



TECHNOLOGICAL RESOURCE MANAGEMENT AND FIRM PERFORMANCE OF TYRE FIRMS IN KENYA

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Abstract: In the last two decades, there has been an influx of new entrants in Kenyan tyre sector with key players being Kingsway Tyres Limited, Sameer Africa Limited as well as Auto Express Limited among others, which import quality and cheap tyres from Asian countries including China. With the purpose of ensuring transparency in top organizations' management and maintaining investor's confidence, it is more essential for firms to avail potential insight on drivers of resources and organization trends. It is therefore important to understand whether the use of technological resource management plays a major role in firms' performance. This study used a descriptive research design. Moreover, the study population comprised of 170 heads of finance, human resource, sales and marketing, warehouse, IT and audit departments in 29 Kenyan tyre firms. Krejcie and Morgan sample size determination formula was deployed to determine the sample size. Moreover, stratified random sampling was employed to select a total of 118 individuals from study population. Primary data which was collected using questionnaires was deployed during the study. Questionnaire was employed to gather primary data. Questionnaire composed of close ended as well as open ended questions. Quantitative data was collected using close ended questions while qualitative data was obtained by employing open ended questions. Moreover, quantitative data was then analyzed using inferential as well as descriptive statistics through the support of SPSS version 22. Additionally, descriptive statistics concentrated on computation of percentages, frequency distribution, standard deviation and mean. Inferential statistic focused on regression analysis, which was deployed to determine an association between independent study variables and dependent study variable. Results were then given in tables as well as figures (pie charts and bar charts). The study found that technological resource management has positive as well as significant effect on firm performance of tyre firms in Kenya. The study recommends that the firm should adopt modern technology in order to ensure timely delivery of freight and goods, tracking and tracing of imported goods and monitor the progress of all shipment and enhance accuracy.

Key Words: Resource Management, Technological Resource Management, Firm Performance

Introduction

Today, industries function in a highly turbulent and competitive business arising from globalization, market liberalization rapid technological change (Julienti, Bakar & Ahmad, 2010). In the current business world, high level of uncertainties has been as a result of globalization and therefore business entities are subjected to external effects, non-consistent flow of resources and dynamic changes. Further, customers are more knowledgeable, more flexible and complicated to change to competitors providing products of high quality as a result of dynamic competition within the business sector (Wangari, 2014). Therefore, firms must make sure there is proper resource management in order to survive in present turbulent and competitive business environment (Moise, 2015).

Technology is necessary as it allows organizations to meet the needs of their clients fast and effectively. Paul and Suresh (2018) noted that firms should share knowledge among each other if they want to effectively respond to environmental threats. The efficiency of operations in an organization is

subject to proper matching of the available information technology. Tyre manufactures can automate or adjust decision concerning production capacity and buying of raw material of tyres with regard to technological resource management, depending on market price and market demands instead of following planners. This can lead to minimized wastage and maximum use of resources and improvement in their general performance (Ayse, 2010). Ankit (2018) found that work resources, cost resources and material resources are employed to measure resource management.

Statement of the Problem

In present competitive and dynamic world, managing firm resources is quite important for better firms' performance whether in long term or short term. It is increasingly essential for firms to give a clear perspective on drivers of resources and organizational trends in order to maintain investor's confidence as well as provide an insight to top managers. As major component that highly affects firm performance, resource management continues to be limited and scarce for majority of the firms. Despite technological resource management firms' performance in tyre firms still remains poor (Bartocho, 2016).

