

**ORGANIZATIONAL RESOURCES AND STRATEGIC PLANS IMPLEMENTATION
IN ADMINISTRATION POLICE SERVICE IN BARINGO COUNTY, KENYA**

BY

NGUMBI FEDINARD MUMO

D53/OL/CTY/26537/2014

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER IN BUSINESS ADMINISTRATION
(STRATEGIC MANAGEMENT), KENYATTA UNIVERSITY**

OCTOBER 2018

DECLARATION

I declare that this research project is my original work and to the best of my knowledge has not been presented in any other institution for award of a degree or diploma.

Sign Date.....

NGUMBI FEDINARD MUMO

D53/OL/CTY/26537/2014

This research project has been submitted for examination with my approval as the university supervisor.

Sign Date.....

DR. PHILIP WAMBUA

Business Administration Department,

School of Business

DEDICATION

I dedicate this research work to my mother Mrs. Ngumbi and brothers who have been of great support and inspiration. Their continuous prayers and encouragement were outstanding during my study.

ACKNOWLEDGEMENT

I wish to acknowledge all individuals who have been of great support in writing and compiling this research project;

First, to my supervisor Dr. Philip Wambua for his tireless guidance in carrying out, writing and compiling this research project.

Secondly, I recognize my lecturers and entire school of business who availed reading materials on time and directions which were of considerable relevance in writing this research project.

Thirdly, I acknowledge my classmates who consistently offered recommendable morale and motivation.

Fourthly, much acknowledgement goes to my employer National Police Service Commission (NPSC) for granting me enough time to write and compile this research project.

Moreover, to my family members who greatly encouraged and offered both moral and financial support.

God bless all.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
OPERATIONAL DEFINITION OF TERMS	x
ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	1
CHAPTER ONE	2
INTRODUCTION	2
1.1 Background of the Study.....	2
1.1.1 Strategic Plan Implementation	4
1.1.2 Organizational Resources.....	5
1.1.3 Administration Police Service	7
1.2 Statement of the Problem.....	8
1.3 Objectives of the Study	10
1.3.1 General Objective.....	10
1.3.2 Specific Objectives.....	10
1.4 Research Questions	11
1.5 Significance of the Study	11
1.6 Scope of the Study	12
1.7 Limitations of the Study.....	12
1.8 Organization of the Study	13
CHAPTER TWO	14
LITERATURE REVIEW	14
2.1 Introduction	14
2.2 Theoretical Review	14
2.2.1 Resource Based View Theory (RBVT)	14

2.2.2 Kurt Lewin’s Theory.....	15
2.2.3 Mckinsey 7S Framework Theory.....	16
2.2.4 Institutional Theory.....	17
2.3 Empirical Review.....	18
2.3.1 Financial Resources and Strategic Plans Implementation	18
2.3.2 Human Resources and Strategic Plans Implementation.....	19
2.3.3 Physical Resources and Strategic Plans Implementation.....	20
2.3.4 Technological Resources and Strategic Plans Implementation	21
2.4 Organizational Resources and Strategic Plans Implementation.....	22
2.5 Summary of Literature Review and Research Gap.....	24
2.6 Conceptual Framework	25
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Introduction.....	27
3.2 Research Design.....	27
3.3 Target Population.....	27
3.4 Sample Size and Sampling Procedure.....	28
3.5 Data Sources and Collection Instruments	29
3.6 Validity and Reliability of Research Instruments	29
3.6.1 Validity.....	29
3.6.2 Reliability.....	30
3.7 Data Collection Procedure	31
3.8 Data Analysis and Presentation.....	31
3.9 Ethical Considerations	32
CHAPTER FOUR.....	33
RESEARCH FINDINGS AND DISCUSSION.....	33
4.1 Introduction.....	33
4.2 Reliability Test.....	33
4.3 Response Rate	34
4.4 Demographic findings.....	34
4.4.1 Gender	34

4.4.2 Length of Service	35
4.4.3 Current Station	36
4.3 Descriptive findings	37
4.3.1 Financial Resources and Strategic Plans Implementation	37
4.3.2 Human Resources and Strategic Plans Implementation.....	38
4.3.3 Physical (Capital) Resources and Strategic Plans Implementation.....	40
4.3.4 Technological Resources and Strategic Plans Implementation	41
4.4 Strategic Plan Implementation Process	43
4.5 Inferential Statistics.....	45
4.5.1 Correlation Analysis	45
4.5.2 Regression Analysis	48
4.5.3 Model Summary.....	48
4.5.4 ANOVA	48
4.5.5 Coefficients	49
CHAPTER FIVE.....	52
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	52
5.1 Introduction	52
5.2 Summary	52
5.3 Conclusion	54
5.4 Recommendation.....	55
5.5 Recommendation for Further Studies	56
REFERENCES.....	57
APPENDICES	62
APPENDIX I: LETTER OF INTRODUCTION	62
APPENDIX II: RESEARCH QUESTIONNAIRE	63
APPENDIX III: RESEARCH WORK PLAN	68
APPENDIX IV: RESEARCH BUDGET ESTIMATES	69
APPENDIX V: NACOSTI RESEARCH AUTHORIZATION LETTER.....	70
APPENDIX VI: NACOSTI RESEARCH PERMIT	71

LIST OF TABLES

Table 3.1: Research targeted population	28
Table 3.2: Research Size Sampling	28
Table 3.3: Cronbach Alpha Table	30
Table 4.1: Reliability Test.....	33
Table 4.3: Response Rate	34
Table 4.3: Financial Resources	37
Table 4.4: Human Resources	39
Table 4.5: Physical (Capital) Resources	40
Table 4.6: Technological Resources	42
Table 4.7: Strategic Plans Implementation Process	43
Table 4.8: Correlation Analysis	46
Table 4.9: Model Summary.....	48
Table 4.10: ANOVA	49
Table 4.11: Coefficients	49

LIST OF FIGURES

Figure 2.1: Conceptual Framework	26
Figure 4.1: Gender	35
Figure 4.2: Length of Service	35
Figure 4.3: Current Station.....	36

OPERATIONAL DEFINITION OF TERMS

Capacity building	The development by which people or associations acquire, enhance and hold the aptitudes and information expected to carry out their occupations ably
Community-based policing (CBP)	Philosophy to policing that unites the police, common society and nearby groups to create neighborhood answers for neighborhood wellbeing and security concerns.
Leadership	The ability of an individual or organization to guide other individuals, teams or organizations to achieve their goals and objectives
Legal framework	Broad system of rules that govern and regulate decision making, agreements, laws in an organization.
Organizational resources	Incorporate all financial, human, technological and capital resources controlled by an association that empowers the association to consider and actualize procedures to enhance its productivity and adequacy
Police Reforms	Transformation or change of Kenya Police (KP) and Administration Police (AP) into professional and accountable Police Services, meeting the needs of the public.
Strategy	The activity performed according to a plan in order to achieve an overall goal.
Strategy implementation	Full range of managerial activities associated with putting the chosen strategy into place, supervising its pursuit and achieving the targeted results.

ABBREVIATIONS AND ACRONYMS

AP	Administration Police
APS	Administration Police Service
CBP	Community Based Policing
DIG	Deputy Inspector General
ICT	Information Communication Technology
IG	Inspector General
KNCHR	Kenya National Commission on Human Rights
KPS	Kenya Police Service
KU	Kenyatta University
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organizations
NPS	National Police Service
NPSC	National Police Service Commission
OST	Open System Theory
RBPU	Rapid Border Patrol Unit
RBVT	Resource Based Value Theory
RDU	Rapid Deployment Unit
SGB	Security of Government Buildings
SPSS	Statistical Program for Social Sciences
TPO	Tribal Police Ordinance
VHO	Village Headman Ordinance

ABSTRACT

Implementation of appropriate strategies is a long and challenging process which depends on the available resources and scanning of the environment in which an organization exists among other factors. Many private and state corporations in Kenya rarely have implemented fully their formulated strategies to achieve desired goals and objectives. The aim of the study was to explore the relationship between organizational resources and strategic plans implementation in Administration police service in Baringo County, Kenya. The research project was guided by the following specific objectives to establish the relationship between organizational resources and strategic plans implementation in Administration police service in Baringo County, Kenya; financial resources, human resources, capital resources and technological resources. The study was guided by the following theories; Resource Based Value Theory, Kurt Lewin's theory, Mckinsey 7S framework theory and Institutional theory. A descriptive survey research design was adopted involving administering of five-point Likert scale designed questionnaires to the respondents. Simple and stratified random sampling methods was used in a target population of 720 Administration Police (AP) officers who are evenly distributed in the sub counties (strata). Simple random sampling method was used to sample senior officers across the county while stratified random sampling method was used in sampling the targeted population in the strata. The study adopted 30% of population in each stratum as a sample size. The study collected primary data by use of questionnaires. Data collected was qualitatively and quantitatively analyzed guided by the research topic and specific objectives. Quantitative data was analyzed using descriptive and inferential statistics which included tables, pie charts, graphs, frequencies, percentages, and multiple regression with the aid of the Statistical Package for Social Sciences (SPSS) version 23. Coefficient of correlation R was 0.903 an indication of strong positive correlation between variables. Coefficient of determination R^2 was 0.815 which translates to 81.5%. This indicates that variations of dependent variable were explained by independent variables (financial, human, technological and capital resources). The residual of 18.5% would be explained by other factors beyond the scope of the current study. The study concludes that Administration Police Service (APS) in the county was funded by donors and government budgetary allocation was sufficient. The county government funded APS in service delivery to the community. On regard to good working relationship, the study found out that the station commanders and junior officers related well. The government had allocated vehicle(s) in Baringo county stations to provide transport to officers while on official duties. Stations in Baringo County are well equipped with ICT facilities. Modern police equipment's were allocated to the police stations by the government. The station had qualified officers to handle and operate ICT facilities. Administration police service had clear guidelines on training, enhancement and capacity building of AP personnel. Respondents indicated that training was a regular practice in the county to enhance and build capacity in AP officers. The study recommends that APS in the county should be funded by donors for increased efficiency in execution of duties to the community. The government should increase its funding to AP service for increased operations. Officers deployed in the stations should be competent and serviceable to the community. Training, development and promotional courses should be offered to selected officers in the county for increased competent level. The welfare of officers should be adequately addressed by the management. The government should allocate more vehicle(s) in Baringo county stations to provide transport to officers while on official duties

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy is the bearing and extent of an association over the long haul, which accomplishes advantage for the association through its arrangement of assets inside a testing domain, to address the issues of business sectors and to satisfy partner desires (Johnson & Scholes, 2002). An organization methodology comprise of the focused moves and business approaches that administrators are utilizing to develop the business, draw in and please clients, contend effectively, lead operations and accomplish the focused-on levels of hierarchical execution (Thompson JR, Strickland III & Gamble, 2008). As per Pearce and Robinson (2007), with the end goal for associations to accomplish their objectives and destinations, it is fundamental for them to conform to their condition through a system. Numerous associations today are concentrating on winding up more aggressive by propelling techniques that give them an edge over others by making winning procedures (Porter, 1980).

Implementation of strategic plans is one of the three primary periods of key administration (detailing, usage and control). It is the full scope of administrative exercises related with instituting a picked procedure, directing its interest and accomplishing the focused on comes about (Thompson JR, Strickland III & Gamble, 2008). As per Harrison and St. John (2004), it is the procedure through which associations examine and gain from their outside surroundings, build up vital bearing, make methodologies that are planned to help accomplish set up objectives and execute those techniques all with an end goal to fulfill key hierarchical bodies electorate.

Strategic plans implementation processes differ from one organization to another depending on the nature of business and management. Effective strategy implementation depends on competent personnel and effective internal organization systems (Aosa, 1992). Johnson and Scholes (2003) identified availability of resources, leadership style, organization culture, corporate structure, lack of focus and failure by strategy implementation team as some of the major challenges facing strategy implementation process in organizations. Therefore, evaluation of strategic plans implementation remains an important process in any organization given the available resources since it will identify difficulties and propose possible recommendations to counter them. External and internal factors determine successfulness of organizational strategic plans implementation (Musyoka, 2011). To achieve desired objectives in an organization, adequate supply of financial, physical, human and technological resources is paramount (David 2003). According to Kangoro (1998), lack of top management and other employees' commitment in strategic management practices results to poor strategy implementation.

