

**STRATEGIC RESOURCE CONFIGURATION AND ORGANIZATIONAL
PERFORMANCE IN PUBLIC INSTITUTIONS IN KENYA**

A CASE OF KENYA TOURISM BOARD IN KENYA

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DECLARATION

This research study is my own work and has never been submitted for award of a degree in any other institution.

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DEDICATION

This work is mainly dedicated to my husband Geoffrey and children Randy and Chirmel for their great encouragement, support and above all for their love, care and concern that continuously inspired me in the attainment of this goal.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS	xi
OPERATIONAL DEFINITION OF TERMS	xii
ABSTRACT	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategic Resource Configuration	2
1.1.2 Organizational Performance	3
1.1.3 Kenya Tourism Board.....	4
1.2 Statement of the Problem	4
1.3 Study Objectives	6
1.3.1 General Objective	6
1.3.2 Specific objectives	6
1.4 Research Questions	6
1.5 Significance of the Study.....	6
1.6 Scope of the study	8
1.7 Limitations of the Study	8
1.8 Organization of the Study	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical Review.....	10
2.2.1 Kaplan & Norton's Balanced Scorecard model	10

2.2.2 Resource Based View Theory.....	11
2.2.3 Pecking Order Theory.....	12
2.2.4 Competency Theory.....	14
2.3 Empirical Review.....	15
2.3.1 Financial Resources and Organizational Performance	15
2.3.2 Human Capital and Organizational Performance	17
2.3.3 Information and Communication Technology and Organizational Performance....	19
2.3.4 Physical Facilities and Organizational Performance	21
2.4 Summary of Gaps.....	22
2.5 The Conceptual Framework.....	29
CHAPTER THREE.....	30
RESEARCH METHODOLOGY	30
3.1 Introduction	30
3.2 Research Design	30
3.3 Target Population	30
3.4 Sample Size and Sampling Technique.....	31
3.5 Data Collection Instrument.....	31
3.6 Pilot Testing.....	32
3.6.1 Validity of the Research Instrument	32
3.6.2 Reliability of Research Instrument	33
3.7 Data Analysis and Presentation	33
3.8 Ethical Consideration	34
CHAPTER FOUR.....	35
RESEARCH FINDINGS AND DISCUSSION	35
4.1 Introduction	35
4.2 Questionnaire Response Rate.....	35
4.3 Respondents' Biodata	36
4.3.1 Respondents' Gender	36
4.3.2 Respondents' Education Level.....	37
4.3.3 Respondents' Age Bracket.....	37

4.4.5 Duration of time in the Organization	38
4.5 Financial Resources and Performance of Kenya Tourism Board	39
4.5.1 Aspects of Financial Resources	39
4.5.2 Financial Resource Influence on Performance of Kenya Tourism Board	42
4.5.3 Effect of Financial Resources on Performance of Kenya Tourism Board.....	42
4.6 Human Capital and the Performance of Kenya Tourism Board.....	43
4.6.1 Aspects of Human Capital	43
4.6.2 Human Capital Influence on the Performance of Kenya Tourism Board.....	45
4.6.3 Effect of Human Capital on the Performance of Kenya Tourism Board.....	46
4.7 Information Communication Technology and the Performance of Kenya Tourism Board.....	47
4.7.1 Aspects of Information Communication Technology.....	47
4.7.2 Information Communication and Technology Influence on the Performance of Kenya Tourism Board.....	50
4.7.3 Effect of Information Communication and Technology on Performance of Kenya Tourism Board	50
4.8 Physical Facilities and the Performance of Kenya Tourism Board.....	51
4.8.1 Aspects of Physical Facilities	51
4.8.2 Physical Facilities Influence on the Performance of Kenya Tourism Board.....	53
4.8.3 Effect of Physical Facilities on Performance of Kenya Tourism Board.....	54
4.9 The Performance of Kenya Tourism Board	54
4.9.1 Financial Performance in Kenya Tourism Board	55
4.9.2 Total Net Income as a Measure of Financial Performance of Kenya Tourism Board	56
4.9.3 Total Assets as a Measure of Financial Performance of Kenya Tourism Board	57
4.10 Inferential Statistics	58
4.10.1 Correlation Analysis	58
4.10.2 Regression Analysis.....	60
CHAPTER FIVE	64
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	64
5.1 Introduction	64

5.2 Summary of Findings.....	64
5.2.1 Financial Resources	64
5.2.2 Human Capital	65
5.2.3 Information Communication and Technology.....	65
5.2.4 Physical Facilities	66
5.3 Conclusion.....	66
5.4 Recommendations	67
5.4.1 Effect of Financial Resources on Performance of Kenya Tourism Board.....	67
5.4.2 Effect of Human Capital on the Performance of Kenya Tourism Board.....	67
5.4.3 Effect of ICT on Performance of Kenya Tourism Board	68
5.4.4 Effect of Physical Facilities on the Performance of Kenya Tourism Board.....	68
5.5 Areas for Further Research	69
REFERENCES	70
APPENDICES	75
Appendix I: Introduction Letter	75
Appendix II: Questionnaire	76

LIST OF TABLES

Table 3. 1: Target Population.....	31
Table 4. 1: Respondents’ Response Rate	35
Table 4. 2: Aspects of Financial Resources	40
Table 4. 3: Aspects of Human Capital	44
Table 4. 4: Aspects Information Communication Technology.....	48
Table 4. 5: Aspects of Physical Facilities	51
Table 4. 6: Financial Performance at Kenya Tourism Board	54
Table 4. 7: Correlation Coefficients.....	58
Table 4. 8: Model Summary	61
Table 4. 9: ANOVA.....	61
Table 4. 10: Regression Coefficients	62

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	29
Figure 4. 1: Respondents' Gender.....	36
Figure 4. 2: Respondents' Highest Education Level.....	37
Figure 4. 3: Respondents' Age Bracket	38
Figure 4. 4: Duration of time in the Organization	39
Figure 4. 5: 1Extent of Financial Resource effect on Performance	42
Figure 4. 6: Extent of Human Capital Influence on Performance	46
Figure 4. 7: 1Extent of Technological Resources Effect on Performance.....	50
Figure 4. 8: 1Extent of Physical Resources Effect on Performance	53
Figure 4. 9: Financial Performance of Kenya Tourism Board.....	56
Figure 4. 10: Total Net Income in Kenya Tourism Board	57
Figure 4. 11: Total Assets in Kenya Tourism Board	58

ABBREVIATIONS AND ACRONYMS

GDP:	Gross Domestic Product
ICT:	information communication technology
IT:	Information Technology
KTB:	Kenya Tourist Board
NACOSTI:	National Commission for Science, Technology and Innovation
RBV:	Resource Based View
HC:	Human Capital
HR:	Human Resource
HRM:	Human Resource Management

OPERATIONAL DEFINITION OF TERMS

- Financial Resource:** These are funds at the disposal by an institution and that are easily accessible to management for the right allocation.
- Human Capital:** The skills, knowledge, abilities and other features that embodied individual groups acquired throughout their life and employed to produce goods, ideas or services in market circumstances
- Information Communication and Technology:** These possess the attributes of integration, alignment, compatibility, functionality and ease of use in order to facilitate acquisition processing, communicating and retrieving information for purpose of decision making in accordance with strategy of an organization of providing efficient services.
- Organizational Performance:** This refers to effectiveness and efficiency of resource utilization to achieve financial performance, internal business process improvement and customer satisfaction.
- Physical Facilities:** These are equipment and tools in an institution uses to make daily activities much quicker and easier.
- Public Institutions:** This refers to nonprofit making organizations that are owned and operated by government of Kenya in the provision of services to the citizens.
- Strategic Resource Configuration:** This is an arrangement of parts or elements of human resources, Information Technology resources, physical resources and financial resources in a particular form, figure, or combination.

Strategic Resources:

These are competitive advantage building blocks in business and include tangible and intangible resources.

ABSTRACT

The tourism sector in Kenya has been experiencing fluctuations in tourists' visits in the country. In addition, the country has witnessed a decline in bed occupancy and bookings in tourist lodges, hotels, and other tourism-related businesses within the country. The Kenya Tourism Board (KTB) requires resources including physical assets, human resource, financial resources and technology to implement strategies meant to improve the tourism sector in the county. These strategies include addressing issues related to travel advisories issued by other countries, campaigns in different countries and improvement in service delivery. However, Kenya Tourism Board has been experiencing inadequate staff, lack of financial resources and physical assets like motor vehicles. This research therefore examined the effect of strategic resource configuration on performance of KTB. Specific objectives in this study were to examine the effect of human resources, financial capital, information communication and technology and physical facilities on performance of Kenya Tourism Board. The study was anchored on Kaplan & Norton's balanced scorecard model, resource based view theory, pecking order theory and competency theory. The study deployed descriptive survey design. Furthermore, target population was all 115 employees in four directorates of the Kenya Tourism Board. Since target population was small, this study employed census study and hence the whole population was involved. This research employed both primary as well as secondary data. Secondary data was acquired from yearly reports of Kenya Tourism Board. Collection of primary data was done by deploying questionnaires. Semi structured questionnaire in this survey was deployed for generation of quantitative and qualitative data which was separately analyzed using diverse techniques. Qualitative data was analyzed by use of thematic analysis and results given in narrative form. Inferential and descriptive statistics were employed to analyze quantitative data with the support of SPSS version 22. In addition, descriptive statistics consisted of percentages, mean, frequency distribution and standard deviation. Inferential statistics comprising of correlation analysis and multivariate regression then followed. Tables and figures (bar graphs as well as pie charts) were employed to analyze the results. The study revealed that financial resources had significant influence on performance of Kenya Tourism Board. Human capital had significant effect on the performance of KTB and Information Communication and Technology had significant effect on performance of KTB. Also, physical facilities had significant effect on performance of KTB. Therefore, the research recommends that Kenya Tourism Board should release adequate funds to various departments and on time to purchase the required facilities and pay the staff. The study also recommends that Kenya Tourism Board should employ more experienced and skilled staff to cater for the shortages and improve on service delivery. In addition, the managers should adopt the modern technology and office furniture to enable faster and easy service delivery to the tourists. Further, the managers should set up frequent training programs to impact the staff with relevant communication skills, interpersonal skills, technical skills and knowledge on modern technology. Management should employ modern technology and road shows to market tourism services in order to attract tourists both globally and locally and hence improve performance of the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public institutions have individual goals and objectives and they possess different configurations of resources as well as organizational competences. In pursuit of their goals they will develop appropriate strategies to optimally utilize their resources and competences. Resources are organizational assets and are thus, what constitutes the organization (Akomolafe, 2016).

Capabilities consist of routines and processes that manage interaction amid resources to convert inputs into outputs. It is therefore critical that resources and capabilities are developed, deployed and exploited in a unified approach. Generally, management scholars admit that organizational competences can be a main source of superior performance (Amoah-Mensah, 2013; Bakri, 2017). According to Masaba and Kilika (2016) configurations arise out of insight, change, inspiration and/or trial and error, where old combinations of strategies and resources are realigned or dropped all together and new configurations adopted. Organizations that adopt a dynamic approach in management are likely to quickly react to changes in the environment thereby gaining advantage to wither any turbulence.

In the past, organizations have applied the concepts of strategy, whether by deliberate design, or by managers intuitively reacting to changes in operating dynamics to drive their organizational goals (Seungbum, Brownlee, & Soonhwan, 2017). Similarly, different organizations have been endowed with varying levels of resources and capabilities, and in their endeavor to maximize benefits, have exploited them with mixed results. Organizations which are more professionally run employ the elements of strategy, resource configuration and organizational capabilities to achieve desired outcomes (Imran, Shafique & Maqbool, 2014). In the past many of these might have unconsciously applied some of these elements without being aware of the underlying theoretical relationships.

1.1.1 Strategic Resource Configuration

Strategic resource configuration is an operational factor that influences the action of a particular organization in the marketplace. The configuration is shaped by interactions among variables in four areas: human capital, financial resources, physical facilities and information and communication technology (Masaba & Kilika, 2016). Financial resources involve the business ability to "finance" its strategy chosen. Human Capital refers to a measure of education, skills, attributes as well as capacity of labor which influence their potential of earning and productive ability. Strategic resource configuration entails assessing the skills that an organization already possesses the ability of the skills to meet the need of a chosen strategy and flexibility of selected skills. This is achieved through auditing of human capital which would entail assessment of the existence of staffing resources and the changes required to the resource (Munjuri, 2011). The physical facilities category covers wide range of operational resources which are concerned with visible capability for strategy delivery. Strategic configuration of physical resources focuses on locating existing facilities, investment, capacity and maintenance requirements and extent to which strategy production requirements can be delivered through existing facilities. With respect to ICT, an organization needs to integrate ICT systems with customers and suppliers so as to improve on operational efficiency and customer satisfaction or experience.

In the United States, Gruber, Heinemann and Hungeling (2010) indicate that strategic resource in an organization includes physical, tangible resources, intangible resources and human resources. In Netherlands, Furrer, Sudharshan and Alexandre (2008) revealed that firms which are joined together in strategic space belong to diverse resource configurations; firms belonging to similar resource configuration, meaning they are joined in resource space. In Taiwan, Feng and Pan (2016) indicate that capability and marketing resources, capabilities and operation resources, management and HR all have positive impact on firms' performance. In addition, management and physical capital resource have no impacts on performance of a firm.

According to Parent, Fromageot and Ketele (2015), one of the main challenges facing organizations in Africa is adequacy of resources. Njagi (2018) indicates that institutions

that invest as well as maintain sufficient and also quality strategic resources including human resources, physical resources, IT resources, financial resources will improve the performance compared to those which do not. Additionally, institutions which prudently employ, develop, combine as well as organize strategic resources will realize better performance compared to those which do not.

1.1.2 Organizational Performance

The performance in any firm is affected by efficiency and effectiveness of its operations. Effectiveness refers to the attainment of results that correlate to the goals of customer needs. Alternatively, efficiency is utilization of resources in an economic way to attain business goal (Awando & Rukangu, 2015). Efficiency as well as effectiveness forms the basis on which companies decide to carry out a strategy. Effectiveness results one to concentrate on different strategies that meet customers' requirements while efficiency results to strategies which focus on internal operations as well as processes. Financial and non-financial methods can be deployed to quantify efficiency and effectiveness. Financial measures include delivery of services, customer' s satisfaction, efficiency, leaning and innovation, market share, flexibility, quality products, induction of new goods and responsiveness (Preko, 2014).