In the Kenyan tyre manufacturing sector, Sameer Africa has been enjoying monopoly since 1969 (Sameer Africa Limited, 2016). However, in the last two decades an influx of new entrants has been experienced in the industry with key competitors importing cheap tyres from Dubai and China among other countries. As a result, Sameer Africa joined other firms in importation of tyres instead of manufacturing them. Some of the multinationals companies that have joined Kenya market include Tread setters, Apollo and Michelin among others. Customer satisfaction and market share have been influenced by the increase in number of players within this industry (Feisal, 2016). The Kenyan tyre firms have greatly invested in technological resources to ensure survival within the industry. Nevertheless, despite this investment, a decline in performance (market share and customer satisfaction) is still being experienced in Kenyan tyre firms. For example, Warutumo (2017) found that in 2017 customers were not satisfied with shapeless tyres even though they were cheaper. Additionally, Shah (2019) that noted in 2018 the tyre industry had a 50% decrease in sales. Therefore it is essential to research on influence of technological resource management on firm performance in Kenyan tyre industry.

Various studies have been conducted in Kenya concerning technological resource management and firm performance. For instance, Njagi (2018) examined influence of technological resource management on performance of government owned institutions in Embu County; Kiptoo and Koech (2019) evaluated the influence of technological resource management on performance of manufacturing firms within Kwale County; and Kogo and Kimencu (2018) assessed influence of technological resource management on performance of insurance companies within Nairobi County, Kenya. Nevertheless, these studies were limited to specific institutions and therefore the findings cannot be generalized to Sameer Africa Limited. Therefore, this study sought to investigate the influence technological resource management on firm performance in Sameer Africa Limited.

The following are the null hypotheses that were tested in this study;

H₀₁: Technological resource management has insignificant effect on firm performance of tyre firms in Kenya.

Literature Review

Theoretical Review

Unified Theory of Acceptance and Use of Technology (UTAUT) theory was expounded via the seminal work of Venkatesh *et al.* (2012). It's a unified model which is developed from 8 acceptance technology models. The new model was as a result of the fast advancement in technology. UTAUT

model attempted to show case technological acceptance as well as utilization as evident in some setting such as consumer technologies. Afterwards, UTAUT 2 was expounded as an expansion of UTAUT. Moreover, UTAUT 2 has the following factors that affect behavior intention and use such as performance expectancy, routine, facilitating condition, price value, peer pressure, hedonic motivation as well as effort expectation. In this study, UTAUT 2 was employed since it is the most current and it has developed from the development of UTAUT 1 (Nair, Ali & Leong, 2015).

Behavioral intention refers to a person's intention to behave in a certain manner which can be deployed to forecast other behaviors more so when individuals' actions are voluntary. Moreover, behavioral intention refers to the likelihood of performing acts so the reason of a certain usage behavior. Therefore, it is true that intentions are motivational behavior influencers and they further show the effort that persons are ready to put in order to act in a certain behavior. Behavioral intention was noted to be the major factor that influenced the usage of mobile services by an individual. The best signs of future use of services were found to be usage intentions (Venkatesh *et al.*, 2012).

Performance expectancy outlines degree to which people benefit after utilizing technology to carry out a certain activity. Effort expectancy refers to the simplicity usage of a technology. Social influence is concerned with individual view on usage of a specific information system. The insight that technical infrastructure and firm gives the required support to ensure the usage of technology is successful is what is referred to as facilitating conditions. Hedonic motivation refers to pleasure derived from utilizing a technology (Colbert, 2014).

This theory was used in the study to explain effect of technological resource management on firm performance of manufacturing firms. When technological resources are effectively managed, they minimize cost of production and enhance the operational efficiency hence leading to overall increase in firm performance. Since firms are crucial in explosion of ICT, it is essential to understand human behavior. A broad knowledge on the influence of human behavior is important and can assist manufacturing firms to manage their technological resources effectively (Gumusoglu & Akay, 2017).

Empirical Review

Paul and Suresh (2018) examined the impact of technological resource management on organizational performance of USA firms. Moreover, survey research design found that technological resource management influences performance of various firms. Additionally, results indicated that planning technology, product design and management of information exchange influences significantly the organizational performance. Due to disparity in the level of institutional frameworks and economic advancement between manufacturing firms situated in USA and Kenya, study findings cannot be employed to the present research.