Administration Police Service is a governmental organization which is subject to environmental influence. The environment consists of other organizations that exert various forces of economic, political, or social nature which determine the organization's survival. According to Government Commissioned Reports in Kenya; (Ransely, 2008), John Krigler Report (2007), The Kenya police task force on reforms (2009) and Waki Report (2008) all indicated that the Kenyan Police had poorly adapted to changes in the external environment which called for greater demands to effectiveness and efficiency in the force. Implementation of reforms as part of APS strategic plan (2013-2017) poses a challenge to the service since the reforms are either slow or adopting a slow pace (Chtalu, 2014)

Currently, the service is operating under APS strategic plan 2013-2017(anchored in NPS strategic plan 2013-2017) which prioritizes on implementation of reforms in the service, strengthening of policy regime, development of physical facilities, application of ICT in policing work, improvement of staff welfare (housing, salaries and allowances), capacity building and enhancement of officers, research and development in crime areas and changing police image and culture.

This study therefore explored the relationship between organizational resources and strategic plans implementation in Administration Police Service, Baringo County.

1.1.1 Strategic Plan Implementation

Strategic plan implementation is the full scope of administrative exercises related with establishing picked procedure, managing its interest and accomplishing the focused on comes about (Thompson, Strickland III & Gamble, 2008). Implementation of strategic plans is one of the three main phases of strategic management (formulation, implementation and control). Implementation processes differ from one organization to another depending on the nature of business and management. Strategy implementation is the execution phase of an organization plan (Pearce *et al.*, 2007). Formulation and implementation phases are firmly interrelated. Technique detailing is a scholarly and inventive act including examination and amalgamation of thoughts. Usage involves the entire procedure of changing over the figured methodologies into suitable operations that will yield an association's focused on comes about. Fragile and touchy issues are associated with procedure usage, for example, asset assembly, rebuilding, social changes, mechanical changes, process changes, strategy and administration changes.

The progressions can be versatile (calling for establishment of known practices), creative (acquainting rehearses that are new with embracing associations) or drastically imaginative (acquainting hones new with all associations in a similar business or industry) (Byars *et al.*, 1996). Strategy usage is tied in with following up on what must be done inside to set up planned systems subsequently guaranteeing that focused outcomes are accomplished inside the focused on structure of time (Thompson *et al.*, 2008). Directed outcomes might be the normal levels of money related execution of an association or the effectiveness in benefit conveyance, particularly for non-benefit making associations. The process of putting a formulated strategy into action is viewed as a challenging task due to the processes involved and availability of resources. Therefore, it is important for an organization to prepare adequately before implementing its strategies.

1.1.2 Organizational Resources

Organizational resources incorporate all advantages, abilities, forms, characteristics, data, learning, and so on controlled by an association that empowers the association to consider and actualize systems to enhance its proficiency and viability (Barney, 1991). A resource is a competitive asset that is owned or controlled by a company (Thompson JR, Strickland III & Gamble, 2013). Resources include all tangible and intangible assets accessible to an organization in which their proper utilization can lead to efficiency and effectiveness in strategy implementation (Daft, 1983; Ray *et al.*, 2004). Barney (1991) encourage contended that to can possibly produce upper hand, an association's asset must have four qualities; important, uncommon, incomparable and in substitutable. The asset must be profitable as in it misuses openings or potentially kills dangers in a company's situation, uncommon among an association's present and potential rivalry, incompletely imitable and doesn't have deliberately

identical substitutes. Asset based view (RBV) hypothesis sets unmistakable hierarchical assets are crucial for prevalent business execution and reasonable upper hand (Galbreath, 2004; Fahy, 2002). Lippman and Rumelt (2003) attest firms' money related or physical resources can create high an incentive for upper hand with negligible risk from replication.

The resources must have capabilities that are essential in strategy implementation in an organization. According to Helfat and Peteraf (2003), assets can be seen as resources or contributions to generation that an association possesses or gets to. Capacities are the capacity to utilize assets to accomplish hierarchical objectives (Amit and Schoemaker, 1993; Helfat & Lieberman, 2002). They are created and empowered through the arrangement of association's assets. Abilities shift in shape, quality and aggressive significance with some being more profitable than others. The essential commence is that assets and capacities increment the productivity and adequacy of firms (Barney, 1991).

Organizational resources have been helpfully arranged into four classifications; money related, human, physical (capital) and mechanical assets (Barney and Hesterly, 1999). Money related assets are the way to which an association has an immediate access, e.g. value capital, obligation capital, and held income among others. HR is the mix of learning, aptitudes, innovativeness and limits with which the individual representatives play out their assignments (Edvinsson and Malone, 1997). Physical resources are tangible assets used in an organization such as land, buildings, plant, equipment, machinery and tools. Technological resources are innovative capabilities available in an organization such as ICT infrastructure and modernization. Proper matching and utilization of all available resources in an organization can lead to efficiency and effectiveness in strategic plans implementation.

1.1.3 Administration Police Service

The administration police was founded around 1902 with the institution of the Village Headman Ordinance (VHO) to empower infiltration of the local regions to convey them to cash economy, implement impose, control domesticated animals' development and direct agribusiness, work, development of individuals and different other social and financial controls (APS key arrangement 2013-2017). In this statute the village man (Chief) was the prime instrument of the Regional Agents (District Commissioners). Amid this time the parts of British Common Law and Indian Penal Code were set up which acquired inconsistencies the formal and local economies because of various esteems and oppositely restricted standards and contrary societies and laws.

In 1929, the Tribal Police Ordinance (TPO) was authorized to give lawful sponsorship to the Native Police and their preparation was taken up by the territorial operators who had military foundation (KPS Strategic arrangement 2013-2017). The preparation, uniform and kitting varied starting with one region then onto the next with the garbs getting outlines from frontier military formal attire with a mix of nearby socially regarded images of specialist. In 1958, the Tribal Police Ordinance was changed to the Administration police Act and the Force started unified preparing at Ruringu, Nyeri with a concentrated preparing on fundamental basic recruit's, limited time and arraignment courses for the Native courts. The Administration police changed bit by bit from the year 1958 from a limited police administration to a national structure offering confined policing administrations. The present-day organization police benefit is independent with areas, for example, Signals, Quartermaster, Motor Transport, restorative, acquirement, Accounts and Band and additionally other specialized sub segments likewise staffed by exceptionally qualified Administration police faculty.

The best point of interest of the historical backdrop of Administration police was the result of the constitution survey discusses 2002-2004 which put basic significance on the self-governance of the part of the administration as a center supplier of wellbeing and security. The constitution places APS as a sister administration to KPS all exuding from NPS which is going by Inspector General (IG) under the service of inside and coordination of National Government. It is commanded by the Kenyan government to play out its capacities as laid out to some degree IV, area 27 of the NPS Act 2011. Some of its capacities incorporate keeping up lawfulness, safeguarding peace, ensuring life and property, giving outskirts control and security and giving specific stock robbery counteractive action administrations. The Administration police benefit has likewise gone into associations with different neighborhood and global on-screen characters on ponders in Terrorism, peace building, strife and zones of human advancement among others. Three noteworthy units of Administration police are Rapid Deployment Unit (RDU), Rural Border Patrol Unit (RBPU) and Security of Government Buildings Unit (SGB), (APS vital arrangement 2013-2017).

1.2 Statement of the Problem

Strategy implementation process is a standout amongst the most critical parts of key administration in light of the fact that without execution a system has no solid presence. Superb system execution is the best trial of administrative perfection and the most dependable formula for transforming organizations into standard entertainers (Thompson, Strickland III & Gamble, 2008). Excellent strategy has been seen as trying errand in numerous associations. Ngarachu (2008) stated that African nations are known for definition of plans, but they lack in achieving timely action or procrastinate in executing these plans which is attributed to leadership and strategic management. Major unpredictable changes faced by organizations

today make strategy implementation a difficult and complex process. According to Harvey (2005), 80% of organization's directors believe that they have good plans but only 14% believe that they are able to implement them well. Mintzberg and Quinn (1999) noted that over 65% of organizational strategies fail to get implemented effectively which is attributed to the nature of strategic problems that an organization faces.

Administration police service is a branch of National police service with well formulated strategies laid down in NPS strategic plan 2013-2017 which ought to be fully implemented. Several studies have been done on implementation of the strategies and various observations made; Nyongesa (2013) conducted a research on challenges of strategy implementation in Kenya Police Service, a case study of Nairobi County and found out that the evolution of international terrorism, inadequate human resources, inadequate funding, inadequate modern security equipment, and change of Government rules and regulations were some of the factors affecting implementation of strategies in the service. Chtalu (2014) directed an exploration on the difficulties identified with police changes in Kenya: a study of Nairobi County and discovered that changes as a major aspect of vital destinations had taken a moderate stage and prescribed both government and the common society to set out on making maintained mindfulness battles on police changes both to the officers and the individuals from people in general.

KNCHR occasional report (2010-2014) observed that reforms of the National Police Service as relates to the welfare of police officers proposed in the Report of the National Task Force on Police Reforms (2009) were yet to be fully implemented which dampened the morale of officers. The report indicated that the reforms anticipated in the security sector, particularly in

the National Police Service, were proceeding at some very slow pace and police had not been equipped with sufficient resources and equipment to enable them discharge their functions effectively.

Moreover, it was noted that failure to fully institutionalize community policing served to alienate citizens from informing and participating in the formulation of strategies that could adequately respond to the crisis of insecurity faced by the country. From the above-mentioned studies, it is evident that implementation of strategic plans in NPS has not been fully achieved. It is on this background that this research sought to establish the progress made by NPS particularly APS in Baringo County in implementing its formulated strategies especially in this era of devolution.

1.3 Objectives of the Study

1.3.1 General Objective

The aim of the study was to explore the relationship between organizational resources and strategic plans implementation in Administration police service in Baringo County, Kenya

1.3.2 Specific Objectives

The research project was guided by the following objectives;

- i.** To analyze how financial resources affect strategic plans implementation in administration police service in Baringo County, Kenya.
- ii.** To explore how human resources influence strategic plans implementation in administration police service in Baringo County, Kenya.
- iii.** To examine how capital resources affect strategic plans implementation in administration police service in Baringo County, Kenya.

- iv. To determine how technological resources impact strategic plans implementation in administration police service in Baringo County, Kenya.

1.4 Research Questions

- i. What are the effects of financial resources towards strategic plans implementation in administration police service in Baringo County, Kenya?
- ii. How does human resources influence strategic plans implementation in administration police service in Baringo County, Kenya?
- iii. What are the effects of capital resources on strategic plans implementation in administration police service in Baringo County, Kenya?
- iv. How does technological resources impact strategic plans implementation in administration police service in Baringo County, Kenya?

1.5 Significance of the Study

The research would be of great significance in showing the influence of resources towards implementation of strategic plans in a national security organs. Particularly, it would be of beneficial to Administration Police Service in showing the progress made in achieving its targeted goals and objectives as far as formulated strategies are concerned. Paramount importance would be directed towards the government strategic planning department by providing guidelines on how to allocate and manage the available resources. Moreover, the research would create interest to various scholars in the given area of study.

1.6 Scope of the Study

The research aimed at exploring the progress made in implementation of strategic plans in APS, Baringo County given the available and allocated resources. It targeted all AP officers deployed in the county using descriptive survey research design. Simple and stratified random sampling methods were adopted for efficient data collection. An average time of two months were utilized to collect data from the field. Extra two months were allocated for data processing and analysis. The study majorly examined implementation of reforms, training and capacity building, community-based policing and resource management strategies.

1.7 Limitations of the Study

The researcher encountered data collection shortcomings from the respondents as the study focused on security sector department treating some of its information as secret. Confidentiality of some information affected its dissemination as far as the study was concerned. The researcher experienced sampling problems due to unbearable climatic conditions and inadequate state of infrastructural facilities in some sub counties. The reason was due to; APS operates mostly at grass root levels in the country. The researcher also operated on a given time frame and resources as adherence to employer's permission on time is necessary to conduct the research.

To overcome the above limitations, the researcher obtained written authorization from relevant authorities in the region of the study and sought study leave from his employer to enable him carry out the study effectively.

1.8 Organization of the Study

The research was organized into five major sections which was represented by chapters in the project report. Chapter one introduced the study in terms of the background, problem statement, objectives, significance, scope and limitations. Chapter two reviewed the used literature in terms of theories, empirical studies and conceptual framework. Chapter three postulated the research methodology in terms of research design, target population, sampling, validity and reliability of instruments, proposed data collection procedures, analysis and presentation and ethical considerations of the study. Chapter four presented the actual data analysis, findings and discussions. Lastly chapter five gave the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed related studies done by different scholars on relationship between organizational resources and strategic plans implementation. Theoretical review, empirical review and conceptual framework of the study are also dealt with including a summarized form of the review.