This study used Balanced Scorecard model of performance measurement as it is broad enough to include quantitative and non-quantitative parameters. Specific measures entailed financial performance, learning, growth, internal businesses processes as well as customer satisfaction (Ringim, Razalli & Hasnan, 2012). Kaplan and Norton (2004) argue that business strategies together with its objectives measures flow of targets and initiatives from essential success factors. Moreover, the performance point of view includes financial performance, customers' satisfaction, internal business processes and learning as well as growth (Akomolafe & Adesua, 2016). Financial point of view is measured by the use of revenue, assets, market share as well as cost leadership. The speedy purchase, quality and appropriate selection are employed to measure customer perspective. Process innovation, relationships, efficiency and convenience are used to measure internal perspective. The climate of action and operational excellence are employed to measure growth and learning perspective.

1.1.3 Kenya Tourism Board

Kenya Tourism Board was started as a state corporation on 9th February, 1997. KTB is an organization which represents Kenya's private and public tourism sectors. The organization has a responsibility of marketing as well as promoting Kenya as a desired destination of tourist globally, while encouraging growth of Kenya's local tourist market. It encourages quality service as well as continuous excellence of tourist amenities and facilities (Kenya Tourism Board, 2017). To effectively perform its mandate KTB has established a strategic direction that embraces vision, principles, mission and also strategic objectives. Moreover, they have stated that structure, management system and leadership styles, shared skills and values all combine in order to establish the degree to which KTB is successfully implemented (Kenya Tourism Board, 2017).

The mandate of KTB also include creating public relations services so as to address issues relating to image of Kenyan tourism industry and facilitate conflict resolutions within the industry, initiate awareness and education programmes on tourism abroad and locally, develop as well as maintain professional employee to deal with various issues which greatly affect image of Kenya in tourism industry. As a dynamic industry, tourism is faced with various challenges. This implies KTB should be ready to respond effectively to these challenges by foreseeing them via strategic plan. From this basis, KTB has prepared this plan to further its mandates, enhance its mission, attain better results with lesser resources as well as respond effectively to fast changing circumstances (Kenya Tourism Board, 2017).

1.2 Statement of the Problem

Tourism sector over years has been facing fluctuations in tourists' visits in the country. For instance, in the year 2007 tourist arrivals declined by 61.6 per cent. A similar scenario was witnessed in 2013 election, where tourist arrivals every month reduced by 40% from December 2012 to April 2013. In addition, the country witnessed deterioration in bed occupancy and bookings in tourist lodges, hotels and other businesses related with tourism within the country. As stated by Kenya Association of Hotelkeepers and Caterers

(2018), drop in bed occupancy was witnessed by between 20– 60% compared to previous year. According to the Kenya Tourism Board (2018), tourist sector performance measured in terms of tourist satisfaction and arrivals in Kenya decreased by 38 percent.

The Kenya Tourism Board requires resources for instance, physical assets, financial resource, human resources and technology to implement strategies meant to improve the tourism sector in the county (Akomolafe, 2016). These strategies include addressing issues related to travel advisories issued by other countries, campaigns in different countries and improvement in service delivery (Bakri, 2017). However, tourism sector experienced inadequate staff, lack of financial resources and lack of physical assets like motor vehicles in the year 2017. Therefore, it is essential to understand how strategic resource configuration influences the performance of the Kenya Tourism sector.

Numerous researches have been performed on strategic resource configuration on performance of organizations in public institutions. In a Malaysian research, Andersén (2011) found that marketing capability, management capability, staff motivation and work environment had an influence on firm performance. However, the survey was performed in Malaysia, which varies from Kenya on resources as well as legal framework governing institutions. Njagi (2018) found that human, physical, financial and IT resources had an effect on public health institutions performance within Embu County. However, this research was conducted in health sector in Kenya, which is different from the Kenya Tourism Board. Kogo and Kimencu (2018) established that information resources including technology, infrastructure as well as human skills have an influence on insurance companies' performance within Nairobi County. However, this survey was carried out in the insurance sector, which is different from the Kenya Tourism Board in terms of objectives and sources of resources. Njoroge and Muathe (2016) revealed strategic resource configuration influence performance of Kenyan Mobile Phone Company. However, this study was limited to Mobile Phone Company hence the study findings cannot be generalized to the Kenya tourism board. To fill the highlighted gaps, the current research sought to examine the effect of strategic resource configuration on performance of KTB. The study sought to show the influence of financial resources,

human capital, ICT and physical facilities on performance of Kenya Tourism Board in Kenya.

1.3 Study Objectives

This study has both general objectives and specific objectives.

1.3.1 General Objective

General objective in the research was to examine effect of strategic resource configuration on performance of Kenya Tourism Board.

1.3.2 Specific objectives

The study' s specific objectives were;

- i. To establish effect of financial resources on performance of Kenya Tourism Board in Kenya.
- ii. To evaluate effect of human capital on performance of Kenya Tourism Board in Kenya.
- iii. To evaluate the effect of ICT on performance of Kenya Tourism Board in Kenya.
- iv. To assess the effect of physical facilities on performance of Kenya Tourism Board in Kenya.

1.4 Research Questions

This research was driven by below questions;

- i. What is the effect of financial resources on performance of Kenya Tourism Board?
- ii. How does human capital affect performance of Kenya Tourism Board?
- iii. What is the effect of ICT on the performance of Kenya Tourism Board?
- iv. How do physical facilities affect performance of Kenya Tourism Board?

1.5 Significance of the Study

Findings obtained will be essential to management of Kenya Tourism Board, policy makers, Kenyan government, stakeholders and other academicians and researchers. This study may be important to managers and various practitioners working in Kenya Tourism

Board, the study may further provide information on ways in which strategic resource configuration influences performance. It may assist in identifying the best strategies to be adopted if they are to position Kenya strategically as a tourist destination. It may aid in identifying areas of improvement, plan in their operations, systems and hopefully lead to better decision making. The organization may be able to use information obtained from this research to develop as well as implement destination-based strategies internationally and locally and at the same time provide strategic direction in matters regarding destination marketing.

Kenya Tourism Board plays a vital role in enhancing tourism sector in Kenya and in making Kenya a preferable tourist destination, which in turn influence the national economy positively. As such, its performance is of much importance to Kenyan government and also policy makers. Therefore, the policymakers may greatly benefit from ongoing research as it may give information on how strategic resources configuration affects the performance. This information can be used in formulating policies to govern physical facilities, human capital, financial resources and information and communication technology in KTB in an effort to improve their performance. Moreover, results of this study may be used to develop policies to protect tourists and investors in the sector.

The findings of this study will benefit various stakeholders of the Kenya Tourism Board. The study provides information on the effect of strategic resource configuration on performance of Kenya Tourism Board. Specifically, the study shows the influence of financial resources, human capital, ICT and physical facilities on performance of Kenya Tourism Board.

This study may add information to existing body of knowledge on role of strategic resource configuration on performance of public institutions. The results may specifically provide information on how financial resources, human capital, information and communication technology and physical assets affect performance. To other academicians and researchers, the research may give information which can be utilized as research material as well as literature review in related studies.

1.6 Scope of the study

The scope of this survey was staff of Kenya Tourism Board. The study population was 115 personnel working in four directorates of Kenya Tourism Board, which include marketing and business development, marketing support, strategy and research as well as finance, human resource and administration of which no sample will be preferred. The study emphasized on four elements of strategic resource configuration: financial resources, human capital, information and communication technology and physical facilities. These four components were selected because they are considered being the most essential strategic resources in an organization. The survey deployed a descriptive research design and primary data as well as secondary data. Semi structured questionnaires were also deployed to collect primary data. Moreover, secondary data in ongoing survey was acquired from yearly reports of Kenya Tourism Board. This research was carried out from 1st April 2020 to 30th April 2020.

1.7 Limitations of the Study

Some participants were uncooperative as well as reluctant in answering questions related to problem of performance. In addition, some respondents were not ready to give correct information. However, participants were assured that any information given during the survey was to be handled with greatest privacy. Respondents were asked not to write their personal information on data extraction tool so as to enhance anonymity.

Another limitation is that the management at Kenya Tourism Board was reluctant to give permission to collect data as they felt as if the researcher was investigating them. Nonetheless, the researcher issued a transmittal letter acquired from the University in order to assure them that the research was for education purpose only. Further, research permit was acquired from NACOSTI.

1.8 Organization of the Study

This study is organized in different chapters. First chapter entails presentation of study background, problem statement, objectives of a study, research questions, significance of the study, scope and finally study limitation. Second chapter entails literature review.

Particularly, the chapter comprises both empirical and theoretical review on effect of human resources, financial capital, physical facilities as well as ICT on performance. The section also focuses on presentation of summary of research gap and also conceptual framework. The third chapter entails research methodology which comprises of research design, population of the study, sample design, instruments for collecting data, validity and also reliability, analysis of data, presentation and ethical consideration. Chapter four covers analysis of data, presentation, interpretation and also discussion of the findings. Last chapter encompasses summary of the results, conclusion and finally the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews related literature on impact of strategic resource configuration on organizational performance. This section covers empirical review, theoretical, summary gaps and lastly conceptual framework.

2.2 Theoretical Review

Theoretical review introduces and describes theory which explains why there is existence of research problem being studied. In addition, it highlights the necessity to examine ways in which the key variables are likely to vary and under which circumstances and identifies key variables which influence phenomena of interest (Swanson, 2013). This study focused on theories of performance and theories of strategic resource configuration.

2.2.1 Kaplan & Norton's Balanced Scorecard model

The above model was proposed in early 1990's in effort to assist firms' measure performance of business using financial as well as non-financial data. Balanced Scorecard was aimed at aligning business daily activities to the strategy and vision of the business, boost internal as well as external communications, and also monitor performance of business against strategic objectives. Balanced scorecard gives a relevant range of both financial as well as non-financial information which supports appropriate business management (Seungbum, Brownlee & Soonhwan, 2017).

Balanced scorecard model is utilized to underpin right behaviors within the organization through separating four distinct areas which require to be examined. Moreover, these areas (legs), entails learning as well as development, finance, business procedures and clients. This model is employed to accomplish goals, objectives, initiatives as well as measurements that result from the key business roles (Perramon, Rocafort & Llach, 2016).

Information is gathered and analyzed from four business aspects. First, learning as well as growth is analyzed via investigation of knowledge and training resources. First leg handles appropriateness of capturing information and how employees effectively utilize information in order to transform it over the industry to a competitive advantage (Seungbum, Brownlee & Soonhwan, 2017). Second, business processes are assessed by examining how well services are delivered. Operational management is however analyzed so as to trace delays, bottlenecks, waste or shortages. Third, in order to measure customer satisfaction with price, quality and availability of services or products, customer perspectives are gathered. Customers give feedback concerning whether the current products are meeting their needs (Ndoda, & Sikwila, 2014).

Lastly, financial data including sales, income and expenditures are used to realize financial performance. The four legs include organization vision and strategy and need of active management in order to analyze collected data. Kaplan & Norton's Balanced Scorecard model was used in on-going study to explain the organizational performance of Kenya Tourism Board.

This study measured the performance of Kenya Tourism Board in terms of learning as well as growth, customers, business processes and financial performance. Kenya Tourism Board is concerned with customer satisfaction which is related to efficiency in service delivery, product value added advisory services, cost of service delivery as well as clarity and simplicity. Internal business process involves waiting time in service delivery, turnaround time, value for money, and ability to deliver the promised service in a consistent and accurate manner.

2.2.2 Resource Based View Theory

The above theory was propounded in 1984 by Birger Wernerfelt. RBV as a core for a firm competitive advantage rests mainly in bundle application of essential capabilities as well as intangible or tangible resources. Colbert (2014) stresses on distinction between capabilities and resources by describing capabilities as unique kind of resource, particularly, an organization entrenched non-transferable firm-particular resource whose aim is to enhance other resources productivity possessed by a firm. Resources are

available items' stocks that are controlled and owned by an organization while capabilities are organization ability to utilize resources. It is the hustling of resources that develops capabilities. Furthermore, an organization is more likely to excel and succeed if it has the best and the right stock of resources which are relevant for its strategy and business. In RBV, an organization is always characterized primarily with knowledge or resources that it commands or embodies. It is a way of adding gratitude of a firm role to proper interpretation of a market (Rashidirad, Soltani & Salimian, 2015).

The theory proponents argue that it is merely those unique resources that deliver sustainable competitive advantage. RBV focuses only on internal factors which are controllable by an organization instead of external factors which are beyond their control (Ruivo, Oliveira & Neto, 2015). Its capabilities and resources give building blocks for building firm' s strategy. An organization' s competitive position normally is described by its special resources and associations. Firms vary in fundamental ways since each firm owns unique resources, organizational capabilities, tangible as well as intangible assets to make proper use of these assets.

This research deployed RBV theory to describe impact of physical resources on organizational performance. In Kenya Tourism Board, tangible assets are physical items of value which are used to improve organization performance. Therefore, availability and adequacy of resources including human resources, financial resource, technological resources and physical assets affected the performance of organizations.

2.2.3 Pecking Order Theory

Majluf and Myers proposed the above theory in 1984. The theory indicates that cost of financing in a firm increases with increase in asymmetric information (Yousaf & Iftikhar, 2018). The three main sources of financing include internal funds, equity and debt. Firms normally prioritize their financing sources by initially preferring the use of internal financiers followed by debt and make use of equity as the last option. Therefore, an organization starts by using internal funds and when these funds are completely used they issue debt. When it becomes no longer reasonable and practical to use debt, firms issue equity (Mukherjee & Mahakud, 2012).

The pecking order theory indicates that firms observe and follow the financing sources' hierarchy and prefer to utilize internal funds when they are available. However, when internal funds are not enough, debt is normally preferred over equity. This is because equity leads to issuance of shares which subsequently means that there is an introduction of new external ownership in the firm. However, the decision to borrow (debt) is a signal that the company requires external financing (Bhama, Jain & Yadav, 2018).

More profitable organizations borrow less because of the inverse association between debt ratio and profitability whereby: organizations prefer internal funding; dividend payout ratios are influenced with reference to existing investment opportunities so as to avoid unexpected changes in dividends; sticky policies of dividend coupled with ambiguity surrounding investment and profitability opportunities reveals that cash flows that are internally generated are sometimes more or less compared to capital expenditures. The firm buys marketable securities or pays off debts when cash flows are more. However, if the situation is contrary, the firm initially uses cash balance and afterwards sells marketable securities instead of reducing dividend (Eldomiaty, Azzam & Mohamed, 2017).

The theory upholds proposal that debt is however inexpensive and appealing of financing outside sources. It regards market-to-book ratio as investment opportunities measure and suggests that periods of great investment opportunities will push leverage higher toward a debt capacity.