Uwizeyemungu, Josée and Placide (2015) investigated on influence of technological resource management on the performance of manufacturing SMEs within Canada. Moreover, the study employed descriptive survey. The research revealed that technological resource management positively as well as significantly influences organizational performance of SMEs. Additionally, firms' technological resource managers who were more involved in optimizing innovative abilities via improved manufacturing technology requested for awareness of organizations' size, age and specialization. Nonetheless, the results are not applicable to the present research due to disparity in targeted area of interest as well as legal jurisdictions governing manufacturing SMEs firms in Canada and Kenya.

In Turkey, Burcu, Basak and Ahmet (2016) examined how technological resource management influences the performance of selected manufacturing firms. Moreover, the researcher deployed descriptive research technique and found that technological resource management influences

organizational performance of firms significantly. The research further revealed that advanced technological resource management techniques improve workplace satisfaction, minimize administrative cost, and reduce supply cost hence improving overall organization performance. Additionally, the research focused on manufacturing sector situated in Turkey which differ from that of Kenya with respect to organization structure, firm size and institutional framework, hence, the study findings cannot be applied to on-going research.

In Egypt, Muhammed (2013) examined how technological resource management influences organizational performance of oil companies. The researcher deployed descriptive study design. This research showed that technological resource management impacts organizational performance of oil companies. Additionally, results indicated that advancement in supply chain technology, information system management and manufacturing have significant influence on organizational performance of oil companies. Furthermore, the researcher found that management of IT employees; IT and network application influences performance of oil companies significantly. This research was based on oil firms situated in Egypt whereas the present study will focus on tyre manufacturing firms, therefore, due to disparity in unit of observation, the results cannot be applied to the on-going research.

Saberi, Yusuf and Megat (2010) examined influence of technological resource management on firms' performance in Malaysia. The researcher adopted survey research design. Results revealed that technological resource management influences performance of manufacturing firms significantly. Additionally, technological resource management impacts performance of companies significantly. Furthermore, human resource, operational strategy, organization structure and culture should be incorporated in order to improve the performance of improved manufacturing technology. Cross-sectional survey was employed in this research while the on-going study will deploy descriptive research design; therefore, the results cannot be applied to the current study due to diversity in research methodology.

Barasa *et al.* (2019) assessed the influence of technological resource management on firms' performance in Sub-Saharan Africa. Moreover, the researchers employed cross-sectional survey research design. The study indicated that technological resource management has significant impact on firms' organizational performance. Findings further revealed that in regard to supply chain technology and management information system incorporation of absorptive capacity improving inputs is fundamental in enabling technical efficiency in African manufacturing companies. Nevertheless, the research was limited to SSA. Henceforth, the findings cannot be applied to Kenya due to disparity in unit of analysis as well as study population.

In Kenya, Njagi (2018) examined influence of technological resource management on performance of government owned institutions in Embu County. The research employed cross section research design. Results revealed that technological resource management impacts organization performance of government owned health institutions significantly. Furthermore, technological resource management improved IT integration, functionality, IT alignment, ease of use and compatibility consequently enhanced institutions performance. Additionally, the researcher deployed cross-sectional research design whereas the on-going research deployed descriptive research design therefore, the results are not applicable to the current research due to disparity in research design. Further, the researcher examined the health institution within Embu County that differs from tyre manufacturing firms situated in Nairobi County, therefore, the research findings cannot be applied to the on-going study.

In Kenya, Kiptoo and Koech (2019) evaluated the influence of technological resource management on performance of manufacturing firms within Kwale County. Moreover, the researcher employed descriptive research method. The research revealed that technological resource management significantly influences the firms' organizational performance. Additionally, the research indicated that

technological resource management entailed bench marking with best technology in order to cut a niche in the firm without certainly reinventing the wheel, re-engineer existing products and manufacture new products continuously so as to automate routine roles and prolong the lifecycle of products to enhance efficiency in the process of production among manufacturing firms. The study focused on manufacturing firms within Kwale County therefore, the results are not applicable to tyre manufacturing companies located in Nairobi County as a result of variation in study population.