2.2 Theoretical Review

2.2.1 Resource Based View Theory (RBVT)

The resource-based view of crucial organization is an explanation behind high ground of a firm which depends in a general sense on the usage of pile of beneficial generous or insignificant resources at the affiliation's exchange (Wernerfelt, 1984). To change a short-run high ground into an upheld high ground it requires that the benefits be heterogeneous in nature and not magnificently convenient (Peteraf, 1993). These satisfactorily changes over into imperative resources that are neither perfectly imitable nor substitutable without uncommon effort (Barney, 1991). Despite the way that, having heterogeneous and stable resources is essential in achieving high ground, it isn't adequate alone if the firm needs to help it.

Barney (1991) proposed VRIN structure that looks at if assets are important, uncommon, expensive to copy and non-substitutable. The assets and abilities that can meet the structure prompt managed upper hands. Assets are profitable in the event that they help associations to build the esteem offered to the clients. Assets that must be gained by one or few organizations are thought to be uncommon. Besides, the assets should likewise be exorbitant to impersonate

or to substitute for an opponent if an organization needs to accomplish managed upper hand. Be that as it may, asset-based view contends that an asset without anyone else's input doesn't present any preferred standpoint for an association in the event that it isn't composed to catch the incentive from it. An association requires a powerfully developing port-folio of assets and capacities to support its aggressiveness and help drive changes in its execution (Thompson, Strickland III and Gamble, 2013).

2.2.2 Kurt Lewin's Theory

This theory was first proposed by Kurt Lewin (Kritsonis 2005) and is concerned with the forces that sustain balanced systems or those that break them down. Stable forces are dominant in a system maintaining status quo and if the system is to change it needs to reduce all stabilizing forces. Kurt Lewin's model involves three steps; unfreezing, transition and refreezing. Unfreezing involves breaking psychological detachments to the past by using information that demonstrates the existence of problems. This detachment is done by communicating existing problems and convincing the change implementers on the need to change the status quo. Transition refers to the recognition of a need to change, specifically cultural and structural changes and to establish new values and processes. Refreezing refers to the reinforcement of change in order to achieve a renewed equilibrium. At this stage new norms are established and a new way of doing things is achieved. Driving forces for change should be well formulated and communicated. However, the forces driving change should overcome those restraining it for successful implementation of strategic plans.

2.2.3 Mckinsey 7S Framework Theory

This theory was made in the mid-1980s by Tom Peters and Robert Waterman who were guides working at the Mckinsey and Company advising firm. The basic present of the speculation is that there are seven internal parts of an affiliation that ought to be balanced if it is to be viable. The framework can be used as a piece of a wide combination of conditions where a plan perspective is profitable, for example, to help improve the execution of an association, to examine the practical effects of future changes inside an association, to modify workplaces and systems in the midst of a merger or acquiring and to choose the best way to deal with realize a proposed strategy (Johnson, Whittington and Scholes 2011).

The speculation incorporates seven related elements which are orchestrated as either "hard" or "fragile" parts. "Hard" parts are less requesting to describe or recognize and organization can particularly affect them. They are system enunciations, affiliation diagrams and declaring lines, formal techniques and information advancement structures. "Sensitive" segments are all the more difficult to depict, not so much unmistakable yet rather more affected by culture. The seven related factors of the theory are the affiliations system, structure, systems, shared regards, style, staff and aptitudes. Shared regards are superordinate destinations which are basic issue to the headway of the different fundamental segments (Johnson et al 2011). The affiliation's structure, strategy, systems, style, staff and capacities all start from why the affiliation was at first made and what it stays for. The principal vision of an affiliation is encircled from the estimations of the creators and as the qualities change so does the different segments for proper game plan to each other.

The theory would be useful in the study to show the relationship between the independent and dependent variables. The shared values (independent variables) must be linked to all the dependent variables (reformation, training and capacity building, community-based policing and resource management). The APS strategy, structure, system, style, staff and skills are linked to all the strategic plans implementation processes in the service. However, change in any independent variable must be accompanied by similar change in strategy, structure, system, style, staff and skills which are all linked to dependent variables of the study

2.2.4 Institutional Theory

Institutions are social structures that have accomplished a high level of flexibility. They are made out of social subjective, regularizing and regulative components that together with related exercises and assets give dependability and importance to social life. Institutional hypothesis concentrates on the natural components experienced by an association, for example, outside or societal standards, tenets, and prerequisites that associations must fit in with so as to get authenticity and support (Scott 2004). The hypothesis depends intensely on the social builds to help characterize the structure and procedures of an association. It hypothesizes that society as entire assumes an imperative part in deciding the authenticity of an association and has substantially more power in the operations of an association.

The procedure of systematization depends vigorously on the association setup that comprises of the structures, procedures, connections and limits through which the association works (Johnson and Scholes, 2003).It states that the institutional condition can firmly impact the advancement of formal structures in an association more significantly than showcase weights. The hypothesis overcomes any issues between societal perspectives and association's activities. Administration is more mindful of social perspectives and suppositions and

additionally ready to fuse societal standards and desires, tenets, controls and prerequisites in day by day operations of an association. The principles essential for the development of framework of institutional theory are social construction of institutional environment, viewing of organizations as open systems and conformity to rational myths.

This theory was useful in the study for it showed the management and public view of APS. The service achieved considerable reforms and modernization if it implements its strategies accordingly. However, this was achieved by full conformity to external factors such as societal norms, rules and requirements which gives legitimacy and support (Scott 2004).

2.3 Empirical Review

2.3.1 Financial Resources and Strategic Plans Implementation

Financial resources suggest the association's capacity to proficiently use its money related asset to expand benefits (Inmyxai and Takahashi, 2010). Financial resources include debt, equity, and retained earnings among others. According to David (2013), it is one of the four vital resources (financial, physical, human and technological resources), which when well utilized can lead to successful implementation of organizational strategic plans. An organization penchant towards achievement exchanges relies upon the accessibility of money related assets and an association might be shortened towards advancing procedures when monetary assets are restricted (Lee *et al.*, 2001).

Government budgetary allocation, NGOs and donors constitute to a large extent funding of state institutions. Kipkirui (2014), identified inadequate funding as a major challenge towards implementation of strategies in National police service and recommended the National government and donors to increase their budget allocation towards the service. He noted that

for many years the NPS was suffering from inadequate budget allocation which had stalled many projects including housing, better remuneration, and medical cover among others. Musyoka (2011), examined challenges facing Jomo Kenyatta Foundation in implementing its strategies and found that inadequate funding was a major hindrance that needed greater attention. However, Nyongesa (2013) noted transparency and accountability as some of the factors leading to failure or success of implementation of strategic plans in Kenya police service. From the above studies it's evident that implementation of strategic plans is dependent on availability and proper usage of financial resources. Inadequacy or misappropriation of financial resources in an organization can adversely affect strategic plans implementation.

2.3.2 Human Resources and Strategic Plans Implementation

Human resources incorporate all the experience, information, judgment, chance taking inclination and astuteness of people related with an association. According to David (2013), it is one of the four major resources (financial, physical, human and technological resources), which when well utilized can lead to successful implementation of organizational strategic plans. Huselid, Jackson & Schuler (1997), called attention to that by coordinating human asset administration with procedure, the basic HR aptitudes, demeanors, practices and exhibitions that are expected to effectively actualize methodologies can be obtained, created, spurred and kept up.

Institutions have different processes of recruiting, training and developing its staff. Exit, retirement and succession strategies are important in maintaining human resources. Inadequate personnel due to inappropriate deployment is a major challenge noted by Kipkurui (2014) inhibiting implementation of strategic plans in NPS. The scholar recommended

deployment of police officers considering equality and gender. Nyongesa (2013), further noted that committed staff teamwork, partnerships and motivation of staff as some of the factors influencing strategy implementation in KPS. Human resource management practices, for example, resourcing rehearses, work outline, representative support and strengthening, group-based creation frameworks, broad worker preparing and execution unforeseen motivation remuneration are generally accepted to enhance the execution of associations (Busienei, 2013). From the above studies it's evident that human resources play a major role towards strategic plans implementation.

2.3.3 Physical Resources and Strategic Plans Implementation

Physical (capital) resource is one of the four most important resources (financial, physical, human and technological resources), which when well utilized can lead to successful implementation of strategic plans (David, 2013). Physical resources incorporate machines, fabricating offices and structures which associations use in their operations. As indicated by Inmyxai and Takahashi (2010), the assets contain land and structures (measure, area), plant, hardware, apparatus and instruments (with specialized refinement). Inmyxai and Takahashi (2010), likewise underlined that when association's physical assets are supported with complex innovation, they can prompt expanded generation, administrations, and business operations.

Transportation system, housing facilities and training support infrastructure are some of the major physical resources required by an organization. Musyoka (2011), examined challenges facing Jomo Kenyatta Foundation in implementing it strategies and found out that inadequate physical resources were major hindrance in the organization that needed greater management

attention. The study recommended establishment of modern structures and improvement of the existing infrastructure to improve the efficiency of the organization. Developments in an organization are measured by the extent to which it has invested in capital resources. Outdated equipment and machineries in an organization symbolize retarded growth while improved and refurbished resources are a sign of growth and development. However, according to Greco, Cricelli & Grimaldi (2013) physical resources alone are insufficient to achieve the desired results hence they should be combined with other organizational resources. Therefore, implementation of strategic plans is dependent on physical resources available.

2.3.4 Technological Resources and Strategic Plans Implementation

Technology is an important resource in influencing companies' performance (Njoroge, Muathe & Bula, 2016). According to David (2013), it is one of the four vital resources (financial, physical, human and technological resources), which when well utilized can lead to successful implementation of organizational strategic plans. Organizational competency is an association's quality that empowers it to better separate its items or administration quality by building innovative framework to react to clients' needs, consequently enabling it to contend more proficiently and effectively than others (Arend and Levesque, 2010 and Anderson, 2011). Barney and Hesterly (2010) propelled that elusive innovation assets are more maintainable than substantial assets which can be gained and copied by contenders.

Improvement and innovation of modern ICT infrastructure systems are technological resources adopted by many organizations recently. Research and development are major tools enhancing technology in an institution. Kipkurui (2014), advanced that use of inappropriate

technology in policing was a major factor failing implementation of strategies in NPS. Nyogesa (2013) further noted that inadequate modern security equipment was inhibiting KPS from its policing work. The two scholars suggested improvement of technology in the service by acquiring modern communication gadgets, rifles, bullet proof vehicles and vests. Technological advancement is a key factor in any organization growth and development. Therefore, there is a direct link between implementation of strategic plans and technology.

2.4 Organizational Resources and Strategic Plans Implementation

Rouse and Daellebach (2009) contended that for a firm to propel its execution, it must grasp and determine its primary assets that will enhance its intensity and maintainability. As per Barney (2011), an association's execution predominance isn't from one source yet from a bundle of assets both substantial and elusive. David (2003) note that associations have no less than four sorts of assets that can be utilized to accomplish the coveted destinations; monetary, physical, human and innovative assets. Assets as a rule incorporate the accompanying key builds: assets, abilities and skills (Barney and Hesterly, 2010). Deliberately, assets are supplies of available things that are controlled by an association. Abilities include idle skills or aptitude utilized in association operations underlined with collected know-how (Day, 1994). Competencies are the association's qualities that empower it to better separate its items or administration quality by building innovative framework to react to clients' needs, henceforth enabling the firm to contend more effectively and effectively than different firms (Anderson, 2011).

The numerous actions important to execute a specific technique ought to be characterized regarding each sort of asset required. According to Johnson *et al.* (2003) some of the hindrances to strategy implementation include: availability of resources, leadership style, organization culture, corporate structure, lack of focus and failure by implementing team. Human, physical and financial resources play vital roles in the success or failure of implementing strategies in an organization (Musyoka, 2011). These resources form critical part of organizational resources which are vital and at management's disposal. Nyogesa (2013), identified resources as a key component in implementation of strategic plans in NPS and proposed that the service should lobby for more resources and properly manage them with high levels of transparency and accountability.

Technological resources have proved to be of great importance in implementation of strategies if properly managed (Kipkurui, 2014). Introduction and update of ICT infrastructure in an institution has proved to be helpful in achieving the set goals and objectives. Technology has greatly assisted in time saving and relay of important information. Moreover, with rapid advances in ICT, information has proved to be a key resource in an organization. The capacity to access and process data can construct or crush an association's center abilities that are critical for upper hand (Johnson & Scholes, 2002). Financial resources have to be sought from viable business opportunities or through budgetary allocation for state corporations. Donor funds are also available for organizations meeting standard operating procedures.

Human resources include all employees in an organization, their skills, qualifications and competencies. For effectiveness in administration of human resources there is need for regular staffing, training, enhancement and evaluation. Strategic implementation processes require the

work and attention of employees and managers at all levels within an organization. Kipkurui (2014), while examining challenges facing implementation of strategic plans in NPS noted that though the service was over stretched there was inappropriate deployment where a good number of police officers were undertaking functions which were supposed to be carried out by other people. Resources are of great importance in helping an institution meet its set goals and objectives if well utilized.