Pecking order theory was deployed to explain association between financial resources and organizational performance of Kenya Tourism Board. In this research, pecking order theory is significant since it reveals the financing preferences that managers in institutions like KTB have. The theory indicates that the three main sources of financing include internal funds, equity and debt. Firms normally prioritize their financing sources by first preferring the use of internal finance, followed by debt and make use of equity as the last option. Therefore, organization start by using internal funds and when these funds are completely used they issue debt and then equity. Nonetheless, equity cannot apply in some public institutions, include Kenya Tourism Board. Kenya Tourism Board has drawn

and expects to continue to draw its financial resources from sources that include; financial support from Government through Ministry of Tourism and Wildlife; a 50% share of funds collected from the Catering Training and Tourism Development Levy; Grants and loans from Development Partners such as the European Union, Tourism Trust Fund and individual Donor Governments and institutions; and finally contribution in cash from the Kenyan private sector. Resource allocation from the Government which is allocated as per the financial year is not helpful especially when the Board has to deal with emergencies and crisis.

2.2.4 Competency Theory

Competency theory was proposed by McBer and McClelland in 1980s. This is linked to managerial skills variable. The theory states that competency is the primary attributes of a person who is associated to greater performance on allocated or assigned task (Feng & Richards, 2018). Managerial skills consist of technical, conceptual and interpersonal skills. Competence is made up of communication ability, negotiation tactics and responsive behavior (Jegelaviciute, Navickas & Navickas, 2018). In this study, competency theory is of great relevance based on the fact that it describes the significance of having managers with necessary management skills (interpersonal, technical and conceptual) in handling programmes (Buker & Schell-Straub, 2017).

Technical skills refer to abilities which are obtained through learning as well as practice thus their significance to the managers for proper supervision of employee working in an organization. Interpersonal skills enable the managers and staff to properly interrelate with other people for instance, from other sectors in the tourism sector. Conceptual skills help the staff to properly understand programmes' concepts, create ideas and also implement resilient projects properly (Melogno, Pinto & Tarani, 2019).

The theory is useful in describing the association between human capital and enhancement of organizational performance. Based on competency theory, competencies are gauged on academic qualification, knowledge, training and experience. Simply, it implies that performance of organizations like KTB would be determined by competencies such as knowledge, skill and experience.

2.3 Empirical Review

This section reviews diverse empirical literature pertaining to impact of components of strategic resource configuration on performance of organization. Specifically, it shows the effect of financial resources, human capital, information and communication technology and physical facilities on performance.

2.3.1 Financial Resources and Organizational Performance

Fonseka, Tian and Li (2014) examined the effect of financial ability on firms' sustainability as well as competitiveness in highly controlled Chinese market. Hierarchical regressions were deployed to assess the research model, based on data from 4,530 firm observations in the year. The results endorse the belief that strict regulatory rule by Chinese allows certain firms to easily access capital as well as debt markets for financing purposes compared to others. Additionally, it was noted that internal financing capabilities of firms do not provide significant advantage as compared to external financing capabilities; firms' capability to generate capital from current shareholders, general public as well as easy access of finance from the bank are positively correlated with a firm's competitive advantage in an industry. Firms with capability to give shares to all existing shareholders give non-convertible as well as convertible bonds and also access to bank funds are sustainable in long-run. This survey was performed in China as a result its results cannot be used in Kenya because of differences in institutional frameworks as well as geographical boundary.

Abdulrahman and Bamiduro (2008) centered their study on organizational effectiveness and allocation of financial resource in various colleges of legal as well as Islamic studies within Nigeria. The study was conducted by use of random sampling technique, questionnaires and multiple analysis technique. The findings indicated that recurrent expenditure had high as well as positive association coefficient, with organizational effectiveness. However, there was low and positive association coefficient between organizational effectiveness and capital expenditure. The study further showed that there was positive and moderate association coefficient, between organizational effectiveness and internally generated revenue. Recommendations were based on the findings. Amidst these were; colleges management should consider the

inward generating higher revenue from consultancy services, operating farms owned by college, rents as well as organizing workshops and conferences for Teachers of Islamic as well as Arabic Studies in primary and also secondary schools as well as Judges within Lower Area Courts. The research was based in Nigeria therefore it is unwise to generalize results to Kenya because of differences in topographical location as well as institutional frameworks.

Njagi and Muathe (2018) performed an assessment of financial resources and public health organizations performance within Embu County in Kenya. By use of explanatory and descriptive study design; the findings showed that financial resources have strong significant positive effect on organization performance. Public hospitals with higher amount of financial resources will attain higher performance levels compared to those with lesser quantities as they will be capable of obtaining the required facilities and simultaneously finance different hospital operations. For the County Government to provide their customers with proper health care, they should ensure sufficient quality medical equipment and medicine. The findings however cannot be used in this research because of disparity in research design and study population.

White, Maru and Boi (2015) centered their study on financial resource as major determining factor of performance in both small and micro firms for service sector in Uasin Gishu Country, Kenya. The study deployed explanatory survey study design. A sample of 600 was obtained from a target population consisting of 1200 SMEs in the service sector within Eldoret Municipal Council, Uasin Gishu County. Findings revealed that financial resources influence firm performance. Therefore, financial as well as capital resource is essential in performances of firms headed by men as well as women. The survey was limited to small as well as micro enterprises in service retail sector whose purpose and goals are distinct from those of public institutions such as Kenya Tourism Board. Additionally, this study used a sample size while the researcher in this study will carry out a census.

In Kenya, Awando and Rukangu (2015) examined the influence of financial resource on effective strategic plans implementation in the ministry of housing, land and urban development within Meru County. The descriptive research design was deployed during

this survey. Results showed that there was enough evidence which revealed a significant association between effective strategic plan implementation and financial resources. This study was limited to ministry of housing within Meru County therefore, findings could not be used in the Kenya Tourism Board due to differences in organizational structure, source of finances and allocation of financial resources. The issue of financial resource is also applicable to organizations within the tourism sector including KTB.

2.3.2 Human Capital and Organizational Performance

Alhajjar and Alnachef (2015) performed a study on impact of human capital on organizational performance. A case study design and the questionnaire was deployed in data gathering and the survey revealed that human capital greatly affects performance of an organization in a positive way. The study showed that increasing economic development by putting extra effort and giving additional time both developing and developed countries are emphasizing on development of human capital. To get into the international arena, development of human capital is one of the most basic solutions. As a result, firms need to invest crucial resources for human capital development which is having greater effect on performance. The findings cannot be applied to this research because of disparity in study population, research design and institutional frameworks.

Awan and Sarfraz (2013) centered their study on effect of human capital on mediating impact of staff satisfaction and company performance in Pakistan. The study made use of quantitative research method. The findings revealed a significantly strong link between investment of human capital and organization performance. The study showed that variable of employee' s satisfaction carries out a significant task of an intermediary between two variables. This implies that when human capital is greater, the firm performs better therefore as a result, it is concluded from the study that organizations should try to train and develop their staff to be capable of doing better for the organization to meet its goals with a more prompt pace in an efficient way. However, this study was limited to Pakistan, hence the results could not be generalized to Kenyan public institutions.

Humid, Cheem, Maheen and Yaseen (2017) assessed the impact of human resource on organizational performance within Pakistan. The study deployed descriptive survey

design and results indicated compensation management practices, organizational citizenship behavior and employees' development lead to a greater level of organizational performance. This indicates that compensation management is associated positively with organizational performance. Furthermore, results also revealed that the impact of organizational behavior and employees' progress is also organizational performance measures. Nevertheless, this research was limited to private organizations, profit making organizations therefore, study findings could not be applied in public institutions like Kenya Tourism Board.

Yen (2013) evaluated the impact of human capital in banks on organizational performance in Taiwan. Case study was organized on qualitative research of a total of 8 commercial banks within Taiwan. Findings discovered that firms' human capital has a positive influence on innovative capacity. Further, this research found that key components of firms' human capital should include not only skills, abilities and knowledge but also execution, leaders' vision, functional diversity, open-mindedness and imitation ability. Results further demonstrate that among commercial banks, innovative capability can be increased and innovative capability is likely to mediate the association between human capital within a firm and organizational performance. The research was carried out within Taiwan therefore its results cannot be used in Kenya because of disparity in regional boundary and institutional frameworks between two states.

In Ghana, Preko (2014) conducted an assessment on the impact of development of human capital on effective work performance at selected departments in Kwame Nkrumah University of Science and Technology. The study was descriptive and also comprised a sample size of 120 employees selected across different departments in College of Social Sciences and Arts. The study revealed that different departments under this college have efficient systems for communicating development and training programmes. Key measures for development of human capital in the college comprised of training, shadowing and mentoring. This study was limited to selected departments whose mandate as well as vision varies from that of public institutions such as Kenya Tourism Board.

Rotich (2016) conducted a survey on impact of capabilities of human resource on organizational competitiveness of Kenyan providers of cellphone service. Explanatory research design which was guided by pragmatism philosophical paradigm was employed. The findings showed a positive relationship between competencies of human resource and organizational competitiveness. In addition, between human resource management practices and sustainable organizational competitiveness there was a positive relationship. The finding of the research cannot be used in this research due to disparity in research design as well as unit of observation.

2.3.3 Information and Communication Technology and Organizational Performance

Hao and Yu (2011) centered their research on impact of selection of technology on organizational performance and innovation success in China. Through use of interviews and surveys, the findings indicated, technology has both positive and also significant impact on organization performance. Results show that selection of a firms' technology has no any effect on innovation attainment; however, selection of technology has significant positive effect on technology management capability as well as technological capability that, as a result, have significant positive effect on innovation success. Furthermore, innovation success has both significant positive effect on organizational performance. The survey was based in China thus results cannot be applied to Kenya because of differences in geographical setting, unit of observation and institutional frameworks.

Yves-C and Dragon (2019) performed a survey on impact of technology on organizational performance within Pakistan. By use of descriptive research design and collection of data via questionnaires, the study results revealed a significant positive impact of technological resources on organizational performance. In addition; IT have made a significant invasion into organization' s performance through automation of accounting roles, spread into other unit of administration and development toward technology of microcomputer and local applications multitude. The use of technology in an organization clearly aims at improving the organization' s performance. Moreover, the research was conducted within Pakistan thus it is unwise to generalize the results to

Kenya because of differences in regional boundary and also institutional frameworks within the two states.

Imran, Shafique and Maqbool (2014) performed a survey on impact of technological advancement on staff performance within banking sector in Pakistan. The study deployed cross-sectional study design as well as questionnaires in data collection. Research revealed that technological advancement has significant positive effect on both staff and organization performance. Nonetheless, this research was limited to banking sector in Pakistan, which comprises of profit making organizations, and hence findings cannot be used in public institutions in Kenya.

Ringim, Razalli and Hasnan (2012) examined on correlation between IT capability and organizational performance on Banks located within Nigeria. Questionnaire was adopted in this research. Results revealed that IT affects organization performance moreover; information technology capability is also significantly associated to organization performance of banks which are based on RBV. Moreover, study outcome provides crucial information on impact of IT capability on organizations' performance, to academics and managers in Nigeria. However, the study focused on Nigerian Banks and hence its findings cannot be used in Kenya Tourism Board, which is a public institution.

Njoroge and Bula (2016) conducted a research to examine whether technology influences the performance of Kenyan Mobile phone Company. Moreover, the study adopted both descriptive as well as explanatory design. The findings indicated that IT was significantly affecting firm' s performance. Hence, this research concluded that technology is a crucial resource that impacts the performance of companies. Therefore, mobile phone companies ought to keep updating their technological systems to cope with constantly changing customer demands. However, management should pay much focus on technological modification. Additionally, management ought to pay additional attention and put more emphasis on innovations since they are fundamental tools in providing competitive advantage that enhances organizational performance. The finding cannot be used in this research due to differences in unit of observation.

2.3.4 Physical Facilities and Organizational Performance

Baraka, Likoko and Ndneyo (2012) centered their research on impact of physical amenities on K.C.S.E performance among public schools within Bungoma South. By use of descriptive research design, the key findings revealed that physical facilities have significant positive effect on performance level. This survey showed that schools with sufficient physical facilities had better academic benefit compared to schools with little or few. Furthermore, majority of schools heads showed physical facilities are essential for educational and inter-personal growth of students. Thus, classroom layout, space, furniture arrangement and pupils' position in connection to lighting, chalkboard as well as windows would affect school' s performance. The findings of the study however cannot be used in the ongoing research due to disparity in unit of observation.

Parveen *et. al* (2009) conducted their study on impact of workplace milieu and office facilities on employees' performance in Sargodha University, Asia. Using convincing and selective method, analysis as well as interpretation of data revealed that infrastructure at place of work had insignificant effect on staff performance. According to this study, infrastructure consist of the physical facilities (waste disposal systems, utility supply systems and water communication systems), and services (sanitation, water, energy, transport) flowing from the facilities. The research was done in Asia thus results cannot be applied to Kenya because of differences in institutional frameworks as well as regional boundary in two states.

Akomolafe (2016) examined effect of physical resources on motivation level of students as well as academic performance among secondary schools within South West Nigeria. Additionally, the researcher employed facto and ex-post design and found a significant association between motivation level of students and physical facilities on academic performance. From the study findings physical, material as well as human resources with high quality ought to be readily accessible in senior schools on order to motivate learners towards academics. Furthermore, priority ought to be provided to funds distribution so as to make all public schools favorable for learning as well as teaching to occur; this will enhance public schools' educational standard. The survey was done in Nigeria thus it is

unwise to generalize these results to Kenya because of disparity in regional boundary and institutional frameworks in two states.

Souck and Nji (2017) centered their study on effects of school facilities on bilingual secondary school' s internal efficiency in Yaounde Centre. The study utilized mixed techniques research (quantitative as well as qualitative methods). Findings revealed that physical facilities affect internal efficiency. In addition, results showed that in 21st century, quality learning and teaching are the critical requirements. The principle of quality that fit within precincts of stated objectives of educational system should guide the procurement of school facilities to meet this objective. Nonetheless, the study focused on bilingual secondary schools whose purpose and objectives vary from those of other public institutions such as Kenya Tourism Board.

2.4 Summary of Gaps

Numerous researches have previously been carried out on impact of strategic resource configuration measured based on financial resources, human capital, ICT and physical facilities on organizational performance of Kenya Tourism Board. These researches however have been carried out in diverse countries, institutions, sectors and by the use of distinct study populations therefore, it is not possible to generalize the results to KTB.

