence strategy implementation in KWTRP in Kenya.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study was to establish the influence of organizational resources on Strategy Implementation at Kenya Medical Research Institute - Wellcome Trust Research Programme in Kenya.

#### **1.3.2 Specific Objectives**

The study had the following specific objectives:

- i. Evaluate the impact of human resources on the implementation of the strategy by the Kenya Medical Research Institute, Kilifi.
- ii. Investigate the influence of financial resources on strategy implementation at the Kenya Medical Research Institute, Kilifi
- iii. Evaluate the effect of technological competence on strategy implementation at the Kenya Medical Research Institute, Kilifi

#### **1.4 Research Questions**

The study had the following research questions:

- i. What is the influence of human resources on strategy implementation at the Kenya Medical Research Institute Wellcome Trust Research Programme?
- ii. What is the influence of financial resources on strategy implementation at the Kenya Medical Research Institute Wellcome Trust Research Programme?
- i. What is the influence of technological competence on strategy implementation at the Kenya Medical Research Institute Wellcome Trust Research Programme?

#### **1.5 Significance of the Study**

These study findings will be significant for the management of the KEMRI Wellcome Trust Research. The study will help them to understand the functions of the three primary resources at their disposal. How these tools affect policy execution helps them find ways to boost progress to meet the Institute's aims and purpose. Public and private sectors will also be able to appreciate the importance of organizational resources on strategy implementation and any other factors that affect the strategic implementation process. This study would also provide a starting point for similar organizations to undertake further studies in this area by providing researchers with information to be able to identify gaps in this area.

#### **1.6 Scope of the Study**

The research aimed to assess the influence resources that a firm has at its disposal on the execution of the KWTRP plan. This study was carried out at the KWTRP offices in Kilifi County. The population consisted of management staff at the institutes head offices in Kilifi. The specific objectives were to determine the effect of human resources, financial resources, and technological Competence on Strategy Implementation at KWTRP. The unit of

observation was the Strategy Implementation at the KWTRP in Kilifi County. In contrast, the unit of analysis was management employees in the institute who totalled 60 ranging from directors, departmental heads, unit heads, and Team leads. The study assessed the status of the implementation of the KWTRP 5-year strategic plan 2016-2021.

### **1.7 Limitation of the Study**

The research evaluated the impact on KWTRP's strategy execution of three organisational resources. Other factors affecting the strategy implementation were not factored in the study. These include human resources, financial resources and technical capabilities. The strategy implementation was assessed by plan goals, organisational performance, time schedule and expenditure enforcement and satisfaction of beneficiaries. The study was confined to KWTRP in Kilifi County, given that it is the programme head office.

### **1.8 Organization of the Study**

The first section gives an overview of the project, the problem statement, study objectives, why the study is significant, the scope of the study and the areas that the study does not cover as the study's limitations. The second chapter addresses the related literature from other related studies and offers a brief overview of various related studies by other researchers. It is composed of the theoretical review and empirical review. The chapter also lists research gaps identified that form the basis of this study. It also shows the relationship between independent and dependent variables as the conceptual framework. Chapter three outlines research methods, including research design, target population, sampling processes and survey size. Procedures for collecting data, procedures for data collection, quality and durability of the testing tools, data processing strategies and ethical considerations are also

clearly outlined. The tests, explanation and understanding of the data are provided in Chapter Four, and Chapter Five outlines the interpretations, findings, discussion and suggestions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature review on organizational resources used by different organizations and how they contributed to Strategy Implementation. It summarizes the conclusions from other scholars who have conducted out their research in the same study area.

#### **2.2 Theoretical Review**

Two theories guided this study; the Resource-based view theory of the firm and organization learning theory.

##### **2.2.1 Resource-Based View theory**

This theory was proposed in 2009 by Penrose. Penrose suggests that businesses operate differently because of the specific internal and external tools that many organizations do not duplicate or transfer. The theory is based on the concept of economic rent and the organisation's perception as a collection of capabilities. Traditional strategy models like the five-force model by Michael Porter focus on the external competitive environment of the organization. Most of them are not trying to look inside the organisation. Conversely, the resource-based viewpoint illustrates the need for a balance between an organization's external business environment and its internal capabilities. This theory emerged in the 1980s and 1990s and helped bring about competitive advantage. The book by Wenerfelt in 1984

indicates that the resource profile of the company dictates efficiency, while it has resources that are hard to imitate according to Barney (1991), having unique vital resources and the efficiency with which these resources are deployed on selected markets will help companies achieve sustainable competitiveness as suggested by the RBV. In fact, the characteristics of a company's assets and their unique, valuable ability affect the competitive advantage and efficiency of the organization. Backer and Sinkula (2005) say that an organization has indicated that firm-specific capital and capability influence the execution of the Strategy. The critical determinants for RBV, as reported by Grant, R.M. According to Amit and Schoemaker (1994), scarcity, exclusiveness and similarities in the planned industries are essential business resources. Day(1994) offers businesses an opportunity to build capabilities that improve competitive advantage through improving their success in the sector, for example, through customer awareness, business management and organizational preparation.

The Resource-Based View considers private firm's capabilities in the formulating strategy to achieve a sustainable advantage in markets and industries they operate. Organizations that have resources and capabilities which can be used to provide them with competitive advantage have their perspectives inside-out. In other words, their internal capabilities determine the strategic choices they make in competing in their external environment.

In some cases, a company can build new markets and give customers value. In some cases. If the strengths of a company are seen to be the key to creating a competitive advantage, it will be more cautious about defining the value chain operations because it will recognise value chain activities that offer it a competitive advantage. This theory will be used to establish how constant use of the organizational resource will improve the implementation of strategic plans among organizations in Kenya, especially the KWTRP.

### **2.2.2 Learning Organization Theory**

As Easterly-Smith, Crossan, and Nicolini (2000) have developed examples, a company that supports its participants in the learning and continuously develops itself is a learning enterprise, which is widely recognized as contemporary companies experience various challenges. The key features in a dynamic business environment are personal business efficacy, which provides an enterprise with a permanent competitive advantage. As demonstrated by Serenko, Bontis, and Hardie, (2010), firms need to emulate societies by making staffs be committed, thus work harder.