Kogo and Kimencu (2018) assessed influence of technological resource management on performance of insurance companies within Nairobi County, Kenya. Moreover, descriptive research design found that technological resource management impacts firms' organizational performance. The study further revealed that management of IT infrastructure and IT skills influences insurance firms' performance significantly. The research examined the insurance firms within Nairobi County. Nevertheless, tyre manufacturing firm runs under diverse institutional framework from insurance firms, hence the findings are not generalizable to the on-going investigation.

Conceptual Framework

The researcher examined whether RM influences firm performance of Kenyan tyre firms. Independent variable was technological resource management and the dependent variable was firm performance of Kenyan tyre firms.

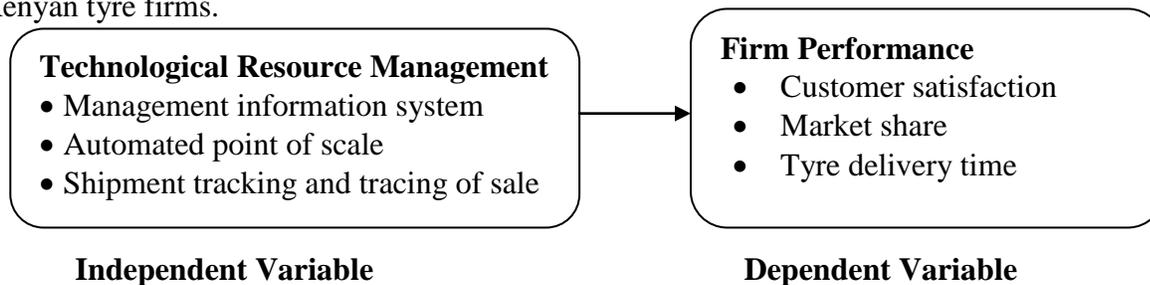


Figure 1: Conceptual Framework

Research Methodology

The research adopted descriptive research design and explanatory research design. The unit of analysis was all Kenyan tyre firms with a minimum of 2 branches and taking part in importation as well as distribution of tyres. According to Kenya Motor Industry Association (2019), in Kenya, there are twenty-nine tyre firms with minimum of 2 branches and are involved in importation as well as distribution of tyres. The study population was the heads of sales, marketing, human resource, IT, finance, warehouse and audit departments. Out of 29 tyre firms, 29 have finance departments, 23 have human resource departments, 21 have marketing departments, 29 have sales departments, 29 have warehouse departments, and 22 have IT and 17 have audit departments. Therefore, the study population was 170 departmental heads in 29 tyre firms in Kenya. The sample size was determined using Krejcie and Morgan sample size determination formula. The formula was;

$$n = \frac{x^2 NP(1 - P)}{(ME^2(N - 1)) + (x^2 P(1 - P))}$$

Where:

n=sample size

x^2 = Chi-square for specified level of confidence at 1 degree of freedom

N=Population size

P = Proportion of study population with desirable attributes. Because this proportion is not known, 0.5 was employed.

ME= Error margin

$$n = \frac{1.96^2 170 * 0.5 * 0.5}{(0.05^2 * 169) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 118$$

The study employed stratified random sampling technique to select 118 respondents. The strata were distributors and departments in Sameer Africa. Stratified random sampling method is beneficial as it assists a particular study to represent the exert characteristics or attributes of the population being investigated.

Table 1: Sample Size

Departments	Target Population	Sample Size
Human Resource	23	16
Finance	29	20
Warehouse	29	20
Marketing	21	15
Sales	29	20
Audit	17	12
IT	22	15
Total	170	118

The study used both primary as well as secondary data. Primary data was collected using questionnaires because they save time for collecting data and they are also cheaper. Each questionnaire comprised of open-ended as well as close-ended questions. A pilot test was conducted with 10% of the sample size (11 employees in the same department at Kingsway Tyres Limited) to assess the validity and reliability of the research instrument.