Table 2.1: Summary of Research Gaps

Writer	Study	Results	Research gaps
Financial Resources			
Abdulrahman and Bamiduro (2008)	The effect of financial resource allocation and organizational effectiveness in legal and Islamic colleges in Nigeria	The findings showed that recurrent expenditure had positive association with organizational effectiveness	<ul style="list-style-type: none"> The study was performed in Nigeria therefore its results cannot be used in Kenya because they differ in geographical setting and unit of observation as well as institutional frameworks.
Fonseka, Tian and Li (2014)	The effect of financial ability on firms' competitiveness as well as sustainability in Chinese market	The results highly support the notion that regulatory regime by Chinese allows firms to easily access debt as well as capital markets for financing compared to others	<ul style="list-style-type: none"> The study was performed in China thus its results cannot be applied to Kenya because of disparity in topographical boundary and also institutional frameworks
White, Maru and Boi (2015)	Financial resource as major determining factors of performance in both small as well as micro firms for service	Through use of explanatory survey study design, the study found that that financial resource had no significant association	<ul style="list-style-type: none"> Nevertheless, the study failed to show the influence of source of funds, funds Adequacy and timely

	sector in Uasin Gishu Country, Kenya	with firm performance	release of funds on organization performance
Awando and Rukangu (2015)	The influence of financial resource on effective strategic plans implementation in the ministry of housing, land and urban development within Meru County.	Results showed that there was enough evidence which revealed a significant association between effective strategic plan implementation and financial resources	<ul style="list-style-type: none"> This study focused on the ministry of housing, land and urban development within Meru County hence the study findings cannot be generalized to Kenya Tourism Board
Njagi, Muathe and Muchemi (2018)	The impact of financial resources and performance in public health organizations within Embu County, Kenya	Findings showed that financial resource have a significant positive impact on organization performance	<ul style="list-style-type: none"> Results are not generalizable to ongoing study because of disparity in unit of observation as well as research design.
Human Capital			
Yen (2013)	The impact of human capital in banks on organizational performance in Taiwan.	The study found that the influence of firms' human capital on innovative capability	<ul style="list-style-type: none"> The study took place in Taiwan therefore results cannot be applied to Kenya since they differ in

		is positive	regional boundary as well as institutional frameworks.
Preko (2014)	The impact of development HC on effective work performance at selected departments in Kwame Nkrumah University of Science and Technology.	The study revealed that different departments under this college have efficient systems for communicating development and training programmes	<ul style="list-style-type: none"> This study was conducted in Ghana hence the study findings cannot be generalized to Kenya due to variation in economic development and geographical location between the two countries
Alhajjar and Alnachef (2015)	Effect of human capital on organizational performance in Iran	Results revealed that human capital greatly influences performance of an organization in a positive way.	<ul style="list-style-type: none"> It is unwise to generalize results due to disparities in study population, and also institutional frameworks
Rotich (2016)	The impact of capabilities of HR on sustainable organizational competitiveness of Kenyan providers of mobile phone service.	Findings showed a positive association between competencies of human resource and sustainable organizational competitiveness.	<ul style="list-style-type: none"> The findings of the research are not generalizable to this research since they vary in research design as well as unit of observation.
Information and Communication Technology			

Hao and Yu (2011)	The effect of selecting technology on success of an innovation and organizational performance in China.	The findings showed that technology has significant positive effect on organization performance.	<ul style="list-style-type: none"> The study took place in China therefore it is unwise to generalize the results to Kenya because of disparity in geographical setting and unit of observation as well as institutional frameworks
Imran, Shafique and Maqbool (2014)	Impact of technological advancement on staff performance within banking sector in Pakistan	Research revealed that technological advancement has significant positive effect on both staff and organization performance	<ul style="list-style-type: none"> The study was limited to the private banking sector hence the study findings cannot be generalized to the public sector due to variation in institutional framework
Njoroge and Muathe (2016)	Effect of modern technology on performance of Kenyan mobile phone company	Findings established that technology had significant impact on firm's performance	<ul style="list-style-type: none"> Finding of the research cannot be generalized to this research because of differences in unit of observation.
Yves-C and Dragon (2019)	The effect of IT on organizational performance in Pakistan.	Findings established a significant positive effect of technological resources	<ul style="list-style-type: none"> The research was performed in Pakistan hence it is unwise to generalize results to Kenya because

		on organizational performance.	of differences in regional boundary and also institutional frameworks in two states.
Physical Facilities			
Parveen <i>et al.</i> (2009)	The effect of office facilities and place of work setting on staff's performance in Sargodha university, Asia	The study found out that infrastructure at place of work had no significant influence on staff's performance.	<ul style="list-style-type: none"> The survey took place in Asia thus it is unwise to generalize results obtained to Kenya since they differ in regional boundary and institutional frameworks in two states
Baraka, Likoko and Ndenyo (2012)	Effect of physical amenities on performance of KCSE in public schools within Bungoma south	The findings revealed that physical facilities have a significant positive impact on the level of performance	<ul style="list-style-type: none"> The findings of the study are however not generalizable to ongoing survey as a result of disparity in study population
Akomolafe and Adesua (2016)	Impact of physical facilities on students' motivation level and academic performance of senior secondary schools within South West Nigeria.	The research found a significant association between motivation level of students and physical facilities on academic performance.	<ul style="list-style-type: none"> Research was carried out in Nigeria thus the findings cannot be used in Kenya since they differ in regional boundary and also institutional

			frameworks in two states
Souck and Nji (2017)	The effects of school facilities on bilingual secondary school' s internal efficiency in Yaounde Centre	The principle of quality that fit within precincts of stated objectives of educational system should guide the procurement of school facilities to meet this objective	Nonetheless, the study focused on bilingual secondary schools whose purpose and objectives vary from those of other public institutions such as Kenya Tourism Board. •

2.5 The Conceptual Framework

Conceptual framework refers to a group of concepts which are systematically organized and broadly defined to provide a focus, a tool and a rationale for the interpretation and integration of information (Swanson, 2013). Conceptual framework supports the research in relevant bases of knowledge that sets foundation for significance of research questions and problem statement. The independent variables in this study were financial resources, human capital, information and communication technology and physical facilities. The dependent variable was the performance of Kenya Tourism Board.

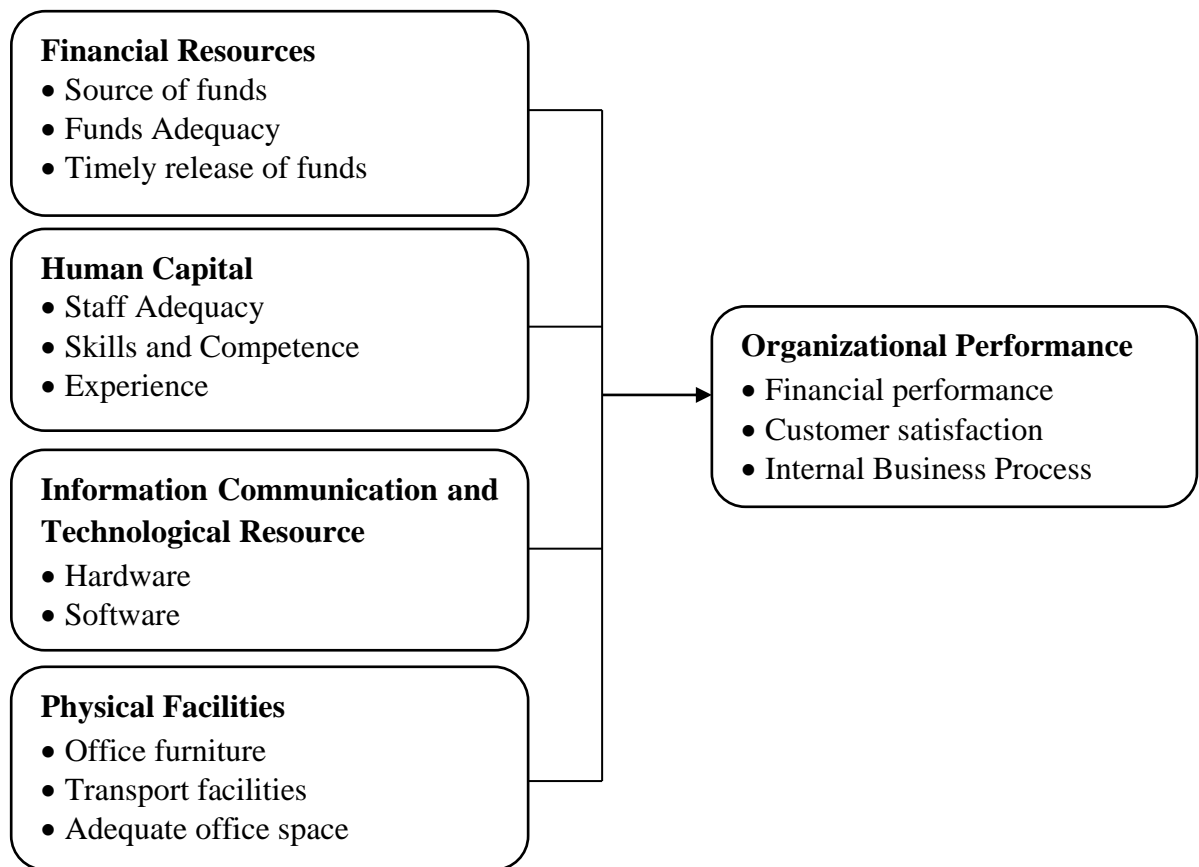


Figure 2. 1: Conceptual Framework

Source: Author (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods used during data collection and data analysis. It is an overall plan, scheme or structure formed to support the researcher in responding to research question. Specifically, this chapter covers study population, research design, sample size and sampling method, research tools, procedures for collecting data, pilot testing, data analysis, presentation and ethical considerations.

3.2 Research Design

Research design is a strategy chosen so as to integrate various study components in a coherent and logical way, hence ensuring there is effective handling of the research problem (Hair, 2011). Descriptive research design was deployed in this survey. Creswell (2014) claims that descriptive research design entail regaining information concerning present status of a phenomenon. As stated by Russell (2013), descriptive design as a process of collecting data, tends to provide an explanation on present status of a phenomenon being studied. Descriptive studies are mostly the best technique for gathering information that explains associations and illustrates world as it is. This study deployed descriptive research design because it enabled combination of quantitative and qualitative data to examine characteristics of phenomenon under research. Moreover, descriptive research design assisted the researcher to easily generalize results to a wider population.

3.3 Target Population

Wilson (2010) described population as entire group of persons under consideration with a similar feature in field of inquiry. This survey targeted employees in four directorates of Kenya Tourism Board, which include marketing and business development directorate, marketing support directorate, strategy and research directorate as well as finance, human resource and administration directorate. The Kenya Tourism Board (2017) indicated that the organization has 115 employees working in four directorates. Hence, target population of this survey was therefore 115 employees.

Table 3. 1: Target Population

Directorates	Target Population
Marketing and business growth	30
Marketing support	32
Strategy and research	27
Finance, human resource and Administration	26
Total	115

Source: Author (2021)

3.4 Sample Size and Sampling Technique

Because the study population is small, this study employed a census study, thus entire population was included. This is a quantitative research method, where all the population elements are counted. It is also referred to as a complete count of a population since each population element is made part of data gathering. The benefit of this method is that it provides accurate and reliable data with very minimal errors (Bryman & Cramer, 2012).

3.5 Data Collection Instrument

This survey utilized primary as well as secondary data. Research data that has earlier been gathered and analyzed, and can be easily accessed by researchers is referred to as secondary data. In this survey, the yearly reports of Kenya Tourism Board were acquired to obtain secondary data. As stated by Sahu (2013), primary data refers to raw data gathered for the first time. To enable collection of primary data, semi structured questionnaires were given out to participants. Questionnaires are usually used in circumstances where respondents are accessible and cooperative (Bryman and Cramer, 2012). The method is appropriate because it can be utilized in circumstances where all targeted participants are literate. The open-ended questions in this survey were deployed to greatly encourage respondents to give felt as well as in-depth answers devoid of fear in giving information while closed ended questions enabled the participants to respond from limited options which had been given. Saunders, Lewis and Thornhill (2012) argue the unstructured or open ended questions allow in-depth response from participants while

structured or closed questions are usually easier to assess. Questionnaires were employed in effort to conserve money as well as time and further enhance an easier way of carrying out analysis because they are in their immediate usable form.

Questionnaire deployed in this survey were classified into six parts. First section comprised of respondent general information. Second to fifth section comprised of questions concerning study independent variables (financial resources, human capital, information and communication technology and physical facilities) while last part constituted of questions concerning dependent variable (organizational performance).

Drop off and pick-up later technique was utilized to administer research tools to organizations' staff. Daily Follow-ups were also made so as to monitor respondents' progress in filling up the questionnaires. This enabled the researcher to explain the aim of the survey, establish rapport and meaning of various items which may not be as clear as observed. The exercise of collecting data took about two weeks.

3.6 Pilot Testing

A pre-test was performed prior to actual study in order to identify and also eliminate ambiguity, misinterpretation as well as questions which respondents found them difficult to understand. Pilot testing enabled the elimination of any typing error as well as establishing the relevancy of every question. Selection of pre-test group was done randomly, also it consisted 10 percent of selected sample size. Pilot test of 12 respondents was carried out in Tourism Regulatory Authority. The pilot test was used to test the validity and reliability of the research instrument. Greener (2008) revealed that is prudent to utilize 10% of the total sample during the process of pre-testing.

3.6.1 Validity of the Research Instrument

Validity denotes extent in which findings acquired from analysis process essentially embodies phenomenon being studied (Singpurwalla, 2013). Face validity is a possibility that certain question is misinterpreted or misunderstood. A suitable way of increasing likelihood of face validity is through pre-test (Bryman and Cramer 2012). Face validity of deployed tool in ongoing survey was enhanced by performing pilot test and also modifying unclear and ambiguous query. Moreover, content validity is the degree by

which a measure portrays each social construct facets. Content validity was enhanced by obtaining specialists' views, specifically the supervisor. The views given by the supervisor concerning the data collection instrument were used to modify the questionnaire.

3.6.2 Reliability of Research Instrument

Bhattacharjee (2012) suggests that reliability ascertains if instrument deployed gives similar findings every time it employed with similar kinds of subject in similar settings. In this study, internal consistency was employed in measuring reliability since it gives measurement approximation of reliability by assuming items measuring related constructs are expected to correlate. One of the most often employed technique in assessing internal consistency is Cronbach's alpha. Reliability in this technique increases with Cronbach's alpha value when values deployed range between 0 and 1. Moreover, if coefficient range from 0.6 to 0.7, this is referred to as acceptable reliability whereas if value is either 0.8 or beyond it is viewed as a good reliability (Bryman, 2013). Cronbach's alpha of 0.7 in this study was regarded acceptable.

3.7 Data Analysis and Presentation

Semi structured questionnaire in this research was deployed to generate quantitative as well as qualitative data and was then analysed separately using distinct techniques. Both quantitative as well as qualitative data were generated by the research instrument. In order to analyse qualitative data in on going survey, thematic analysis was utilized and findings given in narrative form. Moreover, thematic analysis entails examining, pinpointing as well as recording themes or patterns in data (Adrian, 2010).