Learning organization is defined by the ability of the organization, too, always involve its members in a continuous transformation. An organization that embraces a continues learning activity have a very competitive environment as they adopt key strategies of handling possible issue that arise from a modern organization in the business environment. As demonstrated by Serenko, Bontis & Hardie (2010), a learning organization is a composition of five major features, including shared visions, mental models, personal mastery, team learning, and systems thinking. The process of learning an organization much helps in encouraging firms to move to a more interconnected strategy of thinking.

The model provides that, to have a competitive environment effectively, firms need to have changes in the actions and objectives (Janz & Prasarnphanich, 2003). Though, the process of learning, the organization needs to establish a conscious decision to change activities in response to n a change in conditions. The process of organizational learning contains significant similarities to cognitive research as the initial learning occurs on personal levels: though, it never becomes organizational learning until information and activities are shared (Cha, Pingry & Thatcher, 2008).

Learning is a process, with the acquisition being the initial phase of learning. The company reaches a memory of the valid result, the business environment in which it is valid, the outcome potential and the uncertainty of the likelihood. The outcome of the activity connects benchmarking, greasing and experimental. Notably, an organization's practices may and can change based on the business environment changes. Ultimately, more successful organizations scan their operational environments as a way of determining when change is critical, this, as a result, presupposes that they have informed consent on the environment in which they operate in and can quickly adapt to any changes, Hult et al. (2000).

The second part of the learning process is the period of analysis, while companies should always track and compare actual performance with expected outcomes and ensure that productivity and objectives are developed to ensure that the enterprise meets the expected outcomes. Various theories provide for the need to be active in order to learn, and some claim that what counts is the extension of the knowledge base, which is the third stage of corporate learning in practice, ideally the adaptation process. An organization uses the interpreted knowledge in choosing the most effective action outcomes links useful to the new operational environment. The process enhances the updating of the organization's knowledge base to include key action-outcome that would of positive impact on the organization's outcomes (Serenko *et al.*, 2010).

Organizations have various experiences in the way they operate, any firm which desires to sustain its competitive advantages involves learning faster and better from the failures. Learning organisation have a variety of view which are continuously scanned against internal, external business environments, recruitment of fresh talents and the necessary specialists (Kinicki & Kreitner, 2009). As described by Debowski (2006), firms seek to

employ different authoritative sources such as the firm's held knowledge in enhancing their operations.

## **2.3 Empirical Review**

This section includes perspectives on operational capital and execution approaches from other scholars. The interaction between human resources, financial resources and technical capabilities and execution of policies are the focus of attention.

### **2.3.1 Human Resources and Strategy Implementation**

Ngumbi (2018) The Baringo County Report on the role of organizational capital in institutional police policies found that human resources have a significant influence on the execution of policy. There was a particularly beneficial partnership between the commanders of the station and junior officers. Junior officers had been offered regular professional development courses. Senior management appropriately discussed the wellbeing of Officers. Ndoo (2017) study on strategy implementation in government firms concluded that over fifty per cent of the government institutes studied had human resources problems; the staff employed lacked sufficient skills to perform their duties effectively. Govindarajan (2009) also claims that somewhat influenced by the efficiency of the people involved in the process are the performance of the strategic plan execution. Lam (2017) argued out that the civil service morale has declined a factor that would primarily affect the execution of NPM methods. From the allegations, it would be established that the public sector reforms would be expected to be of no success to the public servants (Lam 2017).

Yang (2008) argued that implementers of strategies comprise of the organization's key executive management, both from the top, lower, middle, and non-management. Viseras, Baines, and Sweeney's (2005) provides that, implementation of strategy depended basically on the personnel undertaking the project management. Harrington (2006) findings revealed that a higher level in total organizational involvement during strategy implementation leads to positive effects on the level of implementation success hence leading to firm profits and overall firm success.

As the Human organization Resource grows its traditional administrative role, it has been of great importance on the firm's growth. To effectively align the firm's Human Resource to the firm's approach, it first requires so to be grouped in that it effectively plays a vital role in the strategic implementation of a firm. It is a human capital that leverages all other sectors of a firm. Thus, the Human Resource department must ensure that the organization's human asset is efficiently aligned with the organization's strategy. Capitalizing on the leverage, the firm should embrace a new approach of Human Resource, according to Becker et.a l. (2001).

Human resources require to measure its effect on the firm's strategy and its efforts on building initiatives to manage the firm's growth effectively. Precisely, Human resources should measure the firm's alignment, leadership, and culture (Norton, 2001). Examining the issues offers a strategy for illustrating the key drivers of a firm's strategy. Human resource is highly involved in accessing the efficiency of these drivers in determining the success of an organization. Human Resource is a critical strategic supportive factor of the firm's growth. Through the tool, an organization can carry their Human resource activities more effectively by ensuring that staff involvement is efficient, polices are adhered to; there is culture

development and enhances workforce flexibility and empowerment (Schuler and MacMillan, 1984; Schuler, 1992).

Human Resource is one of the most crucial parts of the organization's assets. To efficiently align the organization's HR to the firm's strategy, the organization must involve executive management (Freedman, 2004). The fundamental premise underlying the Strategic HRM is that firms embracing an approach needs HR practices, which are relatively different from the ones needed by firms embracing alternative approaches (Dyer, 1984a, 1984b). If this primary assumption is accurate, then high variation in HR practices across the firms needed to be illustrated by the firms' approaches and firms that have a greater congruence between the firm's strategies and HR practices. For instance, Schuler and Jackson (1988) and Arthur (1992) provides that firms following different approaches use various HR practices. Various researchers have also illustrated that HR practice can negatively affect the organization's outcomes like productivity rates and the firm's profit rate (Huselid 1993, 1995, Arthur, 1994, and Gerhart et al., 1990.)

Human Resource Management is highly focused on managing the organization's staff towards attaining the firm's objectives (Wright, McMahan, and McWilliams, 1994). The process is attained via the process of attracting, selecting the most competent individuals. This is followed by motivations and efficient strategies of compensations that are aimed at improving the staff's morale towards accomplishing their goals and reducing the rate of employee turnover (Macky and Johnson, 2000). HRM personnel plays a critical role in making sure that the firm's training and development needs are achieved. It also helps in both individual and organizational learning (Delahaye, 2010) and makes sure that the firm

complies with the set legislation, policies, and procedures concerning employee management (Macky and Johnson, 2000).