The questionnaire provided quantitative as well as qualitative data. The qualitative data was analysed by use of thematic analysis and findings presented in narrative form. Descriptive as well as inferential statistics were deployed to analyse quantitative data with the help of statistical software known as SPSS version 22. Descriptive statistics included percentages, frequency distributions, standard deviation and mean. Inferential statistics focused on correlation as well as regression analysis. Figures and tables were used to present the results. The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

Y = Firm Performance of tyre firms

B₀ = Constant

β₁ = Determination coefficients

X₁ = Technological Resource Management

ε = Error term

Research Findings and Discussion

Sample size of the study comprised of 118 heads of finance, Human Resource, Sales, marketing, audit, warehouse, and IT department in tyre firms in Kenya. Out of 118 questionnaires that the researcher distributed, 100 questionnaires were completely filled and returned which resulted to 84.75 % response rate. As indicated by Creswell (2006), response rate that is more than 50% is considered sufficient for data analysis as well as reporting whereas that which is beyond 70 percent is termed as excellent. Therefore, in this study the response rate was within acceptable limits for making conclusions as well as recommendations.

Technological Resource Management

The objective was to assess influence of technological resource management on firm performance of Kenyan tyre firms. The respondents were asked to establish effect of technological resource management on firm performance of tyre firms. The respondents agreed that cash flow plan as well as forecasting is generated from the system and the firm uses transportation management system with mean scores of 3.900 and 3.900 respectively. Small standard deviations of 0.732 and 0.674 respectively indicate there were little variations in their opinions.

Further, by a mean of 3.880, the respondents agreed that the firm uses technology in the tracking and tracing of imported goods and automated point of sale to reduce errors and increase accuracy. The standard deviations of 0.686 and 0.844 indicate little variation in the respondents' opinions. In addition, the respondents moderately agreed that the firm uses radio frequency identification system and automated point of sale to increase efficiency in delivery. This is shown by a mean of 3.100 and 3.000 respectively. The standard deviations were 0.804 and 0.854 respectively.

In addition, the respondents moderately agreed that technology used gives real-time and detailed progress of all shipments and the firm uses computerized information system for records of manufactured tyres. This is shown by aggregate mean of 3.080 and 2.960 respectively. Small standard deviations of 0.748 and 0.920 respectively indicate there were little variations in their opinions. Nevertheless, respondents disagreed with statement indicating that the firm uses accounting software to general financial reports. This is shown by a mean of 2.160 and standard deviations of 0.838.

Technological resource management had an aggregate mean of 3.206 and aggregate Std dv of 0.780. The statements are supported by the findings of Muhammed (2013) who revealed that technological resource management influences firm performance. Barasa *et al.* (2019) argued that adoption of technological systems facilitates organizational effectiveness and efficiency in its operations.

Table 2: Technological Resource Management and Firm Performance

	Mean	Std. Deviation
The firm uses computerized information system for records of manufactured tyres	2.960	0.920
Cash flow plan and forecasting is generated from the system	3.900	0.674
The firm uses accounting software to general financial reports	2.160	0.838
Our firm uses technology in the tracking and tracing of imported goods	3.880	0.686
The firms use transportation management system	3.900	0.732
Technology used gives real-time and detailed progress of all shipments.	3.080	0.748
The organization has scheduling pickups at regional distribution centres	2.160	0.707
Our firm uses radio frequency identification system	3.140	0.804
The organization used automated point of sale to increase efficiency in delivery	3.000	0.854
The organization used automated point of sale to reduce errors and increase accuracy	3.880	0.844
Aggregate mean score and standard deviation	3.206	0.780