Descriptive and inferential statistics were employed to analyze all quantitative data with the help of SPSS. Furthermore, descriptive statistics comprise of percentages, mean, frequency distribution and standard deviation (Adrian, 2010). Inferential statistics such as multivariate regression as well as correlation analysis then followed. Results obtained were then presented in tables and figures (pie charts and bar charts) were utilized to analyze the results. Regression analysis and correlation analysis were utilized to evaluate association between independent and dependent variables. A confidence level of 95 percent deployed in this research. A 95% confidence interval shows 0.05 as a

significance level. This means that p-value should not exceed 0.05 (the significance level) for an independent variable to have significant effect on dependent variable.

Given that independent variables deployed in the research are four in number, multi regression model was as shown below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where;

Y = Organizational performance

B₀ = Constant

β₁- β₄ = Regression Coefficients

X₁ = Financial Resources

X₂ = Human Capital

X₃ = ICT

X₄ = Physical Facilities

ε = Error term

3.8 Ethical Consideration

Prior to collecting data, the researcher acquired permit for collection of data from the University and NACOSTI. The researcher further wrote a letter of administering instruments to the respondents. The respondents got an assurance that any information presented was to be handled with great confidentiality also information provided was to be deployed for educational reasons. Moreover, during research development, the research highly recognized other researchers as well as scholars' work contribution, through referencing.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter focused on research findings and discussion with respect to the objective of the study. The general objective of the study was to examine the effect of strategic resource configuration on performance of KTB. The specific study objectives were to establish the influence of financial resources, human capital, information communication technology and physical facilities on the performance of Kenya Tourism Board. The chapter entails response rate, general information, descriptive and inferential statistics. The results were given in tables and figures.

4.2 Questionnaire Response Rate

Study's target population was 115 employees working in marketing and business development directorate, marketing support directorate, strategy and research directorate as well as finance, human resource and administration directorate in Kenya Tourism Board. Responses were given in Table 4.1.

Table 4. 1: Respondents' Response Rate

Group Name	Target population	Responses	Response rate
Marketing and business growth	30	24	80.00
Marketing support	32	27	84.38
Strategy and research	27	21	77.78
Finance, human resource and Administration	26	20	76.92
Total	115	92	80.00

Source: Research Data (2021)

The researcher administered 115 questionnaires among the respondents. Out of the total, 92 participants completely filled their questionnaires and returned them to the researcher within the stipulated time frame. Therefore, the response rate of the study was 80%.

According to Colbert (2014) a response rate of 75% and above is considered as excellent. Hence, the response rate (80%) was within acceptable limit.

4.3 Respondents' Biodata

General information of the staff working in marketing and business development directorate, marketing support directorate, strategy and research directorate as well as finance, human resource and administration directorate in Kenya Tourism Board included their gender, highest level of education, age bracket, and duration of time working in the organization.

4.3.1 Respondents' Gender

Respondents were required to specify their gender. Findings were as depicted in Figure 4.1

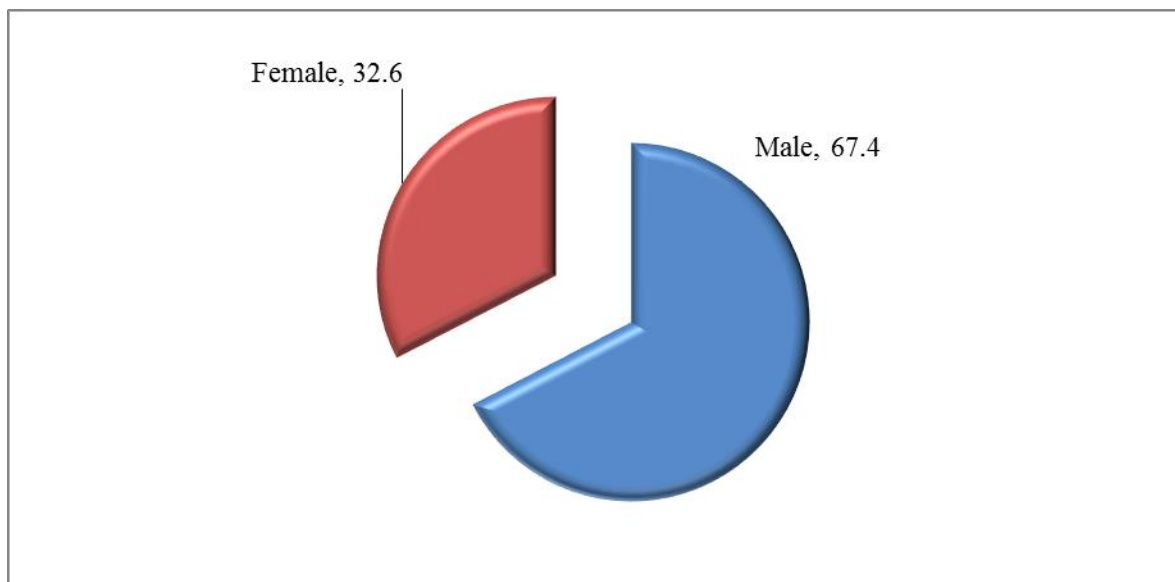


Figure 4. 1: Respondents' Gender

From the results, 67.4% of the employees revealed that they were male while 32.6% specified that they were female. Moreover, this shows that large numbers of the staff working in various directorates in KTB are male implying gender imbalance.

4.3.2 Respondents' Education Level

Staff working in marketing and business development directorate, marketing support directorate, strategy and research directorate as well as finance, human resource and administration directorate in Kenya Tourism Board were requested to indicate their highest education level. Results were as depicted in Figure 4.2.

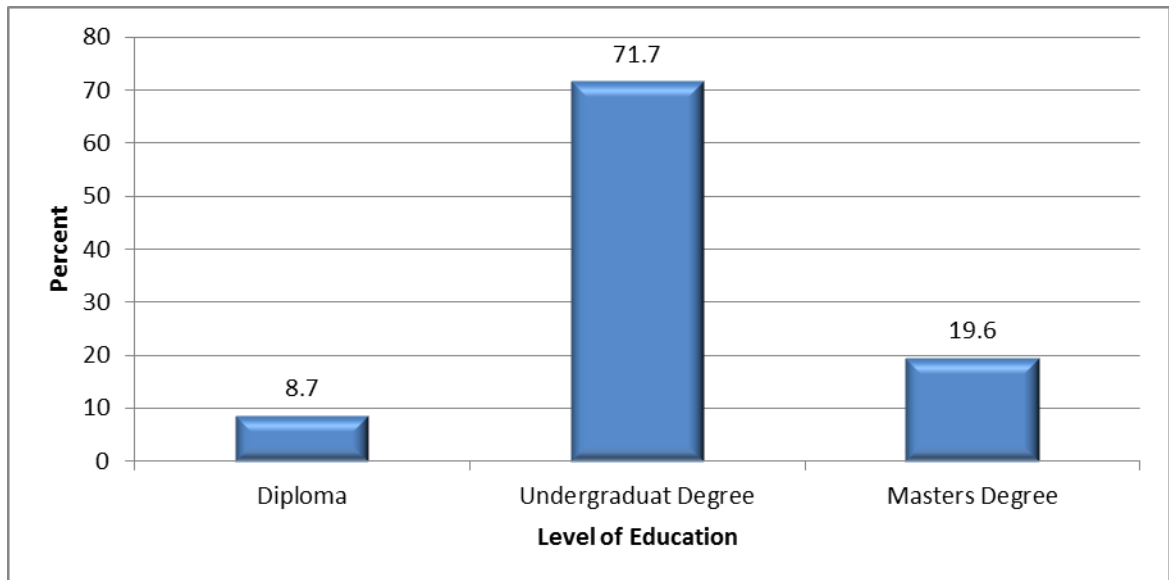


Figure 4. 2: Respondents' Highest Education Level

From the study findings, 71.7 percent of the employees indicated that they have undergraduates' degree as their highest education level, 19.6% indicated diploma level and 8.7% indicated master' s level. It is noted that the lowest level of education is diploma and no staff has a doctorate. This means that most of the employees working in various directorates in Kenya Tourism Board have undergraduates' degrees as their highest level of education implying most employees do not further their education.

4.3.3 Respondents' Age Bracket

The respondents were also asked to indicate their age bracket. Results obtained were as depicted in Figure 4.3.

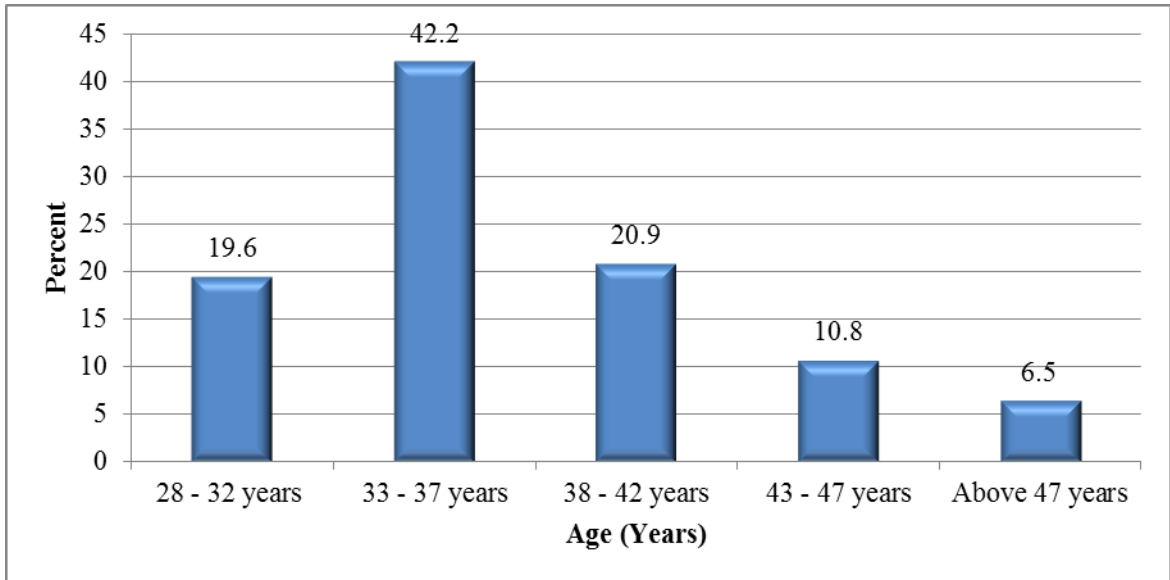


Figure 4. 3: Respondents' Age Bracket

From the findings, 42.2% of respondents indicated that they were aged between 33 to 37 years, 20.9% revealed between 38 and 42 years, 19.6% specified between 28 to 32 years, 10.9% indicated between 43 to 47 years, and 6.5% pointed out above 47 years. This means that large numbers of staff working in various directorates in Kenya Tourism Board are aged between 33 to 37 years.

4.4.5 Duration of time in the Organization

The employees were requested to specify the period of time they had been working in their organization. Results obtained were as depicted in Figure 4.4.

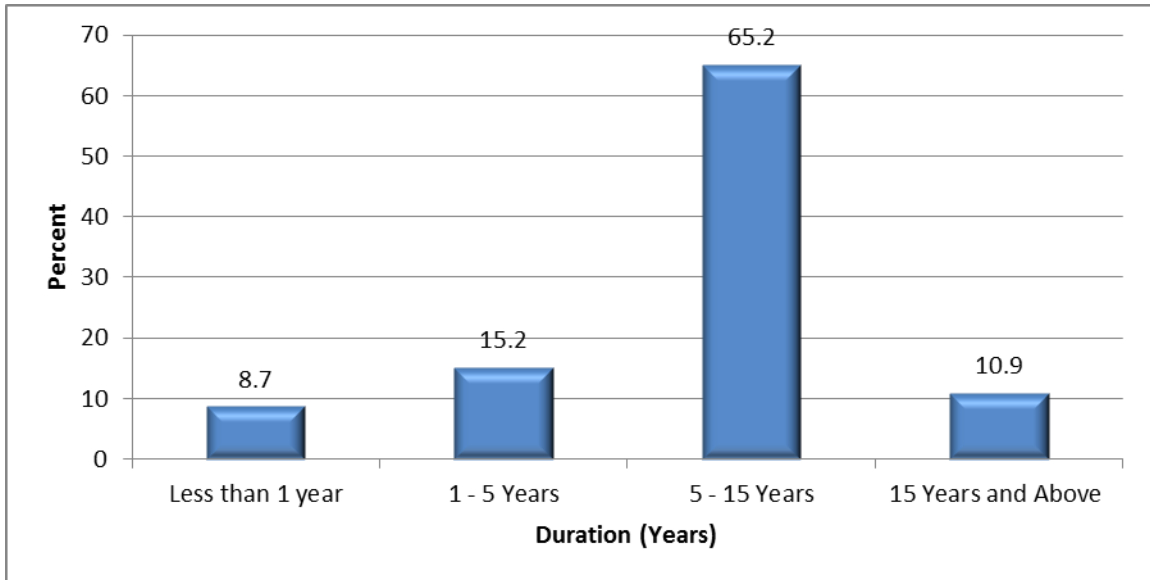


Figure 4. 4: Duration of time in the Organization

From study results, 65.2% of the employees revealed that they had been in their organization for between 5 and 15 years, 15.2% pointed out for between 1-5 years, 10.9% revealed for 15 and above years while 8.7% pointed out for not more than one year. Moreover, this implies that most of the employees in various directorates in Kenya Tourism Board have been in the organization for more than 15 years.

4.5 Financial Resources and Performance of Kenya Tourism Board

The first specific objective of study was to evaluate the effect of financial resources on performance of Kenya Tourism Board.

4.5.1 Aspects of Financial Resources

The respondents were requested to indicate how financial resources influence the performance of KTB. Results were as presented in Table 4.2.

Table 4. 2: Aspects of Financial Resources

	1	2	3	4	5	Mean	Std. Deviation
Kenya tourism board receives funding from the national government to run its operations	0.00	0.00	0.00	95.7	4.3	4.044	0.205
The organization receives funding in form of grants	0.00	2.2	2.2	89.1	6.5	4.000	0.419
The organization receive donations that for establishment of strategic partnerships in the implementation of marketing activities	0.00	4.3	2.2	84.8	8.7	3.978	0.534
The board receives funds from international to improve the tourism environment	2.2	2.2	0.00	91.3	4.3	3.935	0.570
There are always available funds in the organization to finance different activities.	82.6	13.0	4.3	0.00	0.00	1.217	0.510
The Kenya Tourism Board has adequate funds to buy physical assets	87.0	6.5	6.5	0.00	0.00	1.196	0.539
The organization has adequate funds to remunerate staff	4.3	93.5	2.2	0.00	0.00	1.978	0.256
The management of the Kenya Tourism Board ensures timely release of funds to different departments	87.0	8.7	2.2	2.2	0.00	1.196	0.579
The chief accountant and the finance department ensure that funds are released in a timely manner	82.6	17.4	0.00	0.00	0.00	1.174	0.381
Aggregate Score						2.524	0.444

Source: Research Data (2021)

According to the study findings, the employees working in various directorates in Kenya Tourism Board agreed with mean of 4.044, Std. dv of 0.205 that Kenya tourism board receives funding from the national government to run its operations. In addition, they agreed that the organization receives funding in form of grants as indicated by mean of 4.000, Std. dv of 0.419. Furthermore, with mean of 3.978, Std. dv of 0.534, respondents agreed that they receive donations for establishment of strategic partnerships in the implementation of marketing activities. The results conform to the study findings of Fonseka, Tian and Li (2014) that internal and external financing (donations, grants, funding by national government) capabilities of firms provide a significant advantage to an organization.