2.5 Summary of Literature Review and Research Gap

An organization must comprehend and ascertain its main resources that will improve its competitiveness and sustainability for it to advance its performance (Rouse & Daellebach, 2009). Strategy implementation is inextricably connected with organizational resources; financial, human, capital and technological (David, 2003). Organizations can convey its assets in procedures and arrangements that will make the organizations more productive and viable (Wernerfelt, 1984). Nyogesa (2013), identified resources as a key component in implementation of strategic plans in NPS and proposed that the service should lobby for more resources and properly manage them with high levels of transparency and accountability. Technological resources have proved to be of great importance in implementation of strategies if properly managed by assisting in time saving and relaying of important information (Kipkurui, 2014). For effectiveness in administration of human resources there is need for regular staffing, training, enhancement and evaluation.

Strategic implementation requires the work and consideration of representatives and administrators at all levels inside an association. Financial resources have to be sought from viable business opportunities or through budgetary allocation for state corporations. Donor

funds are available for organizations meeting standard operating procedures. An organization must match all its resources for efficiency and effectiveness. Moreover, for successful implementation of strategies in an organization proper utilization of resources is paramount. Implementation of strategic plans is dependent upon the available organizational resources.

2.6 Conceptual Framework

The conceptual framework of the study comprise of the independent variables; Organizational resources (financial, human, physical and technological), dependent variables; Strategic plans implementation (reformation, training and capacity building, community-based policing and resources management) and moderating variables (leadership, communication, working environment and legal framework). Strategic plan implementation depends on the availability of resources in an organization. Reformation, training and capacity building, community based policing and resource management processes directly or indirectly depend on financial, human, capital and technological resources. Failure to include either of the resources (finance, human, capital and technology) will constraint strategy management. Implementation of the strategic plans is proportional to supply of resources. However, the resources must be well utilized and the strategic plans well formulated.

In an organization, management must ensure maintenance of good leadership skills, proper communication channels, good working environment and legal framework among other factors. These qualities greatly help in proper usage of resources and formulation of strategies. Figure 2.1 in the next page describes the conceptual framework of the study.

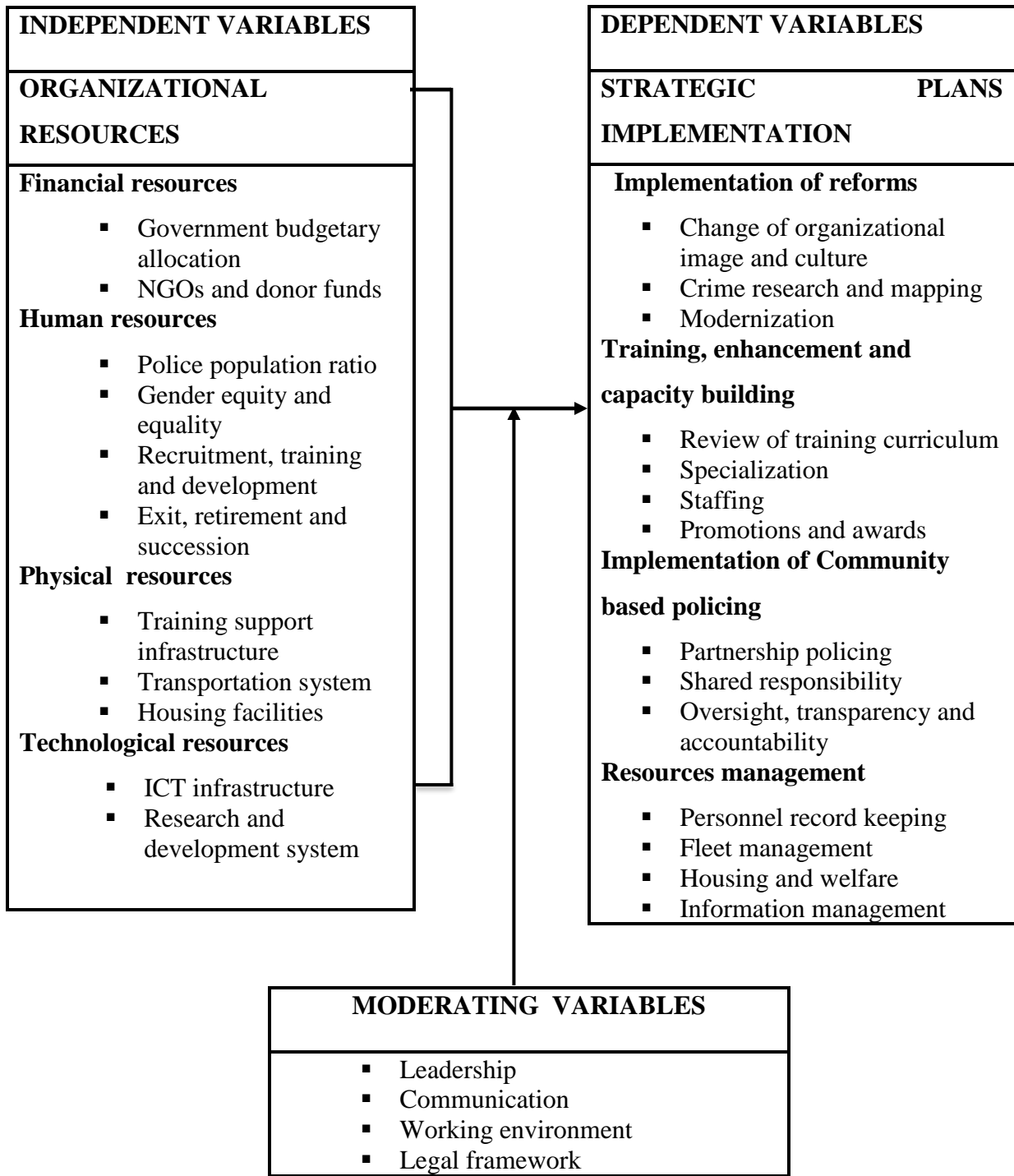


Figure 2.1: Conceptual Framework
Source: Researcher (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter emphasizes the research design used, targeted population, sample size and sampling procedure, data collection instruments, validity and reliability of research instruments. Data collection procedures, analysis and presentation methods adopted are also discussed taking into consideration ethical concerns of the study

3.2 Research Design

Research design is a plan, structure and strategy of investigation to obtain answers to research questions and control variance (Ogula, 2005). The research adopted descriptive survey design which involved collection of data to make inferences about a population of interest. The design offered a favorable atmosphere for the respondents to express their views, experiences and suggestions on implementation of strategic plans in the service.

3.3 Target Population

Ogula (2005) defines population as any group of institutions, people or objects that have common characteristics. It is an entire group of individuals, events or objects having a common observable characteristic (Mugenda & Mugenda, 2003). The research targeted a population of seven hundred and twenty (720) administration police officers deployed in Baringo County which is administratively sub divided into six (6) sub counties as shown in table 3.1 in the next page. The population included officers commanding stations and posts. The study considered officers across all ranks, gender, years of service and departments within the stations.

Table 3.1: Research targeted population

S/No	Sub County	Population	Percentage
1.	Baringo Central	92	12.78
2.	Baringo North	113	15.69
3.	Mogotio	81	11.25
4.	Marigat	223	30.97
5.	Koibatek	128	17.78
6.	East Pokot	83	11.53
	Total	720	100

Source: Baringo County AP headquarters staffing and administration office (2018)

3.4 Sample Size and Sampling Procedure

According to Mugenda and Mugenda (2003), a sample is a smaller group or sub group obtained from an accessible population. Sampling procedure is a process or technique of choosing a sample from a population to participate in a study (Ogula, 2005). The study adopted simple and stratified random sampling techniques for they provide more reliable and detailed information (Kothari & Garg, 2014). Stratified random technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population (Kothari, 2006). According to Borg and Gall (2003), the study adopted 30% of total population in each stratum (Sub County) for a sample size since the percentage gives greater representation of the population. Simple random sampling method was used to sample senior officers across all ranks for the study.

Table 3.2: Research Size Sampling

S/No	Sub County	Population	Sample Size (30% of Population)	Percentage
1.	Baringo Central	92	28	12.96
2.	Baringo North	113	34	15.74
3.	Mogotio	81	24	11.11
4.	Marigat	223	67	31.02
5.	Koibatek	128	38	17.59

6.	East Pokot	83	25	11.58
	Total	720	216	100

Source: Survey data (2018)

From table 3.2 above, the survey considered 30% of population as a sample size for each stratum (Sub County) which gave aggregate sample size of 216 of the targeted population. The sampling process considered the available population.

3.5 Data Sources and Collection Instruments

The study entailed collection of both primary data. Collection of primary data involved the use of self-administered questionnaires to the targeted population. The questionnaires comprised of structured questions adopting Likert scale format. This instrument was able to collect information from large and widely spread population (Kothari & Garg, 2014). It was also unbiased, economical, upholds confidentiality and time saving. The questionnaires were delivered to the respondents by use of drop and pick method.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity

Validity is the accuracy and meaningfulness of inferences which were based on research results (Mugenda & Mugenda, 2003). It was the extent of the research instrument to accurately perform its intended purpose by comparison of the degree of representation of the results obtained in the data analysis and the variables of the study. The questionnaires were validated in terms of its contents and details which measured the degree to which the research questions reflected specific variables of the study (Gray, 2009). The supervisor's opinion was of great importance in the validation process.

3.6.2 Reliability

Reliability is the measure of how much an examination instrument yields steady outcome after rehashed trials (Saunders, Lewis & Thornhill, 2009). In the event that a scientist controls a test to a subject twice and gets a similar score then the instrument is dependable for the examination (Mugenda & Mugenda, 2003). Reliability is concerned about consistency, constancy or security of a test (Gray, 2009). The analyst utilized test re-test method to decide the dependability of the exploration survey. This included regulating a similar test twice to a similar gathering of recognized respondents. To measure the internal correlation of the variables, the researcher used Cronbach alpha (α) given by;

$$\alpha = \frac{N \cdot \bar{C}}{\bar{V} + (N-1) \cdot \bar{C}}$$

Where;

N – Number of items

\bar{C} – Average inter-item covariance among the items

\bar{V} – Average variance

The Cronbach alpha table shown below was used to compare the calculated values of the internal consistencies where the acceptable cut-off point for this study was 0.7.

Table 3. 3: Cronbach Alpha Table

Cronbach alpha	Internal consistency
$\alpha < 0.5$	Unacceptable
$0.5 \leq \alpha < 0.6$	Poor
$0.6 \leq \alpha < 0.7$	Questionable
$0.7 \leq \alpha < 0.8$	Acceptable
$0.8 \leq \alpha < 0.9$	Good
$0.9 \leq \alpha < 1$	Excellent

Source: Researcher (2018)

3.7 Data Collection Procedure

Official letter from the department of business administration, Kenyatta University was issued to the researcher to authorize him to carry out the study. Data was collected by administering questionnaires to the sampled population aiming at collecting valuable information on the relationship between organizational resources and strategic plans implementation. Information from previous reports documenting related studies in Kenya were useful in the study. Literature from government agencies, private sectors and civil society organizations were also consulted to enrich the scope of the research.

3.8 Data Analysis and Presentation

The data collected was qualitatively and quantitatively analyzed guided by the research topic and specific objectives. Analysis of quantitative data was done using descriptive and inferential statistics; tabulations, pie charts, graphs, frequencies, percentages, and multiple regression with the aid of the Statistical Program for Social Sciences (SPSS). Data analysis was guided by the following regression equation;

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \epsilon$$

Where,

y = Strategic plans implementation

a = Constant

x₁ = Financial resources

x₂ = Human resources

x₃ = Physical (Capital) resources

x₄ = Technological resources

\mathbf{b}_i = Coefficients

ϵ = Error term

3.9 Ethical Considerations

This research entails a sensitive sector in the government, therefore the respondents were assured of confidentiality and informed that the purpose of the research was purely academic and the information adduced was not used against them. An informed consent was made with the respondents about their willful choice to participate in the study. Approval to conduct the research was granted by the University and authority to collect data sought from the National Commission for Science, Technology and Innovation (NACOSTI). During the research, raw data was immediately destroyed after use to avoid unauthorized access from third parties. Collected data was safely stored electronically by use of flash disk and a computer with password to deny unauthorized access.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the study results which were obtained from the analysis of the collected data. The study relied on primary data that was collected by use of structured questionnaires. Both descriptive and inferential statistics were used in this study and the results presented in tables and figures.