The respondents in tyre firm were asked to specify in their own view how else modern technology affects firm performance of Kenyan tyre firms. From the findings, departmental heads revealed that effective management of technological resource improves on operational efficiency and minimizes production cost thus resulting to overall improvement in firm performance. In addition, allocation of funds, adequacy and timely releases of funds significantly influences organization growth. Heads of department also indicated that application of formula, funding and competitive elements in the process of allocating public funds influences the firm performance. Furthermore, financial management through budgeting influences organization performance. Departmental heads also revealed that financial resource management lead to improvement in financial outcome, increased profitability, reduced operating expenses and operational outcome thus enhancing overall firm performance. These findings concur with arguments of Barasa et al. (2019) who indicated that technological resource management has significant impact on organizational performance. Heads of department indicated that advanced technological management techniques lead to reduction in administrative cost, improved on workplace satisfaction and minimized supply cost thus leading to overall improvement in organization performance. Moreover, departmental heads indicated that lack of modern technology affects firm's performance. In addition, the heads of departments revealed that use of old equipment affects tyre quality leading to losses.

Performance of Tyre Firms

The respondents were requested to indicate the performance of tyre firms. The respondents strongly agreed that tyre market in Kenya has been growing over the years with an aggregate mean score of 4.560 (Std dv = 0.808). Further, with an aggregate mean of 3.720 and 3719, the respondents agreed that the firm offer quality services to customers and the time for after sales service has been decreasing over the years. The standard deviations of 1.083 and 0.986 respectively indicate little variation in the respondents' opinions. In addition, the respondents moderately agreed that firm receives new customers who are referred by others and ensures timely delivery of tyres to customers. This is shown by a mean of 3.100 and 3.081 respectively. The standard deviations were 0.927 and 0.895 respectively.

In addition, the respondents moderately agreed that the distribution of tyres to other branches and other dealers takes a short time. This is depicted by mean scores of 3.080 and small Std dv of 0.981. Nevertheless, the respondents disagreed with the statement indicating that Staff in the firm talk very politely to customers and the firm enjoys loyal clients who always come for re-purchase of tyres. This

is shown by a mean of 2.160 and 2.100 respectively. The small standard deviations of 0.884 and 0.785 respectively indicate there were little variations in their opinions. Further, the respondents disagreed with the statement indicating that market share of the firm in tyre industry has been improving. This is depicted by an aggregate mean of 2.040 and a Std dv of 0.751.

Performance of tyre manufacturing firm had an aggregate mean of 3.062 and aggregate Std dv of 0.900. Upadhaya, Munir and Blount, (2014) indicates that performance in organizations is being done through balanced scorecard method where organization performance is tracked as well as measured in terms of customer service, personnel stewardship, company performance, financial performance, social responsibility, systems of performance measurement and firm engineering.

Table 3: Performance of Tyre Manufacturing Firm

	Mean	Std. Deviation
Our firm enjoys loyal clients who always come to us for re-purchase of tyres	2.100	0.785
The tyre market in Kenya has been growing over the years	4.560	0.808
The market share of our firm in the tyre industry has been increasing	2.040	0.751
Our firm offer quality services to customers	3.720	1.083
Our firm receives new customers who are referred by others	3.100	0.927
Staff in our firm talk very politely to customers	2.160	0.884
Our firm ensures timely delivery of tyres to customers	3.081	0.895
The time for after sales service has been decreasing over the years	3.719	0.986
The distribution of tyres to our branches and other dealers takes a short time	3.080	0.981
Aggregate mean score and standard deviation	3.062	0.900

Inferential Statistics

Inferential statistics focused on Pearson correlation as well as regression analysis. Specifically, inferential statistics were used to evaluate association between dependent (firm performance) and independent variable (technological resource management).

Correlation Analysis

Pearson correlation analysis was deployed to determine strength of correlation between dependent (firm performance) and independent variable (technological resource management). The results show strong and positive correlation between technological resource management and firm performance of tyre firms in Kenya ($r=0.866$, $p\text{-value}=0.000$). Since the correlation coefficient of technological resource management was above 0.8, the relationship was considered strong. Besides that, the $p\text{-value}$ was not more than the significant of 0.05 attributing to the positive association. The finding conforms to the finding of Njagi (2018) that technological resource management significantly influences organization performance of public- health institutions.