With mean of 3.935 (Std. dv = 0.570), the respondents agreed that the staff working in various directorates in Kenya Tourism Board receive international funds to improve the tourism environment. However, with mean of 1.217, (Std. dv of 0.510) the respondents disagreed with the statement indicating that there are always available funds in the organization to finance different activities. The respondents further strongly disagreed that the Kenya Tourism Board has adequate funds to buy physical assets. This is shown by mean of 1.196, Std. dv of 0.539. According to Njagi and Muathe (2018) adequate funds help the Kenya Tourism Board to finance different activities such as purchasing physical assets.

The respondents disagreed that the organization has adequate funds to remunerate staff as indicated by mean of 1.978 (Std. dv 0.256). Employees also strongly disagreed that management of the Kenya Tourism Board ensures timely release of funds to different departments. This is shown by mean of 1.196, Std. dv of 0.579. In addition, they strongly disagreed with mean of 1.174, Std. dv of 0.381 that chief accountant and finance department ensure that the funds are released in a timely manner. These results conform to Abdulrahman and Bamiduro (2008) suggestions that there is a positive and moderate association coefficient, between organizational effectiveness and timely as well as adequate release of funds.

4.5.2 Financial Resource Influence on Performance of Kenya Tourism Board

The respondents were asked to indicate how the financial resources affects the performance of Kenya Tourism Board. Findings were as presented in Figure 4.5

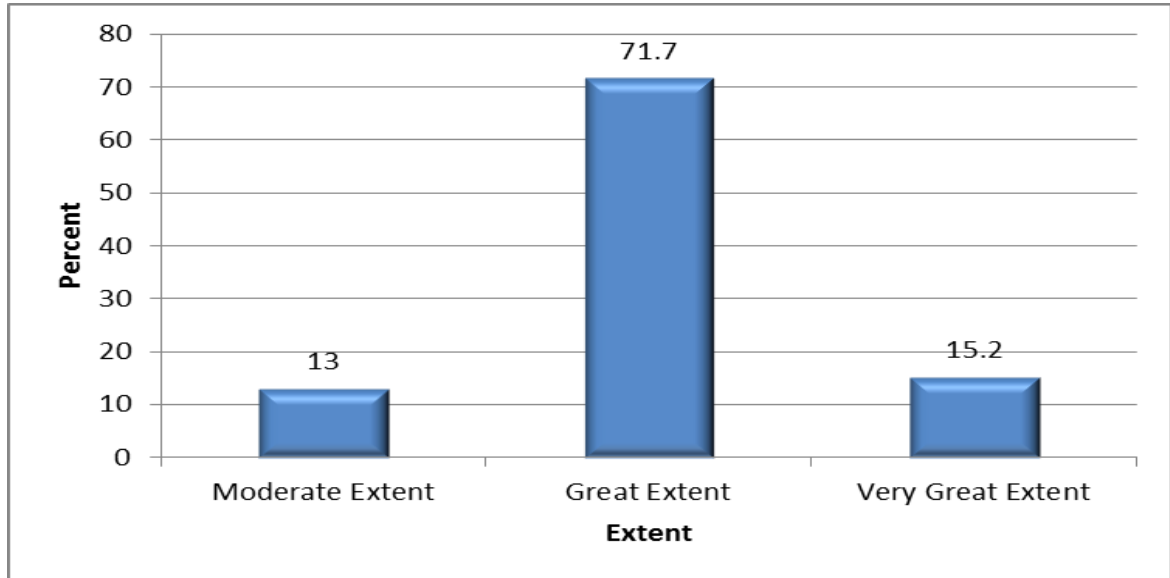


Figure 4. 5: Extent of Financial Resource effect on Performance

Source: Research Data (2021)

As shown in Figure 4.5, 71.7 % of the employees working in various directorates in Kenya Tourism Board revealed that financial resources affect the performance of Kenya Tourism Board to a large extent, 15.2% pointed out to a very great extent while 13% pointed out to moderate. This denotes that most of the employees agreed that financial resources affect the performance of Kenya Tourism Board to a large extent. These results conform to White, Maru and Boi (2015) suggestions that financial resource has a significant association with firm performance.

4.5.3 Effect of Financial Resources on Performance of Kenya Tourism Board

The respondents were requested to indicate in their own view what can be done to further improve the performance of Kenya Tourism Board. From the findings, the respondents revealed that Kenya Tourism Board should invite the well-wishers, grants and international donors to finance various activities that are crucial to Kenya Tourism Board. In addition, the respondents pointed out that management should make sure that the

internal funds are released on time in order to cater for the staff salaries and establishment of essential facilities. Furthermore, the respondents revealed that the national government should increase the amount of fund allocated in the tourism sector to enable the sector employ more staff, establish modern infrastructure and adopt modern technology in order to improve the performance of tourism industry. These findings concur with Njagi and Muathe (2018) arguments that adequate fund in the tourism sector enable the sector employ more staff, establish modern infrastructure and adopt modern technology

4.6 Human Capital and the Performance of Kenya Tourism Board

The second specific objective was to evaluate the effect of human capital on performance of Kenya Tourism Board.

4.6.1 Aspects of Human Capital

The respondents were requested to indicate how human capital affects the performance of Kenya Tourism Board. Results were as depicted in Table 4.3.

Table 4. 3: Aspects of Human Capital

	1	2	3	4	5	Mean	Std. Deviation
There are adequate staff in each of the departments in our organization	80.4	10.9	8.7	0.00	0.00	1.283	0.617
Our organization has low employee turnover	0.00	2.2	2.2	91.3	4.3	3.978	0.392
Our organization has been increasing the number of staff every year	0.00	4.3	0.00	89.1	6.5	3.978	0.491
Staff in the organization have the skills required in management of funds	2.2	4.3	0.00	91.3	2.2	3.870	0.615
Staff in the organization possess excellent communication skills	2.2	4.3	0.00	87.0	6.5	3.913	0.657
Staff in the organization possess excellent problem solving and decision making skills	2.2	4.3	0.00	82.6	10.9	3.957	0.694
Our organization has training programmes to increase staff knowledge and skills	4.3	89.1	0.00	4.3	2.2	2.044	0.417
Our organization recruits staff with experience in specific areas	2.2	4.3	0.00	87.0	6.5	3.913	0.657
All staff in our organization have experience in their specific departments	0.00	6.5	0.00	91.3	2.2	3.891	0.523
Promotion of staff to senior positions depends on their experience level	0.00	6.5	0.00	87.0	6.5	3.935	0.570
Aggregate Score						3.476	0.563

According to the results in Table 4.3, employees working in various directorates in Kenya Tourism Board agreed with mean of 3.978, Std. dv of 0.491 that the number of staff has been increasing every year. Moreover, with a mean of 3.978, Std. dv of 0.392, the employees agreed that the organization has low employee turnover. However, the respondents strongly disagreed with mean of 1.283, Std. dv of 0.617 that there are adequate staffs in each of the departments in the organization. According to Feng and Richards (2018), staff adequacy, staff retention as well as competency are associated with greater performance on allocated or assigned task.

With mean of 3.957, Std. dv of 0.694, respondents agreed that the staffs possess excellent problem solving and decision making skill. Furthermore, with a mean of 3.913, Std. dv of 0.657, employees agreed that the staffs in the organization possess excellent communication skills. In addition, the respondents agreed that the staffs in the organization have the skills required in management of finances as indicated by mean of 3.870, Std. dv of 0.615. These results concur with the discoveries of Melogno, Pinto and Tarani (2019) that problem solving skills, communication skills and decision-making skills have a significant effect on organizational performance.

The employees working in various directorates in Kenya Tourism Board agreed that promotion of staff to senior positions depends on their experience level as indicated by mean of 3.935, Std. dv of 0.570. Furthermore, with a mean of 3.913, Std. dv of 0.657, respondents agreed that the management recruits staffs with experience in specific areas. Moreover, the employees agreed with 3.891 (Std. dv = 0.523) that all staffs in the organization have experience in their specific departments. However, the respondents disagreed that the organization has training programs to increase staffs' knowledge and skills as indicated by mean of 2.044, Std. dv of 0.417. The results conform to Awan and Sarfraz (2013) findings that an organization should try to train and develop their staff to be capable of doing better so that it can meet its goals with a more prompt pace in an efficient way.

4.6.2 Human Capital Influence on the Performance of Kenya Tourism Board

The respondents were required to specify the extent to which human capital affects performance of KTB. Results obtained were as indicated in Figure 4.6.

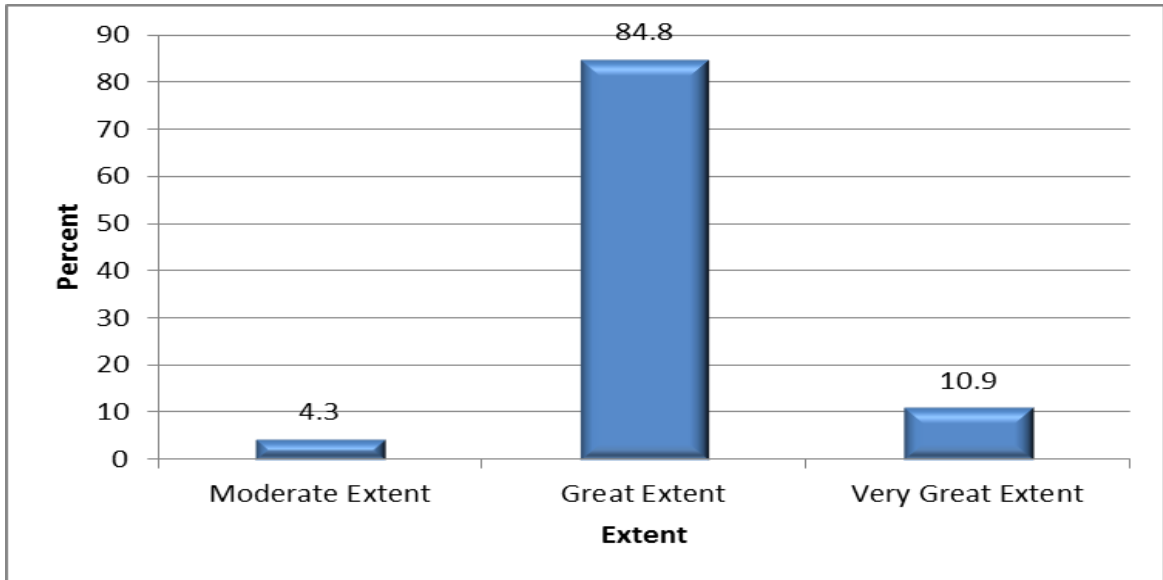


Figure 4. 6: Extent of Human Capital Influence on Performance

Source: Research Data (2021)

According to the results, 84.8% of the employees working in various directorates in Kenya Tourism Board agreed that HC affects performance of Kenya Tourism Board to a large extent, 10.9% indicated to a very great extent and 4.3% indicated to a moderate extent. This implies that most of the employees working in various directorates in Kenya Tourism Board agreed that HC affects performance of Kenya Tourism Board to a large extent.

4.6.3 Effect of Human Capital on the Performance of Kenya Tourism Board

The respondents were requested to indicate in their own view what can be done to further improve the performance of Kenya Tourism Board. From the findings, the respondents pointed out that the organizations should train and develop their staff through seminars, workshop and mentorship programs to enable them to be capable of doing better so it can meet its goals with a more prompt pace in an efficient way. According to Awan and Sarfraz (2013) there is a significantly strong link between investment of human capital and organization performance.

Moreover, the respondents revealed that the management should employ adequate staff with relevant skills and that match the roles allocated to them. In addition, the

participants indicated that the management should employ experienced staff in order to improve the performance.

4.7 Information Communication Technology and the Performance of Kenya Tourism Board

The third objective was to evaluate the extent to which information communication technology affects the performance of Kenya Tourism Board.

4.7.1 Aspects of Information Communication Technology

The respondents were requested to indicate how information communication technology affects the performance of Kenya Tourism Board. Results were as depicted in Table 4.4.

Table 4. 4: Aspects Information Communication Technology

	1	2	3	4	5	Mean	Std. Deviation
There are adequate computers in the organization to enhance delivery of services	13.0	82.6	0.00	4.3	0.00	1.957	0.553
The organization has a data backup system for storage of information received through the websites	0.00	4.3	0.00	89.1	6.5	3.978	0.491
The organization' s server is well projected from unauthorized access	0.00	4.3	0.00	91.3	4.3	3.957	0.467
The organization' s computers are maintained regularly	89.1	6.5	4.3	0.00	0.00	1.152	0.467
The organization use artificial intelligence system to generate and manage tourism industry research	89.1	10.9	0.00	0.00	0.00	1.109	0.313
Statistical information needed for planning at both private and public sector levels are analyzed through the use statistical packages.	0.00	0.00	0.00	95.7	4.3	4.044	0.205
Our organization has a functional websites through which its clients can access online services	0.00	4.3	0.00	89.1	6.5	3.978	0.491
The organization enhance staff' s skills through relevant capacity development	6.5	87.0	4.3	2.2	0.00	2.022	0.444
Initiate education, innovative and awareness programmes on tourism are found both locally as well as abroad	0.00	95.7	4.3	0.00	0.00	2.044	0.205
Staff in the organization are always compensated for their innovative ideas	4.3	91.3	0.00	4.3	0.00	2.044	0.467
The organization responds to clients inquiries through telephone, emails and media briefing	0.00	0.00	0.00	93.5	6.5	4.065	0.248
Aggregate Score						2.759	0.396

Source: Research Data (2021)

As depicted by Table 4.4, the employees working in various directorates in Kenya Tourism Board agreed that the organization has a data backup system for storage of information received through the websites. This is shown by a mean of 3.978, Std. dv of 0.491. Moreover, the employees agreed with mean of 3.957, Std. dv of 0.467 that the server is well projected from unauthorized access. However, by a mean of 1.957, Std. dv of 0.553, the employees disagreed that there are adequate computers in the organization to enhance delivery of services. These findings are contrary to Yves-C and Dragon (2019) findings that adequate computers have a significant invasion in enhancing delivery of services as well as organization's performance. Moreover, the respondents strongly disagreed that the organization's computers are maintained regularly as depicted by a mean of 1.152, Std. dv of 0.467.