4.2 Reliability Test

Reliability is a measure of the degree in which research instruments yield consistent results after repeated trials. The researcher conducted pilot test to establish the reliability of the results. A Cronbach Alpha (α) was computed to test the consistency and scale measures on study variables. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, an indication that the questionnaires were reliable in conducting the study. The findings are indicated in Table 4.1

Table 4.1: Reliability Test

Variable	Number of Items	Cronbach Alpha
Financial Resources	5	0.942
Human Resources	5	0.758
Capital Resources	4	0.856
Technological Resources	5	0.877
Overall		0.858

Source: Pilot data (2018)

Table 4.1 shows that the financial resources had a Cronbach Alpha value of 0.942, human resources had 0.758, capital resources had 0.856 and technological resources had 0.877. The overall Cronbach Alpha value computed from the variables was 0.858. All the values of Cronbach Alpha coefficients were above 0.7 confirming that the questionnaires were reliable allowing the researcher to proceed with further analysis of data.

4.3 Response Rate

The response rate measured how well the targeted sample size was achieved. Since the response rate is related to sampling fraction, the higher the response rate, the higher the sampling fraction and consequently, a good sampling size was achieved. The sample size of the study was 216 and generated a response rate of 74%. Higher response rate minimizes chances of obtaining biased results, therefore the study findings were reliable and unbiased. The findings are indicated in Table 4.2

Table 4.2: Response Rate

Variable	Frequency	Percentage
Response	161	74
Non- Response	55	26
Total	216	100

Source: Survey data (2018)

Table 4.2 indicates that the study had a response rate of 74% indicating that the findings were sufficient and results obtained were reliable. This is in agreement with Mugenda and Mugenda (2003) who indicated that when generalizing the findings of a study, the response rate should be at least 50%. Therefore, reliable results were sought from the study.

4.4 Demographic findings

This section presents the demographic characteristics of the respondents. The key respondent characteristics considered in this study were; gender, length of service and current station posted. The findings are indicated in the subsequent sections.

4.4.1 Gender

Respondents were requested to indicate their respective gender. The findings are as indicated in Figure 4.1.

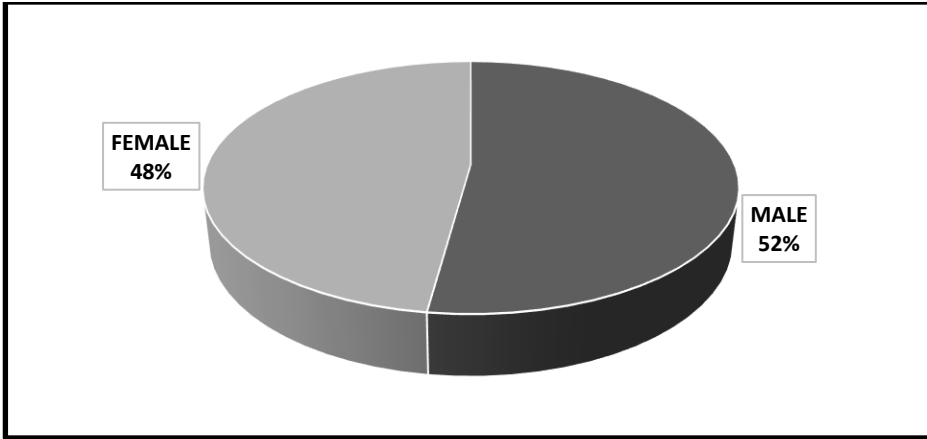


Figure 4.1: Gender
Source: Survey data (2018)

From the findings, Figure 4.1 indicates that majority of the respondents 52% were male and 48% were female. This indicates that Administration Police Service in Baringo County was not biased in recruiting and deploying officers in the county since it observed gender equity.

4.4.2 Length of Service

The researcher requested the respondents to indicate overall length of service in Administration Police Service in Baringo County. The findings are indicated in Figure 4.2.

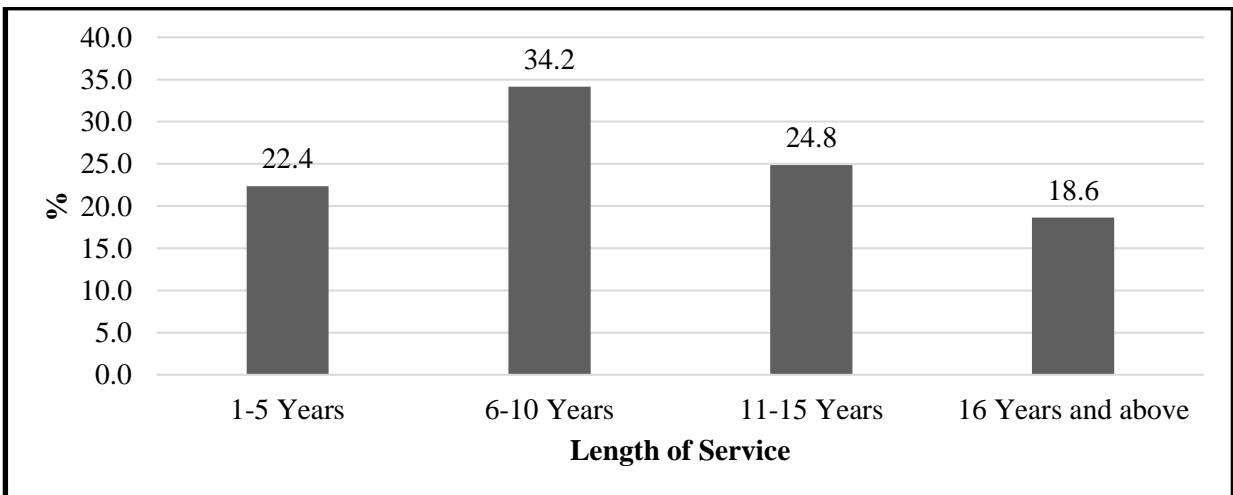


Figure 4.2: Length of Service
Source: Survey data (2018)

From the findings, Figure 4.2 shows that 34.2% of the respondents' length of service in Administration Police Service was 6-10 years. 24.8% had worked for 11-15 years, 22.4% had served for 1-5 years and 18.6% had served for 16 years and above. This indicates that majority of the respondents' length of service in Administration Police Service at Baringo County was above six years. This shows that the respondents had clear information about their station hence reliable data was sought.

4.4.3 Current Station

The researcher requested the respondents to indicate their current station posted. The findings are indicated in the Figure 4.3.

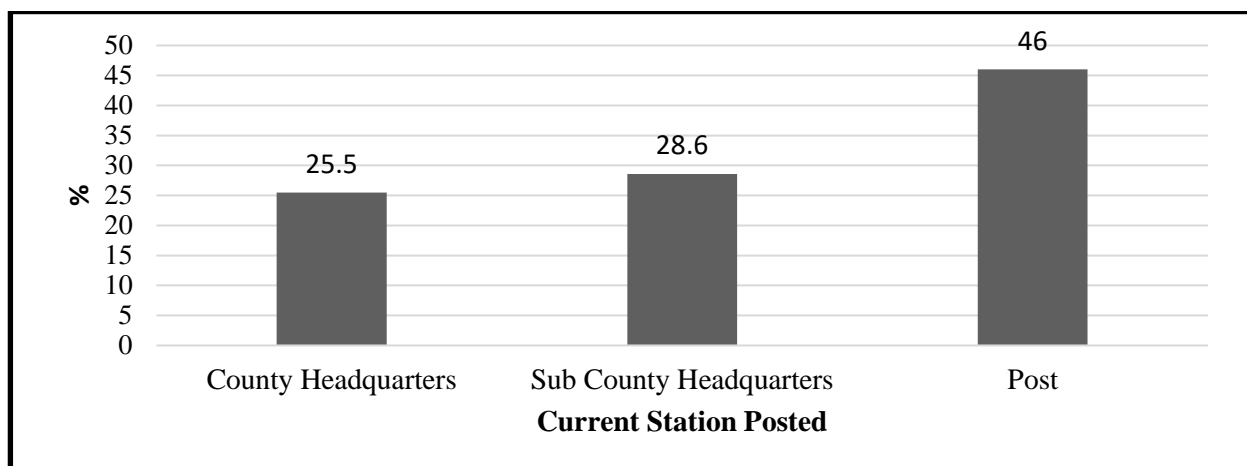


Figure 4.3: Current Station

Source: Survey data (2018)

The findings as indicated on Figure 4.3 point out that 46% of the respondents were currently deployed to police posts, 28.6% were deployed to Sub County headquarters and 25.5% were deployed to County Headquarters. This deduces that all the respondents were skilled on their line of duty and would give reliable data.

4.3 Descriptive findings

4.3.1 Financial Resources and Strategic Plans Implementation

Several statements on how financial resources affects strategic plans implementation in Administration Police Service in Baringo County, were carefully identified by the researcher. Respondents were then requested to indicate the extent of their agreements on each statement. A Likert scale of 1-5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree was used. From the response, descriptive measure of dispersions was used for ease of interpretation. The findings are indicated in the Table 4.3.

Table 4.1: Financial Resources

	Mean	Std. Dev
The government budgetary allocation to AP service in the county is sufficient	3.32	0.820
The county government funds APS in service delivery to the public	3.05	1.410
Community Development Fund (CDF) has supported construction of most AP housing facilities in the county	2.91	0.634
Most operations conducted by AP service in the county have been adequately funded by the government	3.89	1.250
All the funds allocated to the service in the county have been well utilized	3.41	1.210
NGOs and donors fund APS in the county	4.17	1.090

Source: Survey data (2018)

From Table 4.3, the respondents agreed by a mean of 3.32 with standard deviation of 0.820 that the government budgetary allocation to AP service in the country was sufficient. The respondents were in agreement that county government funds APS in service delivery to the public as supported by a mean of 3.05 with standard deviation of 1.410. Respondents were in disagreement that community Development Fund (CDF) supported construction of most AP housing facilities in the county as indicated by a mean of 2.91 with standard deviation of 0.634. In summary, government funding significantly influenced strategy implementation if well utilized by the administrators. This is in agreement with David (2013) who states that vital resources such as financial, physical, human and technological resources when well

utilized can lead to successful implementation of organizational strategic plans. On the contrary, Kipkirui (2014), identified inadequate funding as a major challenge towards implementation of strategies in National police service and recommended the National government and donors to increase their budget allocation towards the service.

The study established a strong agreement that NGOs and donors fund APS in the county as indicated by a mean of 4.17 with standard deviation of 1.090. All the funds allocated to the service in the county were well utilized as shown by a mean of 3.41 with standard deviation of 1.210. The study further established that most operations conducted by AP service in the county were adequately funded by the government as supported by a mean of 3.89 with standard deviation of 1.250. In summary, APS receives funding majorly from the government and donors. The funds received were well utilized and the administrators are accountable. Lee *et al.*, (2001) states that an organization penchant towards achievement exchanges relies upon the accessibility of money related assets and an association might be shortened towards advancing procedures when monetary assets are restricted. Similarly, Musyoka (2011) highlighted that inadequate funding was a major hindrance that needed greater attention for strategy implementation.

4.3.2 Human Resources and Strategic Plans Implementation

The researcher wished to analyze the relationship between human resources and strategic plans implementation in Administration Police Service in Baringo County. The researcher identified several statements on human resources affecting strategic plan implementation. Respondents were requested to indicate the extent of their agreement on each statement on a scale of 1-5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree. The findings are indicated in the Table 4.4.

Table 4.2: Human Resources

	Mean	Std. Dev
There are enough officers in my work station to carry out AP service mandate in the area	2.31	0.661
All the officers deployed in the station are competent and serviceable	4.07	0.962
Training, development and promotional courses have been offered to selected officers in the county	3.93	0.508
Job relationship between the station commander and the junior officers is good	4.37	0.892
Gender equity has been observed in recruiting and deploying officers in the county	3.23	0.920
Welfare of officers is adequately addressed by the management.	3.34	1.170

Source: Survey data (2018)

The findings as presented in Table 4.4 indicates that the respondents were in a strong agreement that job relationship between the station commanders and the junior officers was good as indicated by a mean of 4.37 with a standard deviation of 0.892. All the officers deployed in the station were competent and serviceable as supported by a mean of 4.07 with a standard deviation 0.962. Training, development and promotional courses were offered to selected officers in the county as shown by a mean of 3.93 with standard deviation of 0.508. This indicates that all the officers deployed in the stations were competent hence creating a good working environment. This is in agreement with Kipkurui (2014) who indicated that institutions have different processes of recruiting, training and developing its staff. Inadequate personnel due to inappropriate deployment is a major challenge inhibiting implementation of strategic plans in NPS. Nyongesa (2013), further noted committed staff teamwork, partnerships and motivation of staff as some of the factors influencing strategy implementation in KPS.