Within the organizational setup, people are referred to as organizational assets that help in attaining the firm's objectives. As a result, human resources are valued as one of the most crucial assets to the firm's operations. The focus on human resources has been a new mantra for organizational success. The latest theory in HRM provides that people are a unique organizational asset. People skills and workforce is one of the organizational assets that firms cannot compete with and would not imitate. A more skilful, competent and productive workforce enhances the organizations' performance by contributing to client fulfilment, enhanced productivity, and improved public image of the firm (Wernerfelt, 2014).

The organization's human resource positively influences the activities of a firm as it enables the firm's resource optimization, efficiency, and enhances continuous improvement (Wernerfelt, 2014). Moreover, thus, firm stake time in nurturing and developing human capital in knowledge forms, capabilities, and attitudes as well as interpersonal relationships and thus making it hard for rivals to duplicate (Becker and Huselid, 2012).

According to Pfeffer (2014), human resource has been key to an organization's nature of operations. Under a knowledge economy, for instance, HR is valued as a critical strategic framework, which is necessary for the firm's profit growth as well as a tool for the firm's sustainability. This reflects on the fact that a human resource is a strategic tool that enhances the firm's sustainability Jackson and Schuler (2010).

Huselid (1995) looked at the HR strategies of high-performance organizations and noticed that, in general, hiring and selecting the right workers tends to increase the productivity of

staff while at the same time improving the performing of the company and thus leading to a decreased turnover.

### **2.3.2 Financial Resources and Strategy Implementation**

A research conducted by Muchemi (2014) on the implementation of the strategy found that inadequate funding on its own is a significant factor affecting the implementation of strategic plans in public organisations; successful implementation of the strategy requires sufficient capital investment. Kaplan and Norton provide that a strategy refers to an established hypothesis concerning specific impacts and cause. To effectively contribute to the set organizational plan, an organization must grasp the significant cause and impact correlation that connects strategic drivers and Critical Success factors to strategic results. The connection significantly results from a somewhat subconscious procedure that takes place once there is a synthesizing mind and selects to be immersed in both the action and the data. Covey(1989) categorized the procedure as a continuous sharpening of the saw. There is a paucity of studies employing the RBV approach in financial resources and competitive advantage (Lockett and Thompson, 2011), with a few notable exceptions.

Westhead *et al.* (2011) employ the RBV to explain the role of financial resources and competitive advantage. Kelleher and Reintl (2009) adopt the RBV approach to examine financial management and competitive advantage. Barney *et al.* (2011) state that there is significant scope for additional RBV studies in the area of economics and finance, mainly empirical work. The RBV would be more crucial to the sectors of financial resources as it is essential on the intangible resources of the experimental knowledge and managerial efficiency in establishing a competitive advantage. The resources are particularly crucial as resource constraints preclude the procurement of the talent outside the organization.

Wernerfelt (2014), Lockett et al. (2011) also point out that the firm's finances have a direct relationship to the competitive advantage, as well as to the company's past activities, particularly in terms of management and organisational capabilities. This could be true in the case of start-up firms which are developed by experienced and successful entrepreneurs. The management skills acquired during their entrepreneurial journey are precious and are the backbone of the company's competitiveness in the market. Lockett et al. (2011) also point out that organizational finances are essential for the enhancement of human resource and are vital to the execution of sustainability approaches by organizations. As presented from past empirical researchers for organizational and entrepreneurial learning provides that the decision on investments in an organization is based on experimental learning in comparison to the formalized techniques( Ekanem and Smallbone, 2014). As further stated by Deakins et al. (2012), the experience is relatively crucial as it offers a time of recognizing opportunities, establish contact and experience, and learning on the way of accessing and interacting with financial providers such as venture capitalists and bank executives.

Some of the studies concluded that a small number of financial managers use the resulting knowledge proactively to establish a competitive advantage (Matlay, 2000). Other studies expressed that as organizations shift from a higher-level learning structure, it is linked by competence enhancement, which can result in higher organizational ability (Deakins and Freel, 2012).

### **2.3.3 Technological Competence and Strategy Implementation**

A study by David (2013) notes that technology is one of the critical resources in an Organization which, when properly utilized, leads to a successful implementation of organizational strategy. The efficient attainment of development strategy needs a defined

understanding of the strategic Implementation on the extent of organizational technology. The disconnection between technological progression and consumer needs expresses that technology does not affect the strategic performance of an organization (Shaukat, 2009). He further provides that there exists a direct correlation between technological competence and strategy performance. Rhee *et al.* (2010) argue that investment in technology calls for cost-benefit analysis by an organization before deciding whether to adopt or invest in a particular technology. In the study, it is argued that there is a link between technology and higher firm strategic innovativeness,

## 2.4 Research Gaps

**Table 2.1: Research Gaps**

<b>Author (Year of Study)</b>	<b>Study topics</b>	<b>Study Results</b>	<b>Identified gap</b>
Akeyo (2016)	Strategy Implementation in challenges in Non-Governmental Organisations in Migori County	Lower-level teaching and guidance negatively affect the execution of the plan.	The study examined the significant challenges confronting NGOs in Migori County, with only three operational tools affecting the execution of strategies.
Ngumbi (2018)	Organizational resources and strategic plans to be implemented by the Baringo	Financial resources have an essential effect on the execution of strategic plans.	The study was carried out in an organization of the public safety sector whose funding comes from the government and management structure,

	County Police Administration, Kenya		formed according to the Kenyan Constitution, and carried out in a research facility with an essential contribution from charities and the board of directors.
Viseras et al. (2005)	Organizational factors and strategy implementation among NPOs in Indonesia	The execution of the policy has been based on NPOs ' human resources and organizations ' efficiency.	The study was done abroad in a small amount, particularly in Africa, in the developing world. The research will, therefore, seek to resolve these deficiencies in the KEMRI Wellcome Trust Research Programs in Kilifi County, Kenya by investigating the impact of organizational capital on policy execution
Lockett (2011)	Financial resources and sustainable strategy implementation of organizations in	Financial resources are vital for the success of strategy implementation of organizations	The study indicated the role played by financial resources in human capital development while the current study is the effect of

	India		financial resources on Strategy Implementation
Paladino (2009).	Technology and strategic performance among research firms in South Africa	Technology does not have an impact on the strategic implementation of a firm due to its disparity with consumer demand.	The study only focussed on technology and did not indicate the degree of influence that technology has on strategic implementation.