Staff working in various directorates in Kenya Tourism Board agreed with mean of 4.044, Std. dv of 0.205 that statistical information needed for planning at both private and public sector levels are analyzed through the use statistical packages. Moreover, they agreed that the organization has a functional website through which its clients can access online services as depicted by a mean of 3.978, Std. dv of 0.491. However, with mean of 2.022, Std. dv of 0.444, respondents disagreed that staff's skills are enhanced through relevant capacity development. These findings are contrary to Humid, Cheem, Maheen and Yaseen (2017) suggestions that enhancement of staff skills through capacity development lead to a greater level of organizational performance. Moreover, with mean of 1.109, Std. dv of 0.313, respondents strongly disagreed that the management use artificial intelligence system to generate and manage tourism industry research.

The respondents agreed that the organization responds to clients' inquiries through telephone, emails and media briefing as shown by mean of 4.065, Std. dv of 0.248. Nonetheless, respondents disagreed with mean of 2.044, Std. dv of 0.467 that staffs are always compensated for their innovative ideas. These findings are contrary to Hao and Yu (2011) arguments that compensating staff for their innovative ideas has both significant positive effects on organizational performance. In addition, by mean of 2.044, Std. dv of 0.205, employees disagreed that initiative education, innovative and awareness programs on tourism are found both locally as well as abroad.

4.7.2 Information Communication and Technology Influence on the Performance of Kenya Tourism Board

The respondent were asked to specify the extent to which technological resources affects performance of Kenya Tourism Board. The results obtained were as indicated in Figure 4.7.

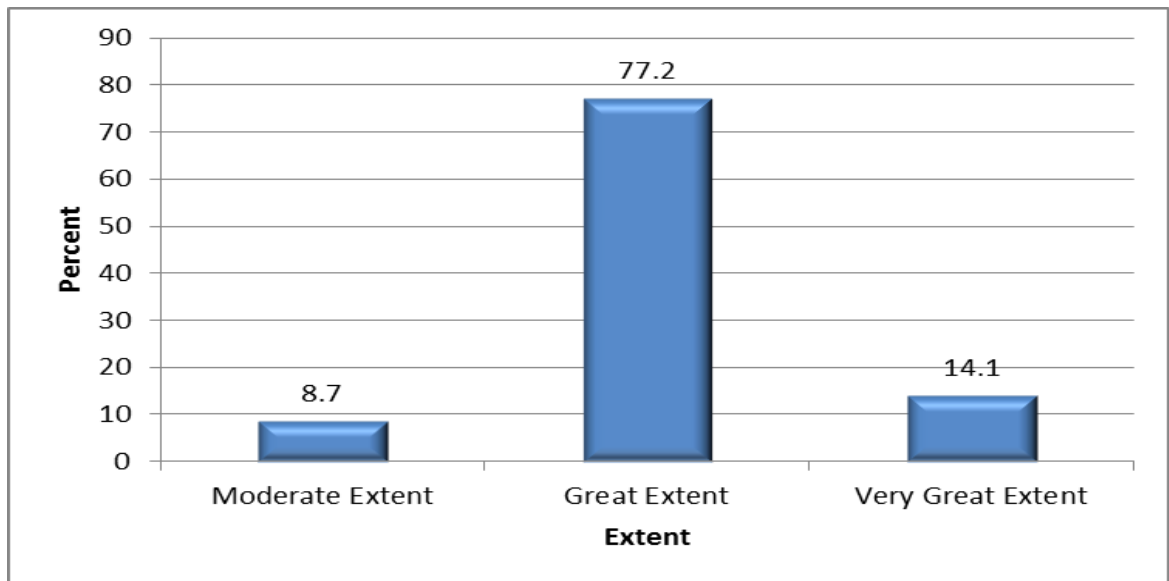


Figure 4. 7: Extent of Technological Resources Effect on Performance

Source: Research Data (2021)

According to the results, 77.2% of the employees working in various directorates in Kenya Tourism Board agreed that technological resources affects the performance of Kenya Tourism Board to a large extent, 14.1% pointed out to very large extent while 8.7% indicated to moderate extent. This implies that most of the employees working in various directorates in Kenya Tourism Board agreed that technological resources affect the performance of Kenya Tourism Board to a great extent. These findings concur with Ringim, Razalli and Hasnan (2012) findings that IT affects organization performance.

4.7.3 Effect of Information Communication and Technology on Performance of Kenya Tourism Board

The respondents were requested to indicate in their own view what can be done to further improve the performance of Kenya Tourism Board. From the results, the respondents

pointed out that the management should always update their technological systems in order to cope with ever changing tourists’ needs. According to Imran, Shafique and Maqbool (2014), technological advancement has significant positive impact on both staff and organization performance.

In addition, respondents indicated that the management should purchase adequate computers to enable storage as well as easy retrieval of data so as to enhance service deliver. Moreover, the computers should always be in good condition by ensuring that they are regularly maintained. The management should also pay additional attention and put more emphasis on innovations as are fundamental tools in providing competitive advantage that enhances organizational performance. Results conform to Hao and Yu (2011) suggestions that paying additional attention and putting more emphasis on innovations have significant positive effects on organizational performance.

4.8 Physical Facilities and the Performance of Kenya Tourism Board

The forth study objective was to find out how physical facilities affect the performance of Kenya Tourism Board.

4.8.1 Aspects of Physical Facilities

The respondents were requested to indicate how physical facilities affects the performance of Kenya Tourism Board. The results were as shown in Table 4.5.

Table 4. 5: Aspects of Physical Facilities

	1	2	3	4	5	Mean	Std. Deviation
Our organization has modern furniture	84.8	10.9	4.3	0.00	0.00	1.196	0.497
The furniture in our organization is adequate	8.7	89.1	2.2	0.00	0.00	1.935	0.325
The furniture in organization is well maintained	0.00	4.3	0.00	91.3	4.3	3.957	0.467
The organization has staff van for transportation of employees to work	2.2	4.3	0.00	84.8	8.7	3.935	0.677
The staff van in our organization is road worthy	0.00	3.3	0.00	92.4	4.3	3.978	0.419

The organization receive support from local tour operators	2.2	0.00	2.2	87.0	8.7	4.022	0.444
The organization market tourism services through road shows	89.1	10.9	0.00	0.00	0.00	1.109	0.313
Our organization owns the building hosting it	0.00	4.3	0.00	89.1	6.5	3.978	0.491
Our offices have adequate space for running all operations	0.00	0.00	0.00	95.7	4.3	4.044	0.205
Aggregate Score						3.126	0.426

As shown by Table 4.5, the employees working in various directorates in Kenya Tourism Board agreed with mean of 3.957, Std. dv of 0.467 that furniture is well maintained. However, with mean of 1.935 (Std. dv = 0.325) respondents disagreed that the furniture is adequate. Additionally, the employees strongly disagreed that the organization has modern furniture as indicated by mean of 1.196, Std. dv of 0.497. According to Baraka, Likoko and Ndneyo (2012) adequate and modern furniture have significant positive effect on the performance level.

The employees agreed that the organization receive support from local tour operators as indicated by mean of 4.022, Std. dv of 0.444. Additionally, they agreed with a mean of 3.978, Std. dv of 0.419 that staff van in the organization is road worthy. Furthermore, the employees agreed with mean of 3.935, Std. dv of 0.677 that the organization has staff van for transportation of employees to work. According to Parveen et al. (2009) provision of transport services motivates the employees and contributes significantly to staff retention.

The employees working in various directorates in Kenya Tourism Boards agreed that their offices have adequate space for running all operations as indicated by mean of 4.044, Std. dv of 0.205. Moreover, employees agreed with mean of 3.978, Std. dv of 0.491 that their organization owns the building hosting it. Nonetheless, with a mean of 1.109, Std. dv of 0.313, the employees strongly disagreed that the organization market tourism services through road shows. These findings concur with Kenya Tourism Board,

(2017) arguments that marketing tourism services enhances the performance in tourism sector.

4.8.2 Physical Facilities Influence on the Performance of Kenya Tourism Board

The respondents were asked to specify the extent to which physical facilities affects performance of Kenya Tourism Board. The results obtained were as indicated in Figure 4.8.

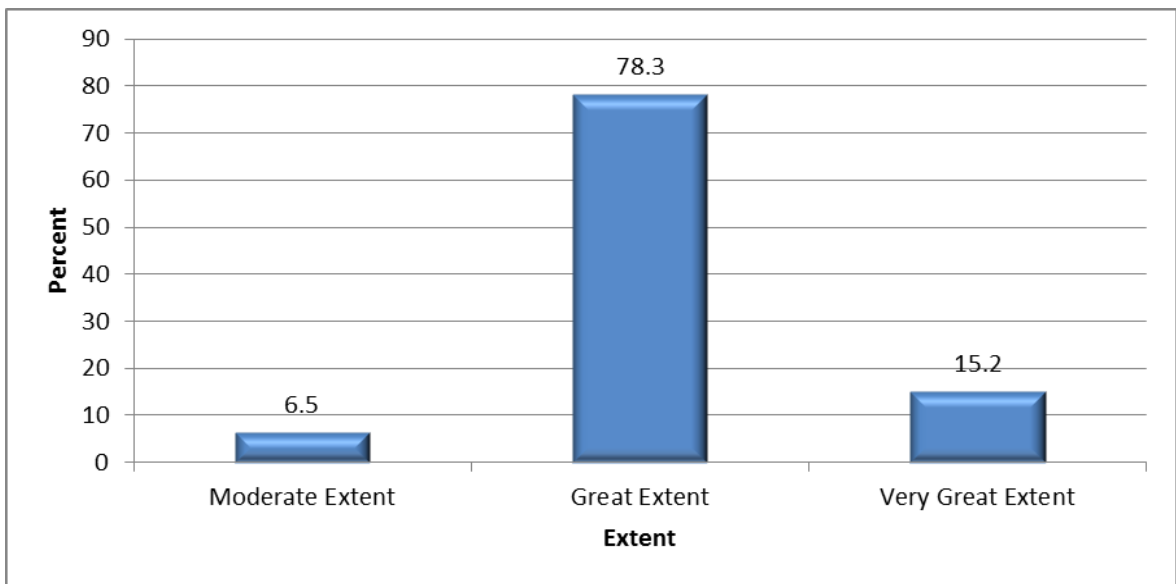


Figure 4. 8: Extent of Physical Facilities Effect on Performance

Source: Research Data (2021)

According to the results, 78.3% of the employees working in various directorates in Kenya Tourism Board agreed that physical facilities affects the performance of Kenya Tourism Board to a large extent, 15.2% indicated to a very large extent and 6.5% pointed out to a moderate extent. This implies that most of the employees working in various directorates in Kenya Tourism Board agreed that physical resources affect the performance of Kenya Tourism Board to a large extent. These results conform to Baraka, Likoko and Ndneyo (2012) arguments that physical facilities have significant positive effect on performance level of an organization.

4.8.3 Effect of Physical Facilities on Performance of Kenya Tourism Board

The respondents were requested to indicate in their own view what can be done to further improve the performance of Kenya Tourism Board. From the findings, the respondents revealed that the management should ensure there are adequate physical facilities such as waste disposal systems, utility supply systems and water communication systems, as well as services such as sanitation, water, energy, transport that creates a good working environment hence enhancing organization performance. Baraka, Likoko and Ndneyo (2012) suggest that physical facilities have significant positive effect on performance level. Moreover, the respondents indicated that the management should ensure that the various physical resources in the organization are in good condition by maintaining them regularly. Moreover, the management should adopt modern furniture to facilitate conducive working environment for the organizations' staff. According to Souck and Nji (2017), physical facilities affect internal efficiency of an organization.

4.9 The Performance of Kenya Tourism Board

The dependent variable in this study was the performance of Kenya Tourism Board. The employees were requested to indicate their agreement level on statements pertaining to performance of Kenya Tourism Board. Results acquired were shown in table 4.6.

Table 4. 6: Financial Performance at Kenya Tourism Board

	1	2	3	4	5	Mean	Std. Deviation
Cost of service delivery is low	2.2	7.6	0.00	85.9	4.3	3.826	0.720
Destination marketing services has improved on performance of tourism industry in the country	2.2	0.00	4.3	87.0	6.5	3.957	0.553
The waiting time in service delivery is low	2.2	2.2	2.2	91.3	2.2	3.891	0.564
Our organization ensures the its clients gets value for their money	0.00	4.3	4.3	87.0	4.3	3.913	0.506
The turnaround time in the organization is low	0.00	6.5	2.2	84.8	6.5	3.913	0.587
The organization offers reliable services	0.00	2.2	2.2	95.7	0.00	3.935	0.325
Aggregate Score						3.906	0.543

Source: Research Data (2021)

The employees working in various directorates in Kenya Tourism Board agreed that the destination marketing services has improved on performance of tourism industry within the country as indicated by mean of 3.957, Std. dv of 0.553. Results agree with discoveries of Akomolafe and Adesua (2016) that marketing tourism services improves the performance of tourism industry. Moreover, with mean of 3.891, Std. dv of 0.564, the employees agreed that waiting time in service delivery is low. Furthermore, the staff agreed that the cost of service delivery is low as indicated by mean of 3.826, Std. dv of 0.720.

With mean of 3.935, Std. dv of 0.325, employees agreed that reliable services are offered by the organization. They further agreed that customers show satisfaction with cost of service delivery as indicated by mean of 3.924, Std. dv of 0.539. These results concur with (Preko, 2014) findings that provision of reliable services enhances customers' satisfaction. Moreover, with mean of 3.913, Std. dv of 0.587, the employees agreed that turnaround time in the organization is low. Additionally, the employees agreed that the organization ensures its clients gets value for their money as indicated by mean of 3.913, Std. dv of 0.506.

4.9.1 Financial Performance in Kenya Tourism Board

The respondents were asked to specify the financial performance of Kenya Tourism Board. The results obtained were as depicted in Figure 4.9.