The study established that majority of the respondents were in agreement that the welfare of officers was adequately addressed by the management as indicated by a mean of 3.34 with

standard deviation of 1.170. Gender equity was observed in recruiting and deploying officers in the county as shown by a mean of 3.23 with standard deviation of 0.920. The study further indicated an agreement that there were enough officers in police stations to carry out AP service mandate in the area as indicated by a mean of 2.31 with standard deviation of 0.661. This shows that the police officers administrators were gender sensitive and deployed enough officers to the stations. This is in agreement with Kipkurui (2014) who recommended deployment of police officers considering equality and gender. Huselid, Jackson & Schuler (1997) stated coordinating human asset administration with the basic HR aptitudes, demeanors and practices are expected to effectively implement strategies planned.

4.3.3 Physical (Capital) Resources and Strategic Plans Implementation

Table 4.5 indicates responses on descriptive information on physical (capital) resources. The respondents were required to respond to the statements to a scale ranging between 1 and 5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree.

Table 4.3: Physical (Capital) Resources

	Mean	Std. Dev
There is an office with a customer care desk in my station	4.08	0.595
Housing facilities are enough for all officers deployed in the station	2.37	0.932
All housing facilities are in good condition and operational	3.15	1.370
The police equipment in the station are enough and in good condition	3.66	1.120
There is government vehicle(s) allocated to the station to provide transport to officers while on official duties	3.69	1.060
My station is connected to electricity national grid	3.71	1.260

Source: Survey data (2018)

The findings from Table 4.5 indicates that majority of the respondents were in agreement that there was an office with a customer care desk at their stations as supported by a mean of 4.08 with standard deviation of 0.595. Respondents indicated that their stations were connected to electricity national grid as indicated by a mean of 3.71 with standard deviation of 1.260.

There was government vehicle(s) allocated to the stations to provide transport to officers while on official duties as supported by a mean of 3.69 with standard deviation of 1.060. In summary, this indicates that the police posts had proper infrastructure. This is in agreement with Musyoka (2011), who found out that inadequate physical resources were major hindrance in the organization that needed greater management attention. Therefore, infrastructure was the major physical resources required by an organization.

The study further established that respondents were in agreement that police equipment in their stations were enough and in good condition as indicated by a mean of 3.66 with standard deviation of 1.120. All the housing facilities were in good condition and operational as shown by a mean of 3.15 with standard deviation of 1.370. Respondents were in disagreement that housing facilities were enough for all officers deployed in the stations as indicated by a mean of 2.37 with standard deviation of 0.932. This shows that police stations had in-house resources that is therefore, police department in Baringo had invested in capital resources. Greco, Cricelli & Grimaldi (2013) noted that physical resources alone are insufficient to achieve the desired results hence they should be combined with other organizational resources.

4.3.4 Technological Resources and Strategic Plans Implementation

Statements on technological resources influencing strategic plans implementation in Administration Police Service, Baringo County were identified by the researcher. Respondents were requested to indicate their level of agreement on a scale of 1 to 5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree. The findings are indicated in Table 4.6.

Table 4.4: Technological Resources

	Mean	Std. Dev
My station is well equipped with ICT facilities (Computer, Printer, Photocopier, Scanner, Modem etc.)	4.27	0.941
ICT courses have been offered to nominated officers serving in the county	3.28	0.572
The station has qualified officers to handle and operate ICT facilities	3.59	1.120
There are modern police equipment allocated to the station by the government	4.23	1.000
My area of deployment is fully connected to network providers (Safaricom, Airtel, Orange etc.)	2.93	0.926
There is an urgent need for the government to capitalize on technological resources in the county	4.11	0.852

Source: Survey data (2018)

Table 4.6 indicates that majority of the respondents were in agreement to a great extent that their stations were well equipped with ICT facilities (Computer, Printer, Photocopier, Scanner, Modem etc.) by a mean of 4.27 with standard deviation of 0.941. Stations had qualified officers to handle and operate ICT facilities as shown by a mean of 3.59 with standard deviation of 1.120. ICT courses were offered to nominated officers serving in the county as indicated by a mean of 3.28 with standard deviation of 0.572. In summary, majority of the police stations had adopted technology in their line of duty. This is in agreement with Kipkurui (2014), who indicated that advanced use of inappropriate technology in policing was a major factor failing implementation of strategies in NPS due to increased developments which are major tools enhancing technology in the institution.

The study further shows that there was an urgent need for the government to capitalize on technological resources in the county as indicated by a mean of 4.11 with standard deviation of 0.852. There were modern police equipment's allocated to the stations by the government as supported by a mean of 4.23 with standard deviation of 1.000. This is similar to a study by

Nyogesa (2013) who suggested improvement of technology in the service by acquiring modern communication gadgets, riffles, bullet proof vehicles and vests.

The study further established that respondents were in disagreement that their area of deployment was fully connected to network providers (Safaricom, Airtel, Orange etc.) as shown by a mean of 2.93 with standard deviation of 0.926. Network connection would lead to increased communication and proficiency of the police department. This is in agreement with Arend and Levesque (2010) who indicates that organizational competency is an association's quality that empowers administration quality by building innovative framework to react to clients' needs, consequently enabling it to contend more proficiently and effectively than others.

4.4 Strategic Plan Implementation Process

The researcher sought to scrutinize specific factors in relation to strategic plan implementation process in Administration Police Service, Baringo County. Respondents were requested to indicate their level of agreement on a scale of 1 to 5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree. The findings are indicated in Table 4.7.

Table 4.7: Strategic Plan Implementation Process

	Mean	Std. Dev
There is a well-established chain of command in AP service in the County	4.55	0.789
The AP service is accessible to all members of the public in the County	3.88	1.210
Language barrier is and hindrance to AP while serving the members of the public in the county	2.25	0.722
Communication concerning distress calls have been promptly and well-acted upon in the county	4.09	1.010
The AP service administration is accessible to all members of the public in the county	3.72	1.280

There is a conducive climate for AP officers to execute their mandate in the county	3.10	0.988
There is a well laid down structure of rules and regulations for the service to operate in the county	4.34	0.799
All complaints pertaining AP officers and the members of public are dealt with promptly according to the law	3.70	1.370

Source: Survey data (2018)

From the findings, Table 4.7 shows that majority of the respondents were in agreement to a great extent that there was a well-established chain of command in AP service in the county as indicated by a mean of 4.55 with standard deviation of 0.789. There was a well laid down structure of rules and regulations for the service to operate in the county as indicated by a mean of 4.34 with standard deviation of 0.799. This deduces that there are well laid down hierarchies in the APS departments that have to be followed. Scott (2004) states that there will be an achievement on considerable reforms and modernization if there is proper implementation of strategies. However, this is achieved by full conformity to external factors such as societal norms, rules and requirements which gives legitimacy and support (Scott, 2004).

Communication concerning distress calls was promptly and well-acted upon in the county as shown by a mean of 4.09 with standard deviation of 1.010. The AP service was accessible to all members of the public in the County as indicated by a mean of 3.88 with standard deviation of 1.210. AP service administration was accessible to all members of the public in the county as shown by a mean of 3.72 with standard deviation of 1.280. This shows that administration police had adopted technology as a mode of communication. Improvement and innovation of modern ICT infrastructure systems are technological resources adopted by many organizations recently. This is similar to a study by Kipkurui (2014), who stated that

use of inappropriate technology in policing was a major factor failing implementation of strategies in NPS.

The study further established that all complaints pertaining AP officers and the members of public were dealt with promptly according to the law as indicated by a mean of 3.70 with standard deviation of 1.370. There was a conducive climate for AP officers to execute their mandate in the county as shown by a mean of 3.10 with standard deviation of 0.988. Respondents were in disagreement that language barrier was a hindrance to AP while serving the members of the public in the county as indicated by a mean of 2.25 with standard deviation of 0.722. This shows that rule of law was administered to increase organizational competency. Organizational competency is an association's quality that empowers it to better separate its items or administration quality by building innovative framework to react to clients' needs, consequently enabling it to contend more proficiently and effectively than others (Arend and Levesque, 2010).

4.5 Inferential Statistics

4.5.1 Correlation Analysis

The researcher conducted correlation analysis in order to establish the relationship between organizational resources and strategic plan implementation in Administration police service in Baringo County, Kenya. The findings are indicated in Figure 4.8.

Table 4.8: Correlation Analysis

		Implem entatio n	Financial resources	Human Resources	Capital Resources	Technological Resources
Implementation	Pearson Correlati on Sig. (2- Tailed) N	1 161				
Financial Resources	Pearson Correlati on Sig. (2- Tailed) N	0.419** 0.000 161	1 161			
Human Resources	Pearson Correlati on Sig. (2- Tailed) N	0.468** 0.000 161	0.529** 0.000 161	1 161		
Capital Resources	Pearson Correlati on Sig. (2- Tailed) N	0.788** 0.000 161	0.337** 0.000 161	0.448** 0.000 161	1 161	
Technological Resources	Pearson Correlati on Sig. (2- Tailed) N	0.878** 0.000 161	0.387** 0.000 161	0.375** 0.000 161	0.767** 0.000 161	1 161

Source: Survey data (2018)

Table 4.8 shows the findings of correlation analysis. Huber (2004) held that in the interpretation of results for the linear relationships in the study, for a weak correlation, “r” ranges from ± 0.10 to ± 0.29 ; in a moderate correlation, “r” ranges between ± 0.30 and ± 0.49 ; while in a strong correlation, “r” ranges from ± 0.5 and ± 0.9 .

Table 4.8 shows that financial resources had a Pearson correlation of 0.419 with a p value of 0.00. This indicates that the financial resources had a moderate correlation with strategic plan implementation. The p value was $0.00 < 0.05$ indicating that the variable significantly influenced the study. For successful implementation of strategic plans proper utilization of financial resources with other organizational resources is useful (David 2013)

Human resources had a Pearson correlation of 0.468 an indication of moderate correlation with implementation of strategic plans. The p value was $0.00 < 0.05$ indicating that the variable also significantly influenced the study. For full realization and implementation of organizational strategic plans, involvement of human resources is mandatory (David, 2013)

The study further established that capital (physical) resources had a Pearson correlation of 0.788 indicating a strong positive correlation between the variables. The p value was $0.00 < 0.05$ indicating that the variable also significantly influenced implementation of strategic plans. However, according to David (2013) capital resources alone cannot be utilized to achieve full implementation of strategic plans

Table 4.8 also established that technological resources had a Pearson correlation of 0.878 an indication of strong correlation and the p value was $0.00 < 0.05$ indicating that the variable significantly influenced the study. From the findings, technological resources had the strongest correlation with strategic plans implementation followed by; capital (physical) resources, human resources and financial resources consecutively. The p value of all the variables was $0.00 < 0.05$ indicating that the study variables significantly influenced implementation of strategic plans. According to David (2013), it is one of the four vital

resources (financial, physical, human and technological resources), which when well utilized can lead to successful implementation of organizational strategic plans.

4.5.2 Regression Analysis

The researcher sought to establish the effect of organizational resources on strategic plans implementation in Administration police service in Baringo County, Kenya. The findings of Model Summary, ANOVA and Regression Coefficients are indicated in the subsequent sections.

4.5.3 Model Summary

The findings of coefficient of correlation and coefficient of determination was identified by the researcher as indicated in the Table 4.10.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.903 ^a	0.815	0.809	1.75266

a. Predictors: (constant), financial resources, human resources, technological resources and capital resources

Source: Survey data (2018)

Table 4.9 shows that coefficient of correlation R was 0.903 an indication of strong positive correlation between variables. Coefficient of determination R^2 was 0.815 which translates to 81.5%. This indicates that variations of dependent variables were explained by independent variables (financial resources, human resources, technological resources and capital resources). The residual of 18.5% would be explained by other factors beyond the scope of the current study.

4.5.4 ANOVA

An ANOVA was carried out at 5% level of significance. A comparison between $F_{\text{Calculated}}$ and F_{Critical} was carried out. The findings are indicated in Table 4.10.

Table 4.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2101.768	5	420.354	136.842	0.000 ^b
Residual	476.132	155	3.072		
Total	2577.901	160			

a. Dependent Variable: Implementation of strategic plan

b. Predictors: (Constant), financial resources, human resources, technological resources and capital resources

Source: Survey data (2018)

From the findings, Table 4.10 shows that $F_{\text{Calculated}}$ was 136.842 and F_{Critical} was 2.2725. $F_{\text{Calculated}} > F_{\text{Critical}}$ an indication that the overall regression model significantly influenced the study. The p value was $0.00 < 0.05$ indicating that the study variables significantly influenced implementation of planned strategies in Administration police service in Baringo County, Kenya.

4.5.5 Coefficients

To determine the individual factors influencing implementation of strategic plans in Administration police service in Baringo County the following coefficients were generated.