## 2.5 Conceptual Framework

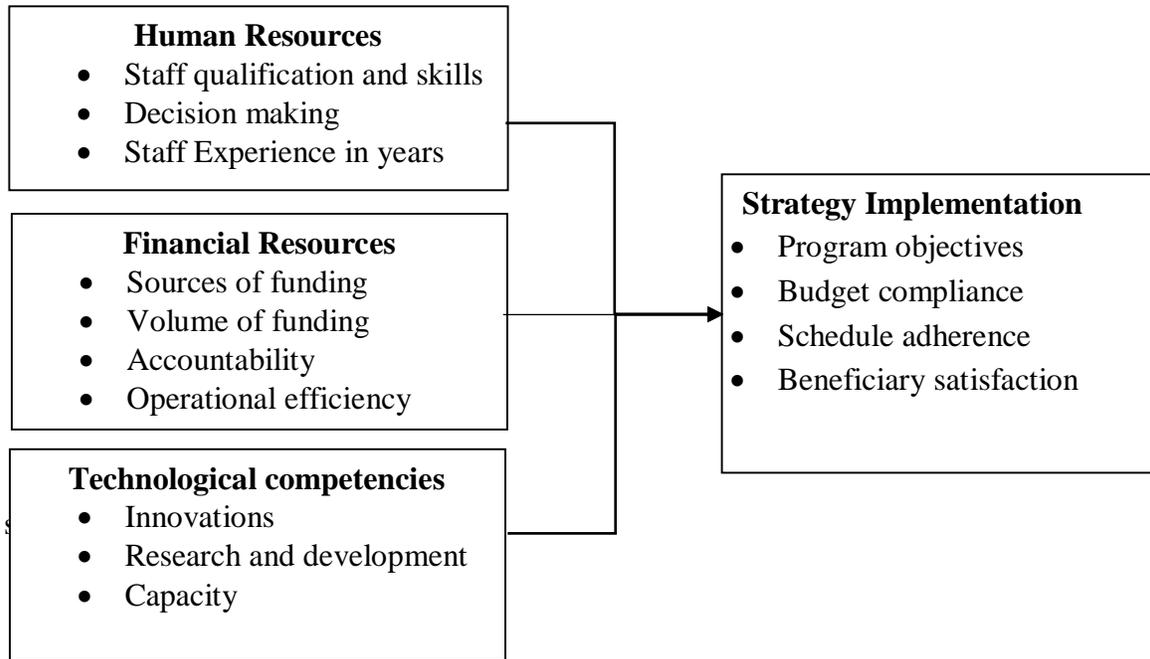
The conceptual structure of a study is a structural framework that involves specific blocks that reflect on the observational, analytical and experimental issues of the systems being designed. The conceptual framework of a study consists of independent and dependent variables and their interconnection showing the structure to achieve the specific anticipated results. Human resources, financial resources and technical competence were the independent variables, whereas strategy implementation was the dependent variable.

**Independent Variables**

**Dependent Variables**

**Organizational Resources**

**Strategy Implementation**



**Figure 1 Conceptual Framework**

*Source: Research 2019*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section defines the research methodology used in the study. Areas covered include research design, target population, sample size, data collection methods, research instrument's validity and reliability, data analysis and data presentation. The section also provides the ethical consideration associated with the study.

#### **3.2 Research Design**

The work was written in a concise way. Orodho (2005) notes that this study definition is used in preliminary and exploratory experiments to allow the researcher to more successful information and analysis. Mugenda and Mugenda (2008) also states that a descriptive research purpose is meant at examining and reporting the mode in which activities are and in ascertaining the condition of the study population. Borg et al. (2007) also stated that a descriptive survey research design is aimed at generating statistical data on the view of research that assists policymakers.

#### **3.3 Target Population**

The target population refers to the group on which information is based. As stated by Kombo et al. (2006), a population reflects a group of individuals, events, services, things, or events that will be investigated. The population of the study was the management staff at KWTRP in Kilifi County, Kenya, who was 60, according to the KWTRP (2018). The study's target population was, therefore, 60 respondents.

**Table 3.1: Target Population**

<b>Management Level</b>	<b>Population</b>	<b>Percentage</b>
Senior Level Management	7	12%
Middle-Level Management	18	30%
Section Head	35	58%
Total	60	100%

*Source: KWTRP, 2018*

### **3.4 Sampling Procedure**

All the members of the population were included in the final study as according to Mugenda and Mugenda (2003), for a small population, a census is preferred.

### **3.5 Data Collection Method**

Semi-structured questionnaires were employed in gathering the required data. A pilot testing was conducted using a few populations in determining the efficiency of the questionnaires also as a way of determining the accuracy and validity of the gathered data. Self-completion questionnaires were employed using open and closed-ended questions. All this was used in getting an in-depth answer that was enhanced the attainment of objectives of the study. As stated by Cooper et al. (1995), a self-administered questionnaire should be encouraged as a way of involving the respondents in providing answers in their free time, making it more convenient to administer.

#### **3.5.1 Validity of Research Instruments**

The validity of the study measures the consistency of the study tools to ensure that the study research instruments are measuring what they are expected to measure, Borg et al., 2007.

Contents validity was used to examine if the questions of the study can be answered by study participants when presented to them. Then the research questions were adjusted to ensure that the support of the supervisor attains effective results.

A pilot study was aimed at checking the reality and the validity of the data by pre-testing the instruments. According to Mugenda (2008), a pre-test is meant to ensure that all questions are directly associated with the expected outcomes to avoid any bias.

### 3.5.2 Reliability of Research Instrument

Wiersma (2009) argues that reliability effectively represents the research instrument in delivering more accurate performance. Other studies also checked the precision of the survey instruments used. The study used data from the pilot questionnaires; the internal accuracy was calculated by measuring the Cronbach alpha coefficient at 0.7. The results of the test are tabulated below.