Table 4: Correlation Coefficients

		Firm Performance	Technological Resource Management
Firm Performance	Pearson Correlation	1	**
	Sig. (2-tailed)		
	N	100	
Technological Resource Management	Pearson Correlation	.966**	1
	Sig. (2-tailed)	.000	
	N	100	100

Regression Analysis

Multivariate regression analysis was used to assess association between dependent (firm performance) and independent variable (technological resource management). The model summary was used to explain variation in dependent study variable (firm performance) that could be explained by technological resource management. The R square was 0.287, implying that 28.7% of firm performance could be explained by technological resource management.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.536 ^a	0.287	0.266	0.15949

a. Predictors: (Constant), Inventory Management, Financial Resource Management, Human Capital Management, Technological Resource Management

The ANOVA is used in the current study to evaluate whether the model employed was good fit for the data. As depicted in Table 6, F calculated was 489.558 and the F-critical from F distribution table was 2.47. Since the F calculated was greater than F critical and p-value (0.000) was less than significance level of 0.05, model was considered as good fit for the data.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62.024	1	62.024	489.558	.000 ^b
Residual	12.416	98	0.126694		
Total	74.44	99			

a. Dependent Variable: Firm Performance of Tyre Manufacturing Firms

b. Predictors: (Constant), Technological Resource Management

The regression equation was;

$$Y = 0.457 + 0.939X_3$$

The results indicated that technological resource management influences firm performance positively as well as significantly ($\beta_1=0.939$, p-value= 0.000). The association between technological resource management and firm performance was considered significant since p value 0.000 was not more than 0.05 (significant level). Since P-value=0.000<0.05 for technological resource management indicate a statistically significant influence on firm performance, the null hypothesis which states that, technological resource management has no statistically significant effect on performance of tyre firms in Kenya was rejected and the alternative hypothesis which states that, technological resource management has statistically significant effect on firm performance of tyre firms in Kenya was accepted. The findings conform to the findings of Saberi, Yusuf and Megat (2010) that technological resource management significantly influences performance of companies.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.457	0.133		3.436	0.012
	Technological Resource Management	0.939	0.168	0.911	5.589	0.000

a. Dependent Variable: Firm Performance of Tyre Firms

Conclusions

The study concludes that technological resource management has positive as well as significant influence on firm performance of Kenyan tyre firms. The findings established that management information system, shipment tracking and tracing as well as automated point of sales influences firm performance of tyre firms in Kenya. This implies that improvement in technological resource management (management information system, shipment tracking and tracing as well as automated point of sales) leads to improvement in firm performance of tyre firms in Kenya.

Recommendations

The findings also revealed that the firm does not use accounting software to generate financial reports. This study therefore recommends that the firm should adopt accounting software in processing financial transactions since it helps save time, cost and accuracy is not prone to human accounting error.

The study findings revealed that tyre firm does not use technology in the tracking and tracing imported goods and also in giving real-time and detailed progress of all shipments. This study therefore recommends that the firm should adopt modern technology in order to ensure timely delivery of freight and goods, tracking and tracing of imported goods and monitor the progress of all shipment and enhance accuracy.

Moreover, the study found that the firm does not ensure availability of stock at all times. Therefore, the study recommends that the firm ought to adopt computer information system where information can be easily retrieved on manufactured tyres in order to avoid out-stocking and also help in making a cash flow forecast to ensure the firm has adequate capital for its operations.

Recommendation for Further Studies

This study aimed at to investigate effect of technological resource management on firm performance of tyre firms in Kenya. However, the researcher was only limited to Kenyan tyre firms hence findings cannot be applied to other firms in Kenya. Therefore, the researcher recommends that further studies ought to be conducted on effect of technological resource management in other firms. Additionally, the study found that 28.7% of firm performance could be explained by resource management. As such, further studies should be conducted to assess other factors that influence firm performance of tyre firms in Kenya.

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