Table 4.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.657	1.537		3.681	0.000
Financial Resources	0.258	0.067	0.037	3.851	0.000
Human Resources	0.130	0.056	0.100	2.308	0.022
Capital Resources	0.217	0.062	0.231	3.504	0.001
Technological Resources	0.735	0.063	0.646	11.725	0.000

a. Dependent Variable: Implementation of strategic plans

Source: Survey data (2018)

From the findings in Table 4.10, if all the factors (financial resources, human resources, technological resources and capital resources) were held constant, strategic plan implementation would be at 5.657. A unit increase in financial resources when all the other factors were held constant, strategic plan implementation would be at 0.258. A unit increase in human resource when all the other factors are held constant, strategic plan implementation

would be at 0.130. A unit increase in capital resources would lead to an increase of strategic plan implementation by 0.217. A unit increase in technological resources when all other factors are held constant would lead to an increase in strategic plan implementation by 0.735.

The p value of financial resources was $0.00 < 0.05$ an indication that financial resources significantly influenced strategic plan implementation. This is similar to a study carried out by Lee *et al.*, (2001) who indicated that organization penchant towards achievement exchanges relies upon the accessibility of money related assets and an association might be shortened towards advancing procedures when monetary assets are restricted. Similarly, Inmyxai and Takahashi (2010) stated that financial resources suggest the association's capacity to proficiently use its money related asset to expand benefits such as strategic plan implementation.

The probability value of human resources was $0.022 < 0.05$ an indication that the variable significantly influenced strategic plan implementation. This is in agreement with Huselid, Jackson and Schuler (1997) who indicated that coordinating human asset administration with procedure, the basic HR aptitudes, demeanors, practices and exhibitions that are expected to effectively actualize methodologies can be obtained, created, spurred and kept up.

The p value of capital resources was $0.01 < 0.05$ indicating that the study variable significantly influenced strategic plan implementation. Inmyxai and Takahashi (2010) indicated that when association's physical assets are supported with complex innovation, they can prompt expanded generation, administrations, and business operations.

The p value of technological resources was $0.00 < 0.05$ indicating that the variable significantly influenced strategic plan implementation. Technology is an important resource in influencing

companies' performance (Njoroge, Muathe & Bula, 2016). Barney and Hesterly (2010) propelled that elusive innovation assets are more maintainable than substantial assets which can be gained and copied by contenders.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendation of the study. The main objective of this study was to explore the relationship between organizational resources and strategic plans implementation in Administration police service in Baringo County, Kenya. The chapter also presents suggestions for future studies.

5.2 Summary

The main objective of this study was to explore the relationship between organizational resources and strategic plan implementation in Administration police service in Baringo County, Kenya. The study was guided by the following research objectives; financial resources, human resources, physical (capital) resources, technological resources and progress made in implementation of strategic plans.

The study found out that financial resources positively influenced implementation of strategic plan in the Administration Police service in Baringo County. Respondents indicated their agreement that APS in the county was funded by donors. Majority of the operations conducted by the AP service were funded by the government. The funds allocated to the service in the county were well utilized for increased transparency of the Administration Police Service. Government budgetary allocation to AP service in the county was sufficient. The county government funded APS in service delivery to the community and Community Development Fund (CDF) supported construction of most AP housing facilities in the county.

The study established that human resources significantly influenced implementation of strategic plans in Baringo County. There was a good job relationship between the station commanders and junior officers. Majority of the officers deployed in the stations were competent and serviceable to the community. Training, development and promotional courses were offered to selected officers in the county for increased competence level. The welfare of officers was adequately addressed by the management. Gender equity was observed in recruiting and deploying officers in the county hence reducing gender discrimination. The researcher further established that there were few officers in Baringo County to carry out AP service mandate in the area.

The study further recognized that capital resources positively influenced the strategic plans implementation in Baringo County. Respondents were in agreement to a great extent that there was an office with a customer care desk in their stations of deployment. Majority of the stations are connected to electricity national grid. The government had allocated vehicle(s) in Baringo county AP stations to provide transport to officers while on official duties. The police equipment in the stations were enough and in good condition. Majority of the housing facilities were in good condition and operational. Housing facilities were not enough for all officers deployed in the station.

The study also established that technological resources significantly influenced strategic plan implementation in Administration police service in Baringo County. Stations in Baringo County are well equipped with ICT facilities (Computer, Printer, Photocopier, Scanner, Modem etc.). Modern police equipment's were allocated to the stations by the government. The government is required to capitalize on technological resources in the county. The

stations had qualified officers to handle and operate ICT facilities. ICT courses were offered to nominated officers serving in the county to increase their competence level on maintenance and handling of the facilities.

5.3 Conclusion

The study concludes that financial resources positively influenced strategic plan implementation in Baringo County. Respondents indicated their agreement that APS in the county was funded by donors and the government. Majority of the operations conducted by the AP service were funded by the government. Government budgetary allocation to AP service in the county was sufficient. The county government funded APS in service delivery to the community and Community Development Fund (CDF) supported construction of most AP housing facilities in the county.

There is significant influence of human resources on strategic plan implementation in Administration Police service in Baringo County. On regard to good working relationship, the study found out that the station commanders and junior officers related well. Majority of the officers deployed in the station were competent and serviceable to the community. Selected officers in the county were offered training courses on ICT to perfect their competency level in maintaining and handling ICT facilities. The welfare of officers was adequately addressed by the management. Gender equity was observed in recruiting and deploying officers in the county hence reducing gender discrimination.

Physical (capital) resources influenced strategic plan implementation in Administration Police service in Baringo County. Respondents were in agreement to a great extent that there was an office with a customer care desk in their stations. Majority of the stations were connected to

electricity national grid. The government had allocated vehicle(s) in Baringo county AP stations to provide transport to officers while on official duties. The police equipment in the station were enough and in good condition. Majority of the housing facilities were in good condition and operational.

The study further concludes that technological resources positively influenced strategic plan implementation in Administration Police service in Baringo County. Stations in the County are well equipped with ICT facilities. Modern police equipment's were allocated to the police stations by the government. The station had qualified officers to handle and operate ICT facilities. ICT courses were offered to nominated officers serving in the county to increase their competency level on ICT facilities maintenance and handling.

5.4 Recommendation

The study recommends that government should increase its funding to APS in Baringo County for increased operations and efficiency in execution of its duties to the community. Government budgetary allocation to AP service in the county should also be sufficient. The county government should consider improve on funding APS in service delivery to the community. Community Development Fund (CDF) should be utilized to support construction of AP housing facilities in the county.

The study further recommends that good job relationship between the station commanders and the junior officers should be maintained. Officers deployed in the stations should be competent and serviceable to the community. Training, development and promotional courses should be offered to selected officers in the county for increased competency level. The welfare of officers should be adequately addressed by the management. There should be

improvement on observing gender equity and equality while recruiting and deploying officers in the county to reduce gender discrimination. Deployment of officers in Baringo County to be increased for efficient service delivery in the area.

The study further recommends all police stations to be connected to electricity national grid. The government should consider allocating more vehicles in Baringo county AP stations to ease transportation of officers while on official duties. The police equipment in the stations should be enough and in good condition. The government should ensure that all housing facilities are in good condition, operational and enough for all officers deployed in the county.

The study recommends clear guidelines to be made on implementation of reforms and community-based policing and management of available AP resources in the county. Administration police service should improve its guidelines on training, enhancement and capacity building of its personnel. Training to be carried out regularly in the county to enhance and build capacity in AP officers.

5.5 Recommendation for Further Studies

The current study relied on primary data, future studies should carry out both primary and secondary data for precise results. Coefficient of determination R^2 was 0.815 which translates to 81.5%. The residual of 18.5% was explained by other factors beyond the scope of the current study that future scholars should focus on. The current study was carried out in Administration police service in Baringo County, Kenya, the researcher recommends that future studies should be carried out in Administration police service in different counties in Kenya.

REFERENCES

- Alston, P. (2009). Report of the Special Rapporteur on Extrajudicial, Summary or Arbitrary Executions (2009 Mission to Kenya): Nairobi, Kenya.
- Amit, R., & Schoemaker, P. (1993). Strategic assets and organizational rent. *Strategic Management Journal*, 14: 33–46.
- Anderson, J. (2011), “Strategic resources and firm performance”, *Management Decision*, 49(1), 87-98.
- Arend, R.J. & Levesque, M. (2010), “Is the resource-based view a practical organizational theory?” *Organization Science*; 21(4), 913-930.
- Aosa, E. (1992). An Empirical Investigation of Aspects of Strategy Implementation within Large, Private Manufacturing Companies in Kenya. (Unpublished PhD Thesis). University of Strathclyde, Glasgow, Scotland.
- Armstrong, M. (2001). A Handbook of Management Techniques. (3rd Edition). Kogan Page, London.
- Barney, J.B. (2001). Is the Resource-Based Theory a Useful Perspective for Strategic Management Research? Yes. *Academy of Management Review*; 26(1), 41–56.
- Barney, J. B. (2011) Gaining and Sustaining Competitive Advantage. (4th Edition). Upper Saddle River, NJ: Pearson Prentice Hall
- Barney, J. B, & Hesterly, W.S (2010). Strategic management and competitive advantage concept. Upper saddle River, N.J: Pearson Prentice Hall.
- Borg, W.R. & Gall, M.D. (2003). Educational Research: An introduction (5th Edition.) New York: Longman
- Busienei, J.R. (2013). Effect of Business Strategy and Organizational Structure on the Relationship between Human Resource Strategic Orientation and Performance of Private Manufacturing Firms in Kenya; (Unpublished Ph.D Thesis), University of Nairobi
- Byars, L. L. (1996). Strategic Management. Richard D. Irwin.
- Chtalu, K. A. (2014). The Challenges related to police reforms in Kenya: a survey of Nairobi County, Kenya. (Unpublished Master’s Research Thesis). University of Nairobi, Kenya.

- Cooper, D.R & Schindler, P.S. (2006). *Business Research Methods* (9th Edition.), New York: McGraw Hill.
- Daft, R.L. (2000). *Management*. (4th Edition.).Nashville, Tennessee: The Dryden press.
- Daft, R.L. (2000).Toward a Model of Organizations as Interpretation Systems. *Academy of Management Review*, Dean, Houghton-Mifflin, 9: 284-296
- David, F. R. (1997).*Strategic Management*. Francis Marion University.
- Day, G. S. (1994). The capabilities of market-driven organizations. *The Journal of Marketing*, 37-52.
- Drucker, P. (1971).*Management*. Oxford: Butterworth-Heinemann.
- Edvinsson, L. & Malone M.S. (1997). ‘Intellectual capital. The proven way to establish your company’s real value by measuring its hidden brainpower’, London, Harper Business.
- Fahy, J. (2002). A resource-based analysis of sustainable competitive advantage in a global environment. *International Business Review*, 11(1), 57-78.
- Galbreath, J. T. (2004). Determinants of Firm Success: A Resource-based Analysis. Curtin University of Technology.
- Gray, E.D. (2009). *Doing Research in the Real World* (2nd Edition): Sage Publications Limited
- Greco, M. Cricelli, L. & Grimaldi, M. (2013). A strategic management framework of tangible and intangible assets. *European Management Journal*, 31, 55–66.
- Harrison, S.J & St John, H.C. (2004). *Foundations in strategic management* (3rd Edition): Thomson Corporations
- Harvey, D. (2005). *The New Imperialism*. New York: Oxford University Press USA, Accumulation by Dispossession, 137-182.
- Helfat, C., & Lieberman, M. (2002). The birth of capabilities: Market entry and the importance of pre-history. *Industrial and Corporate Change*, 11: 725–760.
- Helfat, C., & Peteraf, M. (2003). The dynamic resource based view: Capability life-cycles. *Strategic Management Journal*, 24: 997–1010.
- Huselid, M., Jackson, S. & Schuler, R. (1997). “Technical and Strategic Human Resource Management Effectiveness as Determinants of Firm Performance,” *The Academy of Management Journal*, 40(1), 171-188.