**Table 3.2: Reliability of Research Instrument Test Results**

Study Variables	Alpha Coefficient ( $\alpha$ )	Number of items	Remarks
Human Resources	0.815	7	Reliable
Financial Resources	0.789	5	Reliable
Technology Competence	0.824	6	Reliable
Strategy implementation	0.802	5	Reliable
Average Score	0.808	23	Reliable

**Source: Pilot Study(2019)**

The findings from Table 3.2 show that technology competence had the highest alpha coefficient at 0.824, which was followed by human resources ( $\alpha=0.815$ ), strategy implementation ( $\alpha=0.802$ ), and financial resources ( $\alpha=0.789$ ). The average alpha coefficient was at 0.802, which satisfies the recommendation made by Mugenda and Mugenda (2003) that The alpha coefficient of above 0.7 means that instruments used in the research were reliable.

### **3.6 Data Analysis and Presentation**

An analysis was done after data collection to check for completeness and consistency. The quantitative data was then analysed through descriptive statistics using Statistical Package for Social Science (SPSS) and presentation made through standard deviations, percentages, frequencies, and means. The analysed data was then displayed through the charts, prose forms, and graphs; content analysis was employed in testing data, which was qualitative. Additionally, the study conducted multiple regression analyses.

### **3.7 Ethical Consideration**

Participants granted informed consent prior to study enrolment. In order to be anonymous, respondents were not asked to include their names in the survey; all the information collected was only used for this study. Prior to collecting data, approval was obtained from the National Science, Technology and Innovation Commission (NACOSTI).

## CHAPTER FOUR

### ANALYSIS AND PRESENTATION OF DATA

#### 4.1 Introduction

The chapter presents the analysis and presentation of data obtained from the field. Data is analyzed in terms of descriptive and regression statistics and presented in terms of figures, graphs, and tables.

#### 4.2 Response Rate

Self-administered questionnaires were administered to 60 KWTRP s senior, and middle-level management staff and heads of the section, with the response rate, is shown in Table 4.1.

**Table 4.1: Response Rate**

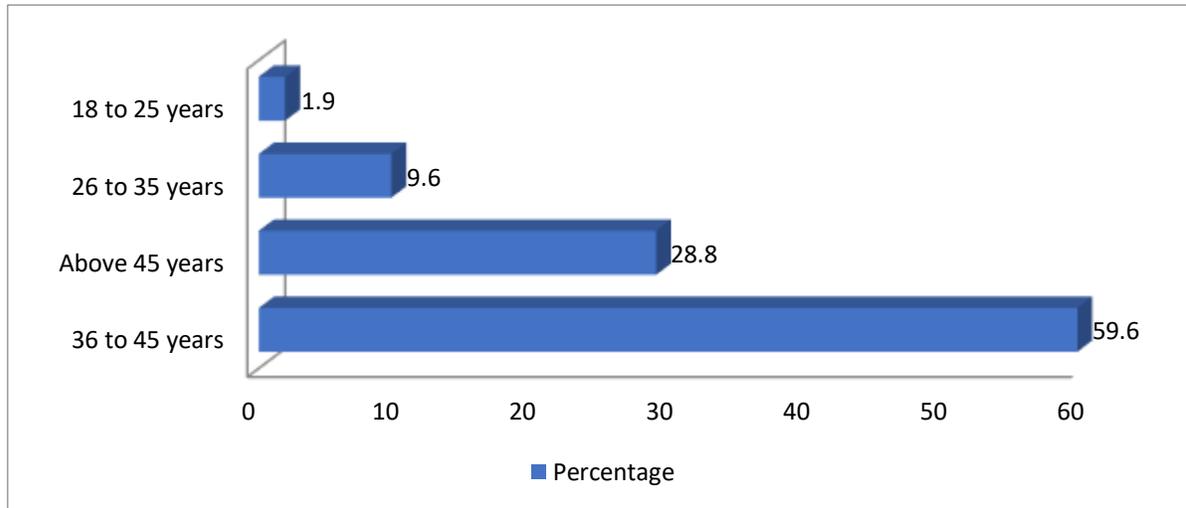
Category	Administered	Returned	Percentage
Senior management	7	5	71.4
Middle management	18	16	88.9
Section head	35	31	88.6
<b>Total</b>	<b>60</b>	<b>52</b>	<b>86.7</b>

**Source: Research Data Collected (2019)**

Table 4.1 indicates that middle management staff had the highest response rate at 88.9%, followed by section head at 88.6% and senior management at 71.4%. The total response rate was at 86.7%, which was considered adequate for data analysis as recommended by Mugenda and Mugenda (2003), who assert that a response rate of more than 70% is representative of the whole population.

### 4.3 Personal Details

Figure 2 Shows the age of the respondents.



**Figure 2 Respondents' Age**

**Source: Research Data (2019)**

Figure 2 shows that most of the respondents were aged between 36 to 45 years at 59.6%, followed by those who were aged 45 years at 28.8%, 7.1% were aged between 26 to 35 years, and only 1.9% were aged between 18 to 25 years. This is an indicator that the study participants cut across different ages.

**Table 4.2: Respondents' Gender**

Gender	Frequency	Percentage
Male	28	53.8
Female	24	46.2
<b>Total</b>	<b>52</b>	<b>100</b>

**Source: Research Data (2019)**

Figure 2 shows that the male respondents formed the majority at 60.0%, while female respondents were 40.0%. This was an indicator that the research did not suffer from gender bias as respondents were both male and female.

#### 4.4 Descriptive Statistics

Descriptive data analysis was presented in terms of Standard Deviation (SD) and Mean (M). The findings are presented as follows on the basis of the study-specific variables.

##### 4.4.1 Human Resources

The study sought to find out from a list of statements relating to the human resources and how they contribute to the Strategy Implementation at KWTRP, the extent to which the respondents agreed. Table 4.3 presents the results.

**Table 4.3: Human Resources**

	<b>M</b>	<b>SD</b>
KWTRP has qualified and skilled personnel	4.06	1.145
The firm embraces transparent and competitive recruitment and selection process	4.00	0.863
The firm invests in capacity building of its staff	4.29	0.605
The staff can make rational decisions	4.04	0.839
The employees of the research programme have enough experience to perform	4.48	0.610
Staff productivity is high	4.46	0.641
The programme has enough staff	4.58	0.537
<b>Average Score</b>	<b>4.27</b>	<b>0.749</b>

**Source: Research Data Collected (2019)**

The respondents strongly agreed that the institute had enough staff as per Table 4.3. (M=4.58, SD=0.537), the employees of the research programme have enough experience to perform (M=4.48, SD=0.610) and that staff productivity is high (M=4.46, SD=0.641). This, in agreement with the Ngumbi (2018) study conducted in Baringo County on the impact of organisational resources on the implementation of the administrative police strategy, indicated that human resources had a remarkable impact on the implementation of the strategy. The respondents agreed on the statements that the institute invests in capacity building of its staff (M=4.29, SD=0.605), KWTRP has qualified and skilled personnel (M=4.06, SD=1.145), the staff can make rational decisions (M=4.04, SD=0.839) and that the firm embraces transparent and competitive recruitment and selection process (M=4.00, SD=0.863). This is in support of Ndoo (2017) study on strategy implementation in-state firms that revealed investment in human resources makes a firm have high staff productivity and hence better implementation of strategic plans.

The average mean score of 4.27 indicates that human resources contribute to a considerable extent to the strategy Implementation at KWTRP, with a standard deviation of 0.749. According to Pfeffer (2014), human resource has been key to an organization's nature of operations. Huselid (1995) looked at HR practices of high-performance companies and established that indeed attracting and selecting the right employees helps to increase employee productivity while at the same time boosting the performance of the organization and thus contributes to reduced turnover.

#### 4.4.2 Financial Resources

The study sought to find out from a list of statements relating to the financial resources and how they contribute to the Strategy Implementation at KWTRP, the extent to which the respondents agreed. Table 4.4 presents the results.

**Table 4.4: Financial Resources**

	<b>M</b>	<b>SD</b>
The programme has diverse sources of funding	3.73	1.548
The funds received are diligently utilized	3.29	1.499
The volume of funding for the research programme is enough	4.58	0.696
There are high levels of financial accountability	3.31	1.744
KWTRP embraces high operational efficiency to reduce wastage	3.94	1.092
<b>Average Score</b>	<b>3.77</b>	<b>1.316</b>

**Source: Research Data Collected (2019)**

Table 4.4 indicated that the respondents strongly agreed that the amount of funding for the research program was adequate. (M=4.58, SD=0.696). This is in line with Muchemi's (2015) strategy implementation study, which found that inadequate funding on its own is a significant factor affecting the implementation of strategic plans in public organisations; successful implementation of the strategy requires sufficient capital investment. Furthermore, according to Wernerfelt (2014), Lockett and Thompson (2011) all point out that the financial resources have a direct relationship to the competitive advantage as well as to the company's past activities, which is especially true in terms of management and organisational capabilities.

The respondents agreed on the statements that the programme has diverse sources of funding (M=3.94, SD=1.092) and that KWTRP embraces high operational efficiency to reduce wastage (M=3.73, SD=1.548). Lockett and Thompson (2011) support these findings by noting that financial resources are essential in the development of human resources and are both keys to sustainable strategy implementation of organizations. As presented from past empirical researchers for organizational and entrepreneurial learning provides that the decision on investments in an organization is based on experimental learning in comparison to the formalized techniques.

The respondents indicated to lower extent on statements that there are high levels of financial accountability (M=3.31, SD=1.744) and that the funds received are diligently utilized (M=3.29, SD=1.499). Deakins et al. (2012) disagree with these findings by showing that experience is relatively crucial as it offers a time of recognizing opportunities, establish contact and experience, and learning on the way of accessing and interacting with financial providers such as venture capitalists and the bank executives.

The average mean score of 3.77 indicates that financial resources contribute to a large extent to the strategy Implementation at KWTRP, with a standard deviation of 1.316. Wernerfelt (2014), Lockett and Thompson (2011) all point out that the financial resources have a direct relationship to the competitive advantage as well as to the company's past activities, particularly in terms of management and organizational capabilities. This may be true in the case of firms that typically grow from start-ups or develop serial entrepreneurs.

### 4.4.3 Technological Competence

The study sought to find out from the list of statements on technological competence, and how they contribute to the implementation of the strategy at KWTRP, the extent to which the respondents agreed. The results are presented in Table 4.5.

**Table 4.5: Technological Competence**

	<b>M</b>	<b>SD</b>
KWTRP embraces modern technology on its research programs	4.71	1.016
The adequately funds acquisition of modern ICT equipment and software	4.81	0.525
The organization promotes progressive research and development activities	4.83	0.382
The firm generates large amounts of data that is of the best quality	3.96	0.441
There are continuous innovations and improvements in the programme's technological infrastructure	4.38	1.223
The programme takes advantage of the capacity building of its staff on the use of modern technology.	4.75	0.905
<b>Average Score</b>	<b>4.57</b>	<b>0.749</b>

**Source: Research Data Collected (2019)**

Table 4.5 indicated that the respondents strongly agreed with the statement that the organisation promotes progressive research and development activities (M=4.83, SD=0.382) and provides adequate funding for the acquisition of modern ICT equipment and software (M=4.81, SD=0.525). The programme embraces the capacity building of its staff on the use of modern technology in research (M=4.75, SD=0.905) and that KWTRP embraces modern

technology on its research programs (M=4.71, SD=1.016). This is supported by a study by David (2013), who notes that technology is one of the critical resources in an organization which, when properly utilized, leads to a successful implementation of organizational strategy.

The respondents agreed on the statements that there are continuous innovations and improvements on the programme's technological infrastructure (M=4.38, SD=1.223) and that the firm generates large amounts of data that is of the best quality (M=3.96, SD=0.441). Rhee et al. (2010) argue that to invest in research and development calls for an evaluation of advantage and cost before deciding whether to adopt or invest in technology. Rhee et al. (2010) also argue that technical competence is related to more significant firm innovation.

The average mean score of 4.57 indicates that technological competence contributes to a vast extent to the strategy Implementation at KWTRP, with a standard deviation of 0.749. Shaukat (2009) observes that there is a direct correlation between technology and success without any intervention, a consideration that demonstrates the presence of a void that the present work is trying to fill by mediating the relationship.

#### 4.4.4 Strategy Implementation

The study sought to find out from a list of statements relating to strategy implementation at KWTRP, the extent to which the respondents agreed. Table 4.6 presents the results.