- Inmyxai, S., & Takahashi, Y. (2010). The effect of firm resources on business performance of male-and female-headed firms in the case of Lao micro-, small-, and medium-sized enterprises (MSMEs). *International Journal of Business and Information*, 5(1), 63-90.
- Johnson G. & Scholes, K. (1998). *Exploring Corporate Strategy*. Prentice Hall
- Johnson, G. & Scholes, K. (2002). *Exploring Corporate Strategy* (6th Edition): Prentice Hall.
- Kangoro,V.N.(1998).The State of Strategic Management Practices in Public Sector Organizations in Kenya. Unpublished MBA Research Project, University of Nairobi
- Kipkirui, F. T. (2014). Challenges of Strategy Implementation at the National Police Service. (Unpublished Master's Research Project). University of Nairobi, Kenya.
- Kombo, K.D & Tromp, L.A. (2006). *Proposal and Thesis Writing*: Don Bosco printing press, Kenya
- Kothari, C.R & Garg G. (2014). *Research Methodology: Methods and techniques* (3rd Edition), New age international publishers
- Kothari, C.R (2006). *Research Methodology: Methods and techniques* (1st Edition), New age international publishers
- Kristonis, A. (2005). Comparison of Change Theories. *International Journal of Scholarly Academic Intellectual Diversity*: California State University, Dominguez Hills, 8(1)
- Lee, C. Lee, K. & Pennings, J.M. (2001). Internal Capabilities, external networks, and performance: a study on technology-based ventures. *Strategic Management Journal*. 22(6-7), 615-640.
- Lippman, S. A., & Rumelt, R. P. (2003). A bargaining perspective on resource advantage. *Strategic Management Journal*, 24(11), 1069-1086.
- Lynch,R.(2000). *Corporate Strategy* (2ndEdition).Financial Times-Prentice Hall, England. *Management*, 26(4), 371–383.
- Mbogoria, K. (2010-2014). A country under siege: The state of Security in Kenya an Occasional Report, Kenya National Commission on Human Rights (KNCHR): Nairobi, Kenya.
- Mintzberg, H., & Quinn, J.B. (1999). *The Strategy Process – Concepts, Context, Cases*. Englewood Cliffs, NJ: Prentice-Hall International
- Mugenda, O.M & Mugenda, A.G. (2003). *Research Methods Quantitative and qualitative approaches*, Africa Centre for Technology Studies (ACTS): Nairobi, Kenya

- Musyoka, W.L. (2011). Challenges of strategy implementation in Jomo Kenyatta Foundation. *International Journal of Current Research*, 11(3), 301–308.
- Ngarachu, B. (2009) How Effective Is Your Organization? *Management Today*, 24 (5), 8-51
- Njoroge G.J, Muathe S & Bula H. (2016). Effect of technology on performance of mobile telephone industry in Kenya. Kenyatta University, School of Business. *International Journal of Education and Research*, 4(2)
- Nyongesa, R. A. (2013). Challenges of Strategy Implementation at Kenya Police Service. (Unpublished Master’s Research Project). University of Nairobi, Kenya.
- Ogula, P.A. (2005). Research Methods: Nairobi, CUEA Publications
- Orodha, A.J. (2003). Essentials of Educational and Social Sciences Research Methods: Nairobi, Masola printers.
- Pearce, J.A & Robinson, R.B (2007), Strategic Management: Formulation Implementation and Control (10th Edition), New York: Irwin McGraw Hill.
- Peteraf, M. A. (1993), "The cornerstones of competitive advantage: a resource-based view". *Strategic Management Journal*, 14(3), 179–191
- Pfeffer, J. & Salancik, G.R. (2003). The External Control of Organizations: A Resource Dependence Perspective. Stanford: Stanford University Press.
- Porter, M. E. (1980). Competitive Strategy. New York Free Press
- Porter, M.E. (1996). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York, NY
- Ray, G., Barney J.B & Muhanna, W.A. (2004). ‘Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view’, *Strategic Management Journal*, 25.
- Republic of Kenya; National Police Service Act (2011). (2009).Nairobi: Government printer
- Republic of Kenya; Report of the National Task Force on Police Reforms (2009).Nairobi: Government printer
- Rumelt, R. P. (1991), "How much does industry matter?" *Strategic Management Journal*, 12(3), 167–185
- Saunders, M., Lewis, P. & Thornhill, A. (2009). Research methods for Business Students (4th Edition): USA, Pearson Education Publishers.

- Schultz, T.W. (1971). 'Investment in human capital: The role of education and research', New York, Free Press.
- Scott, W. R. (2004). "Institutional theory" in Encyclopedia of Social Theory, George Ritzer, Thousand Oaks, CA: Sage.
- Thompson, A. A. (Jr), Strickland A.J. (III) & Gamble E.J. (2008). *Crafting and Executing Strategy: The Quest for Competitive advantage; Concepts and case* (16th Ed). New York, NY: McGraw-Hill/Irwin
- Thompson, A. A. (Jr), Strickland A.J. (III) & Gamble E.J. (2013). *Crafting and Executing Strategy: The Quest for Competitive advantage; Concepts and case* (19th Ed). New York, NY: McGraw-Hill/Irwin
- Waki, P. (2008). *Commission of Inquiry into the Post-Election Violence (CIPEV)*: Nairobi, Kenya.
- Wernerfelt, B. (1984). "A resource - based view of the firm". *Strategic management Journal*, 5(2), 171-180

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

This questionnaire is meant to collect data for a Master's Degree Project being undertaken at Kenyatta University. The title of the study is "Organizational Resources and Strategic plans implementation in Administration Police Service, Baringo County, Kenya". You have been selected as one of the respondents and through your consent to participate, you are kindly requested to be sincere with your answers. Please note that any information you will give will be treated with utmost confidentiality and privacy, and will only be used for academic purposes. Therefore, you are not required to put down your name in the questionnaire or obliged to write anything that can identify you. Additionally, your participation is voluntary and you have the right to withdraw from the survey any time before the end.

Yours faithfully,

Fedinard Mumo Ngumbi,

Kenyatta University,

P.o Box 43844-00100,

Nairobi, Kenya.

APPENDIX II: RESEARCH QUESTIONNAIRE

PART A: PRELIMINARY INFORMATION

We would like to ask you a few questions about yourself. These questions will not be used to identify the officers that complete the survey and responses will only be provided in grouped form. It is necessary that we know the background characteristics of survey respondents. All information will be held in strictest confidence.

Please answer the following questions by ticking (√) where applicable.

1. Tick you gender. Male () Female ()

2. How long have you served in the Administration Police Service?

1-5 Years	
6-10 Years	
11-15 Years	
16 Years and above	

3. Please tick the station you are currently deployed

County headquarters	
Sub County headquarters	
Post	

PART B: FINANCIAL RESOURCES AND STRATEGIC PLANS IMPLEMENTATION

This part wishes to establish the relationship between financial resources and strategic plans implementation in Administration Police Service in Baringo County. State the extent to which you agree with the following statements where **1=Strongly Agree (SA)**, **2=Agree (A)**, **3=Neutral (N)**, **4=Disagree (D)** and **5=Strongly Disagree (SD)**

S/NO	STATEMENT	1(SA)	2(A)	3(N)	4(D)	5(SD)
1.	The government budgetary allocation to AP service in the county is sufficient					
2.	The county government funds APS in service delivery to the public					
3.	Community Development Fund (CDF) has supported construction of most AP housing facilities in the county					
4.	Most operations conducted by AP service in the county have been adequately funded by the government					
5.	All the funds allocated to the service in the county have been well utilized					
6.	NGOs and donors fund APS in the county					

PART C: HUMAN RESOURCES AND STRATEGIC PLANS IMPLEMENTATION

This part wishes to analyze the relationship between human resources and strategic plans implementation in Administration Police Service in Baringo County. State the extent to which you agree with the following statements where **1=Strongly Agree (SA)**, **2=Agree (A)**, **3=Neutral (N)**, **4=Disagree (D)** and **5=Strongly Disagree (SD)**

S/NO	STATEMENT	1(SA)	2(A)	3(N)	4(D)	5(SD)
1.	There are enough officers in my work station to carry out AP service mandate in the area					
2.	All the officers deployed in the station are competent and serviceable					
3.	Training, development and promotional					

	courses have been offered to selected officers in the county					
4.	Job relationship between the station commander and the junior officers is good					
5.	Gender equity has been observed in recruiting and deploying officers in the county					
6.	Welfare of officers is adequately addressed by the management.					

PART D: CAPITAL RESOURCES AND STRATEGIC PLANS IMPLEMENTATION

This part wishes to explore the relationship between physical (capital) resources and strategic plans implementation in Administration Police Service in Baringo County. State the extent to which you agree with the following statements where **1=Strongly Agree (SA)**, **2=Agree (A)**, **3=Neutral (N)**, **4=Disagree (D)** and **5=Strongly Disagree (SD)**

S/NO	STATEMENT	1(SA)	2(A)	3(N)	4(D)	5(SD)
1.	There is an office with a customer care desk in my station					
2.	Housing facilities are enough for all officers deployed in the station					
3.	All housing facilities are in good condition and operational					
4.	The police equipment in the station are enough and in good condition					
5.	There is government vehicle(s) allocated to the station to provide transport to officers while on official duties					
6.	My station is connected to electricity					

	national grid					
--	---------------	--	--	--	--	--

PART E: TECHNOLOGICAL RESOURCES AND STRATEGIC PLANS IMPLEMENTATION

This part wishes to determine the relationship between technological resources and strategic plans implementation in Administration Police Service, Baringo County. State the extent to which you agree with the following statements where **1=Strongly Agree (SA)**, **2=Agree (A)**, **3=Neutral (N)**, **4=Disagree (D)** and **5=Strongly Disagree (SD)**

S/NO	STATEMENT	1(SA)	2(A)	3(N)	4(D)	5(SD)
1.	My station is well equipped with ICT facilities (Computer, Printer, Photocopier, Scanner, Modem etc.)					
2.	ICT courses have been offered to nominated officers serving in the county					
3.	The station has qualified officers to handle and operate ICT facilities					
4.	There are modern police equipment allocated to the station by the government					
5.	My area of deployment is fully connected to network providers (Safaricom, Airtel, Orange etc)					
6.	There is an urgent need for the government to capitalize on technological resources in the county					

PART F: STRATEGIC PLANS IMPLEMENTATION

This part wishes to scrutinize specific factors in relation to strategic plans implementation process in Administration Police Service, Baringo County. State the extent to which you agree with the following statements where **1=Strongly Agree (SA)**, **2=Agree (A)**, **3=Neutral (N)**, **4=Disagree (D)** and **5=Strongly Disagree (SD)**

S/NO	STATEMENT	1(SA)	2(A)	3(N)	4(D)	5(SD)
1.	There is a well-established chain of command in AP service in the County					
2.	The AP service is accessible to all members of the public in the County					
3.	Language barrier is an hindrance to AP while serving the members of the public in the county					
4.	Communication concerning distress calls have been promptly and well-acted upon in the county					
5.	The AP service administration is accessible to all members of the public in the county					
6.	There is a conducive climate for AP officers to execute their mandate in the county					
7.	There is a well laid down structure of rules and regulations for the service to operate in the county					
8.	All complaints pertaining AP officers and the members of public are dealt with promptly according to the law					

APPENDIX III: RESEARCH WORK PLAN

Below is a table showing the projected work plan for the research study.

S/NO	ACTIVITIES	DURATION	TIME SCHEDULE
1.	Developing and writing of concept paper	One month	April 2017
2.	Literature search and consolidation	Two months	May to June 2017
3.	Developing and writing of proposal	Two months	July to August 2017
4.	Designing, developing and piloting of research instruments	One month	September 2017
5.	Proposal Defense before a panel from the school of business	One day	September 2017
6.	Collecting data from the field	Two months	January to February 2018
7.	Data processing, analysis and writing of the final report	Three months	April to June 2018
8.	Submission of final report	One day	July 2018

APPENDIX IV: RESEARCH BUDGET ESTIMATES

Below is a table showing the estimates of expenses the researcher will incur during the research study.

S/NO.	ITEMS	QUANTITY	UNIT COST (KSHS)	TOTAL COSTS (KSHS)
1.	Reams of printing papers	Five	500	2,500
2.	Pens	Five	20	100
3.	Note book	One	100	100
4.	Folder	One	150	150
5.	Laptop	One	45,000	45,000
6.	Flash disk (8GB)	One	800	800
7.	Scientific calculator	One	1,200	1,200
8.	Questionnaire typesetting and printing	6 pages	25	150
9.	Questionnaires photocopying	220	12	2,640
10.	Travelling, catering and accommodation	One Person	40,000	40,000
11.	Literature search and Internet services		7,000	7,000
12.	Project report typesetting and printing	80 Pages	25	2,000
13.	Project report photocopying	6 Copies	160	960
14.	Binding	6 Copies	100	600
TOTAL				103,200

APPENDIX V: NACOSTI RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/52014/22529**

Date: **20th June, 2018**

Fedinard Mumo Ngumbi
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***“Organizational resources and strategic plans implementation in administration police service in Baringo County, Kenya”*** I am pleased to inform you that you have been authorized to undertake research in **Baringo County** for the period ending **19th June, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Baringo County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Baringo County.

The County Director of Education
Baringo County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation
RESEARCH CLEARANCE
PERMIT**

Serial No.A 19023

CONDITIONS: see back page