**Table 4.6: Strategy Implementation**

	<b>M</b>	<b>SD</b>
KWTRP has set program goals and objectives	4.10	1.672
The programme has complied with the set budget guidelines and	4.71	0.667

estimates		
The program is right on schedule	4.06	0.802
The organization embraces efficiency and accountability on the use of funds	4.21	1.210
The program meets beneficiary and donor expectations	3.85	1.304
<b>Average Score</b>	<b>4.19</b>	<b>1.131</b>

**Source: Research Data Collected (2019)**

Table 4.6 indicated that the respondents were actively supporting the statement that the programme had complied with the budget guidelines and estimates set (M=4.71, SD=0.667) and that the organization embraces efficiency and accountability on the use of funds (M=4.21, SD=1.210). Barney (1991) concludes that organisational capital consists of all advantages, capacity, function, characteristics and knowledge managed by an Organization that empowers it to choose and implement structures that maximise its competitiveness and long-term goals. The respondents agreed on the statements that KWTRP has set program goals and objectives (M=4.10, SD=0.1.672), the program is right on schedule (M=4.06, SD=0.802) and that the program meets beneficiary and donor expectations (M=3.85, SD=1.304). Werner (2011) concluded that resources such as technology and human resources significantly contribute to the adequate performance of an organization. Besides, the study did establish that there is a definite connection between the firm's resources and competitive advantages in strengthened by the Valuable, Rare, Imperfectly Imitable and Non-substitutable (VRIN) factor.

Factor.

The average score of 4.19 indicates that the organisational resource contributes significantly to the implementation of the KWTRP strategy, with a standard deviation of 1.131. According to Altindag et al., in 2010). Organizations that use innovations have been known to have superior performance as they can invest in the acquisition of new developments and product innovation.

#### 4.5 Regression Analysis

**Table 4.7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.824 <sup>a</sup>	.679	.659	.876	.679	33.783	3	48	.000

**Source: Research Data Collected (2019)**

The findings in Table 4.7 demonstrate that 0.659 (65.9%) as the magnitude of the modified R square indicates the degree to which the execution of the KWTRP plan is decided by human resources, financial resources and technical competence. Therefore, the remaining percentage (34.1%) should be researched to investigate how other factors influence the implementation of strategies at KWTRP.

**Table 4.8: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	77.818	3	25.939	33.783	.000 <sup>a</sup>
	Residual	36.856	48	.768		
	Total	114.673	51			

**Source: Research Data Collected (2019)**

The value 0.000a indicates that the significance level is less than 0.05 indicating the statistical significance of the model on strategy implementation is affected by the independent variables studied at KWTRP. The results in Table 4.8 also suggest that the measured F value is higher than the tabulated F value ( $33.783 > 25.939$ ) at a 5 per cent significance level, demonstrating the validity of the formula.

**Table 4.9: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.524	1.075		1.790	.000
	Human resources	0.643	.268	5.275	2.395	.001
	Financial resources	0.525	.344	1.367	2.981	.004
	Technology competence	0.855	.087	3.882	9.772	.000

**Source: Research Data Collected (2019)**

The findings in Table 4.9 showed that keeping independent variables constant (human resources, financial resources and technological competence) at a constant zero, the implementation of KWTRP strategies would be 0.524 factors. A unit increase in human

resources would result in a unit increase of 0.643 in the implementation of KWTRP strategies. A unit increase in financial resources would lead to a unit increase of 0.525 in the implementation of the KWTRP strategy and a unit increase in technical competence would result in a unit increase of 0.855 in the implementation of the KWTRP strategy.

The established regression equation was as follows;  $Y = 0.524 + 0.643X_1 + 0.525X_2 + 0.855X_3$

Where  $Y =$  Strategy implementation

$X_1 =$  Human resources

$X_2 =$  Financial resources

$X_3 =$  Technology competence

The results in Table 4.9 further indicate that technology competence had the strongest influence on strategy implementation at KWTRP as shown by a factor 0.855 followed by human resources with a factor of 0.643 and financial resources with a factor of 0.525. The relationships ( $p < 0.05$ ) were all significant with human resources ( $t = 2.395$ ,  $p < 0.05$ ), financial resources ( $t = 2.981$ ,  $p < 0.05$ ) and technology competence ( $t = 9.772$ ,  $p < 0.05$ ).

The firm's human capital has a more significant correlation with the organization's excellent performance as they are directly involved in the development of the company's products and services. The organization's staff's effective performance is established by social intricacy, which makes it hard for rivals to duplicate, as stated by Jiang *et al.* (2012). Lockett and Thompson (2011) support these findings by noting that financial resources are essential in

the development of human resources and are both keys to sustainable strategy implementation of organizations. David (2013) notes that technology is one of the critical resources in an organization which, when properly utilized, leads to a successful implementation of organizational strategy.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS , DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a review of observations, results, policy and practice guidelines and suggestions for further research.

#### **5.2 Summary**

The main goal of this study was to assess the effect of organizational resources on strategy implementation at Kenya Medical Research Institute, Kilifi. The independent variables were human resources, financial resources, and technical competence. This study employed a descriptive research design. A census of senior managers, middle-level managers, and section heads was carried out. Data was collected using questionnaires and descriptive statistics used for data analysis.

The study aimed at assessing the influence of human resources on strategy implementation at KWTRP, it established that human resources had a positive and significant influence on the

implementation of strategy at KWTRP. It was found that the programme has enough staff, the employees of the research programme have enough experience to perform and that staff productivity is high.

This study sought to evaluate the effect of financial resources on strategy implementation at KWTRP. It found that financial resources had a positive and significant impact on KWTRP's strategy implementation. It was established that the volume of funding for the research programme is enough, the programme has diverse sources of funding and that KWTRP embraces high operational efficiency to reduce wastage.

The study assessed the influence of technological competence on the implementation of the strategic plan at KWTRP. It revealed that technological competence had a positive and significant influence on the implementation of strategy at KWTRP. It was revealed that the organization promotes progressive research and development activities; the adequately funds acquisition of modern ICT equipment and software. The programme embraces the capacity building of its staff on the use of modern technology in research and that KWTRP embraces modern technology on its research programs.

### **5.3 Conclusions**

On human resources, the study concludes that the staff of the company are real assets. These are the people who regularly contribute to the efficient operation of the company. Employees strive to deliver their best level within the stipulated time frame and meet the set goals. The organization's success depends on how effectively employees conduct their tasks.

The study concludes on financial resources that the proper allocation of funding means managers can build more productive and efficient working teams together and can evaluate their schedules and effectively forecast the availability of resources in real-time. Financial

resources allow the organization to set and track clear and measurable strategic financial goals in a coordinated manner enabling the organization to function effectively and efficiently during the strategy implementation process.

The study concluded that IT rests both internally and externally in its capacity to streamline communications. One of the main benefits of technological competence is its ability by the advancement of strategic thought and diffusion of experience to boost an organization's competitive advantage on the market. Technology expertise has provided the organization with unprecedented access to information on the successful execution of the strategy.

#### **5.4 Recommendations**

The study suggests that the organization incorporate top-down and bottom-up plan development on human resources in order to gain input from the lower management tier. Involve workers in developing strategies to make a significant contribution towards implementing a strategy. In informal discussions, management should explain the firms' strategy and remind department heads to provide staff with a sense of belonging and to motivate them to adopt plans properly.

The study suggests that the organization's leadership should provide ample financial resources to implement policies effectively. Periodic cost estimates are necessary for each role in the plan in order to allow the use of financial resources as efficiently as possible.

On technological competence, the study suggests that management should provide more help to specific aspects in which policies are applied through supplying their employees with simple and defined career paths.

## 5.5 Suggestions for Further Study

This research sought to evaluate the effect of organizational resources on strategy implementation at KWTRP with a specific focus on how human resources, financial resources, and technology competence influence strategy implementation. Therefore, further studies should be carried out that focus on physical and informational resources at KWTRP disposal influence its strategy implementation. Similar studies of private and public entities, as the analysis focused only on non-profit organisations, should be conducted.

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## APPENDICES

### Appendix I: Questionnaire

Thank you for agreeing to participate in this study. I am a student at Kenyatta University, pursuing a master's degree in Business Administration. I am conducting a study on Organizational Resources and Strategy Implementation at Kenya Medical Research Institute Wellcome Trust Research Programme as part of my academic requirements. Please assist in completing this questionnaire to enable me to conclude my study. Thank you.

Kindly answer study questions by ticking the appropriate box against each question.

### SECTION A: PERSONAL DETAILS

1. State your age category?

18-25 Yrs.

26-35 Yrs.

36-45 Yrs.

Above 45 Yrs.

2. Gender;

Female

Male

Prefer not to say

3. What is your management lever at KEMRI?

Senior Level Management

Middle-Level Management

Section Head

Employee with no management responsibility

4. Are you aware of the KWTRP strategic Plan?

Yes       No  Maybe

**SECTION B: Human Resources and Strategy Implementation**

S/No.	Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	KWTRP has qualified and skilled personnel					
2	The firm embraces transparent and competitive recruitment and selection process					

3	The firm invests in capacity building of its staff					
4	The staff can make rational decisions					
5	The employees of the research programme have enough experience to perform					
6	Staff productivity is high					
7	The programme has enough staff					

6. Indicate how much the Statement regarding HR and their contribution to KWTRP strategic implementation on a scale of 1-5 where Strongly Agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree(D)=2 and Strongly Disagree (SD)=1

### **SECTION C: Financial Resources and Strategy Implementation**

<b>S/No.</b>	<b>Statement</b>	<b>SD (1)</b>	<b>D (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>
1	The programme has diverse sources of funding					
2	The funds received are					

	diligently utilized					
3	The volume of funding for the research programme is enough					
4	There are high levels of financial accountability					
5	KWTRP embraces high operational efficiency to reduce wastage					

Indicate how much the Statement regarding HR and their contribution to KWTRP strategic implementation on a scale of 1-5 where; Strongly Agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree(D)=2 and Strongly Disagree (SD)=1

**SECTION D: Technological Competence and Strategy Implementation**

S/No.	Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)
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1	KWTRP embraces modern technology on its research programs					
2	The adequately funds acquisition of modern ICT equipment and software					
3	The organization promotes progressive research and development activities					
4	The firm generates large amounts of data that is of the best quality					
5	There are continuous innovations and improvements to the programme's technological infrastructure.					
6	The programme embraces the capacity building of its staff on the use of modern technology in research					

Indicate how much the Statement regarding HR and their contribution to KWTRP strategic implementation on a scale of 1-5 where; Strongly Agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree(D)=2 and Strongly Disagree (SD)=1

**SECTION E: Strategy Implementation**

Indicate how much the Statement regarding HR and their contribution to KWTRP strategic implementation on a scale of 1-5 where; Strongly Agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree(D)=2 and Strongly Disagree (SD)=1

<b>S/No.</b>	<b>Statement</b>	<b>SD (1)</b>	<b>D (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>
1	KWTRP has clearly set program goals and objectives					
2	The programme has complied with the set budget guidelines and estimates					
3	The program is right on schedule					
4	The organization embraces efficiency and accountability on the use of funds					
5	The program meets beneficiary and donor expectations					

## Appendix II: Approval Letter from Graduate School



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 8<sup>th</sup> October, 2019

TO: Ngui David Lavu  
C/o Business Administration Dept.

REF: D53/OL/MSA/32062/2016

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 2<sup>nd</sup> October, 2019, Entitled, "Organizational Resources and Strategy Implementation in Non-Profit Organizations. A Case of Kenya Medical Research Institute, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in black ink, appearing to read 'E. Mutua'.

ELIJAH MUTUA  
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Mr. Maina Rugani  
C/o Department of Business Administration  
Kenyatta University

EM/nn

### Appendix III: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 358529	Date of Issue: 16/October/2019
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr., NGUI DAVID of Kenyatta University, has been licensed to conduct research in Kilifi on the topic: ORGANIZATIONAL RESOURCES AND STRATEGY IMPLEMENTATION IN NON-PROFIT ORGANIZATIONS. A CASE OF KENYA MEDICAL RESEARCH INSTITUTE, KENYA for the period ending : 16/October/2020.</b>	
License No: NACOSTI/P/19/2171	
358529 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
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