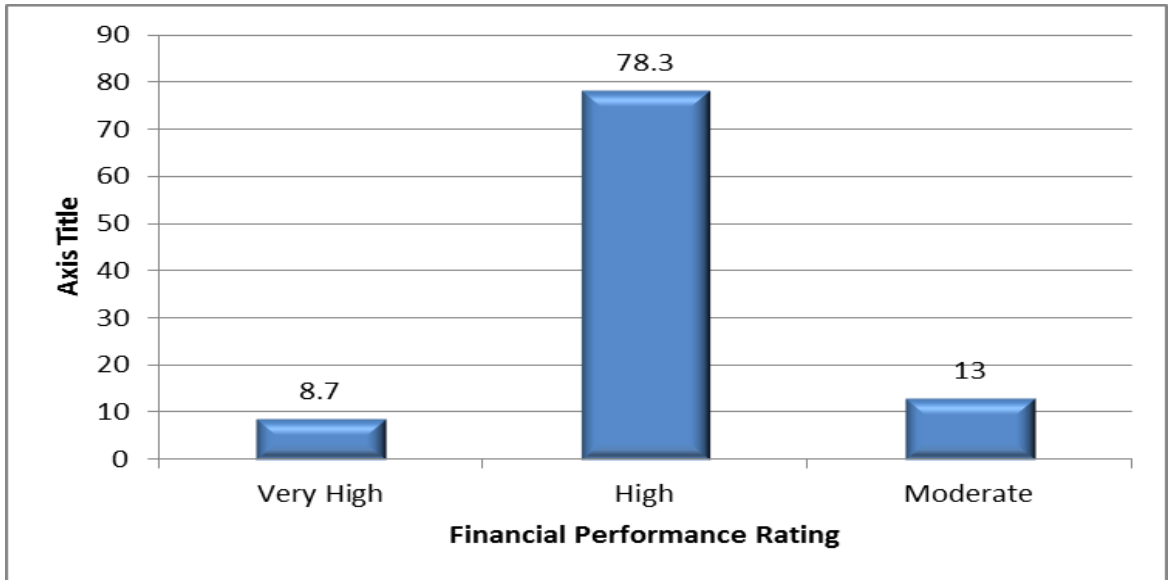


Figure 4. 9: Financial Performance of Kenya Tourism Board

Source: Research Data (2021)

According to the results, 78.3% of the employees working in various directorates in Kenya Tourism Board agreed that the financial performance of Kenya Tourism Board is high, 13% pointed out moderate and 8.7% indicated very high. This implies that most of the employees working in various directorates in Kenya Tourism Board agreed that the financial performance of Kenya Tourism Board is high. These findings are in line with Ringim, Razalli & Hasnan (2012) arguments that provision of reliable resources, marketing the tourism services and reduced waiting time for service delivery increases the financial performance of Kenya Tourism Board.

4.9.2 Total Net Income as a Measure of Financial Performance of Kenya Tourism Board

The total net income in Kenya Tourism Boards for the last 5 years (2014-2018) was as shown in figure 4.10.

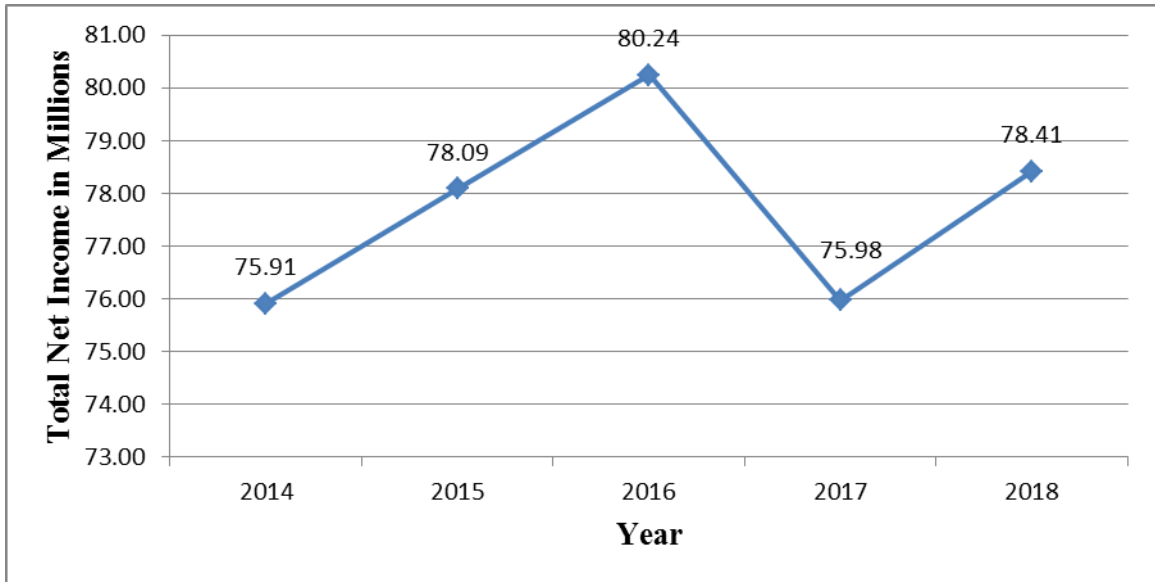


Figure 4. 10: Total Net Income in Kenya Tourism Board

As indicated in figure 4.10, the total net income in Kenya Tourism Boards was Ksh 75.91 million in 2014. This figure increased to Ksh 78.09 million in 2015 and further increased to Ksh 80.24 in the year 2016 before decreasing to Ksh 75.98 million in 2017 and further increasing to Ksh 78.41 million in 2018. These findings are in line with Kenya Tourism Boards (2019) report that Total Net Income has increased in the last one year.

4.9.3 Total Assets as a Measure of Financial Performance of Kenya Tourism Board

The total assets in Kenya Tourism Boards for the last 5 years (2014-2018) were as shown in Figure 4.11.

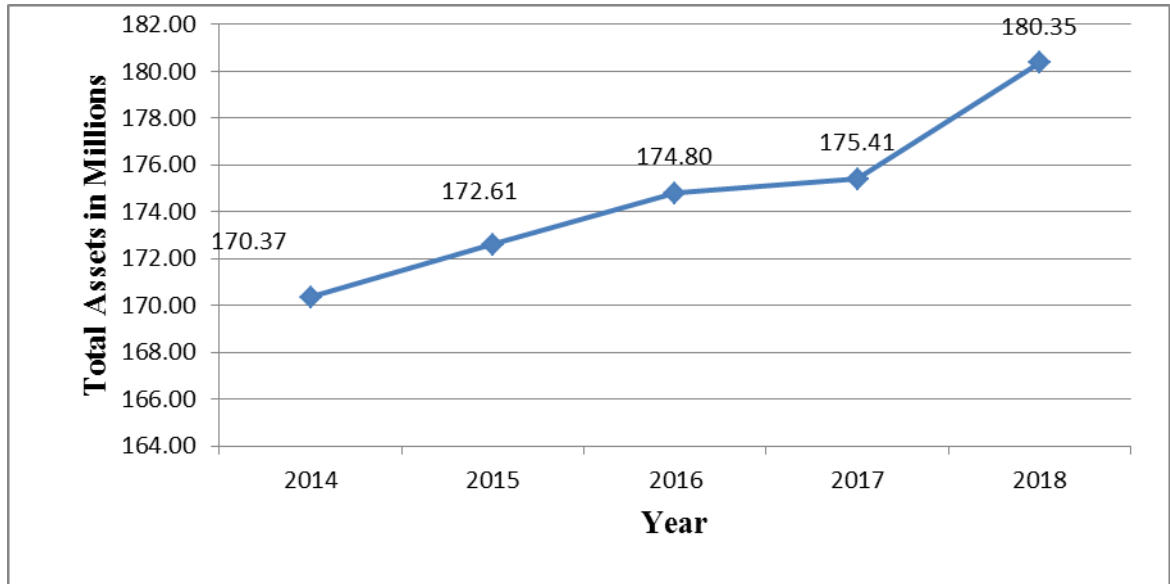


Figure 4. 11: Total Assets in Kenya Tourism Board

As indicated in Figure 4.11, the total assets of Kenya Tourism Boards were 170.37 million in 2014. This figure increased to 172.61 million in 2015 and further increased in the year 2016 to 174.80 million. Moreover, the total assets in Kenya Tourism Boards increased to 175 million in 2017 and in the year 2018 the figure increased greatly to 80.35 million. According to Kenya Association of Hotelkeepers and Caterers (2018), the total assets in tourism sector has been increasing for the last five years.

4.10 Inferential Statistics

The study deployed correlation analysis as well as regression analysis to evaluate the association between independent and dependent variable.

4.10.1 Correlation Analysis

The current study used Spearman correlation analysis to examine the strength of the association between strategic resource configuration and performance of Kenya Tourism Board. The results were as shown in Table 4.7.

Table 4. 7: Correlation Coefficients

		Performance of Kenya Tourism Board	Financial Resources	Human Capital	Technological Resource	Physical Resource
Performance of Kenya Tourism Board	Pearson Correlation Sig. (2- tailed) N	1 92				
Financial Resources	Pearson Correlation Sig. (2- tailed) N	.753** .000 92	1			
Human Capital	Pearson Correlation Sig. (2- tailed) N	.932** .000 92	.830** .000 92	1		
Technological Resource	Pearson Correlation Sig. (2- tailed) N	.832** .000 92	.957** .000 92	.846** .000 92	1	
Physical Resource	Pearson Correlation Sig. (2- tailed) N	.906** .000 92	.933** .000 92	.939** .000 92	.948** .000 92	1 92

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

There was a positive association between financial resources and performance of Kenya Tourism Board ($r=0.753$, $p\text{-value}=0.000$). Moreover, the association of financial resources was not less than 0.7, therefore, the association was considered strong. Moreover, $p\text{-value}$ was not more than 0.05 hence attributing to a positive association. These results concur with Njagi and Muathe (2018) findings that financial resources have strong significant positive effect on organization performance.

The results further showed a positive association between human capital and the performance of Kenya Tourism Board ($r=0.932$, $p\text{-value}=0.000$). Moreover, correlation of HC was not less than 0.8, therefore the association was deemed to be very strong. Additionally, $p\text{-value}$ was not more than 0.05 hence, attributing to a positive association.

These results agree with Awan and Sarfraz (2013) findings that there is a significant strong link between investment of human capital and organization performance.

Further, the results showed that a positive association existed between technological resource and the performance of Kenya Tourism Board ($r=0.832$, $p\text{-value}=0.000$). Moreover, the correlation of technological resource was not less than 0.8, hence the association was deemed to be very strong. Additionally, $p\text{-value}$ was not more than 0.05 hence attributing to a positive correlation. The findings concur with Yves-C and Dragon (2019) findings that there exists a significant positive impact of technological resources on organizational performance.

In addition, the results showed a positive association between physical resources and the performance of Kenya Tourism Board ($r=0.906$, $p\text{-value}=0.000$). Moreover, correlation of physical resource was not less than 0.8, hence the association was deemed to be very strong. Furthermore, $p\text{-value}$ was not more than 0.05 hence attributing to a positive association. These results concur with Baraka, Likoko and Ndneyo (2012) findings that physical facilities have significant positive effect on the performance level among public schools within Bungoma South, Kenya.

4.10.2 Regression Analysis

The study employed multiple regression analysis to assess the weight of association between independent variables (financial resources, human capital, information communication technology and physical facilities) and the dependent variable (the performance of Kenya Tourism Board).

Table 4. 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.849 ^a	.721	.718	.11223

a. Predictors: (Constant), Physical Resource , Financial Resources, Human Capital , Technological Resource

The R-squared showed variation in dependent variable that can be explained by independent variables. R-squared in this study was 0.721. This implied that independent variables (financial resources, human capital, information communication technology and physical facilities) could explain 72.1% of the performance of Kenya Tourism Board while 28.9% is explained by other factors not in the model.

Table 4. 9: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.005	4	3.501	277.991	.000 ^b
Residual	1.096	87	.013		
Total	15.100	91			

a. Dependent Variable: Performance of Kenya Tourism Board

b. Predictors: (Constant), Physical Resource , Financial Resources, Human Capital , Technological Resource

The analysis of variance showed whether or not the model was a good fit for the data. The F-calculated (277.991) was greater than the F-critical (2.48), which showed that the model could be used in predicting the influence of the independent variables (financial resources, human capital, information communication technology and physical facilities) on dependent variable (performance of Kenya Tourism Board). Additionally, p-value (0.000) was not more than 0.05, which showed that the model used was good fit for the data.

Table 4. 10: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.639	.128		5.005	.000
Financial Resources	.940	.120	.822	7.851	.000
Human Capital	.478	.077	.583	6.217	.000
Technological Resource	.693	.146	.574	4.738	.000
Physical Resource	.668	.187	.581	3.568	.001

a. Dependent Variable: Performance of Kenya Tourism Board

Regression coefficients are estimates of the unknown population parameters and describe the relationship between a predictor variable and the response. The sign of each coefficient indicates the direction of the relationship between a predictor variable and the response variable.

The regression equation was as follows;

$$Y = 0.639 + 0.940X_1 + 0.478X_2 + 0.693X_3 + 0.668X_4 + \epsilon$$

From the findings, financial resources have a positive significant influence on performance of Kenya Tourism Board as shown by regression coefficient of 0.940. The association was significant since p-value (0.000) was less than 0.05. These findings agree with White, Maru and Boi (2015) findings that financial resource has significant association with firm performance. Moreover, Njagi and Muathe (2018) revealed that financial resources have strong significant positive effect on organization performance.

The results also showed that human capital has a positive and significant influence on the performance of Kenya tourism board as shown by a regression coefficient of 0.478. The association was significant because the p-value (0.000) was less than the significance level (0.05). These findings concur with Yen (2013) findings that human capital has a positive influence on innovative capability that contributes significantly to firm

performance. Furthermore, Rotich (2016) found a positive relationship between competencies of human resource and organizational competitiveness.

In addition, technological resource has a significant influence on performance of Kenya tourism board as shown by regression coefficient of 0.693. The association was significant because p-value (0.000) was less than 0.05. These findings are in line with Imran, Shafique and Maqbool (2014) findings that technological advancement has significant positive effect on both staff and organization performance. In addition, Yves-C and Dragon (2019) found that IT has a significant effect on organization's performance through automation of accounting roles.

Further, results showed that physical resource has positive significant influence on performance of Kenya tourism board as shown by regression coefficient of 0.668. Since the p-value (0.001) was less than the significance level (0.05), the association between physical resource and the performance of Kenya tourism board was considered significant. These findings agree Souck and Nji (2017) argument that physical facilities affect internal efficiency which in turn influences the overall performance of an organization. Moreover, Akomolafe and Adesua (2016) revealed that adequate and readily accessible physical resource has a significant effect on academic performance as learners feel motivated. These results inferred that financial resources had the most significant influence on the performance of Kenya tourism board, followed by technological resources, physical resources and human resources.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter sets out the summary of key data findings, conclusion and recommendation. The conclusions as well as recommendations focused on the purpose of the research which was to examine effect of strategic resource configuration on performance of KTB. The research also sought to assess the impact of financial resources, human capital, Information Communication and Technology and physical facilities on performance of Kenya Tourism Board.

5.2 Summary of Findings

This section presented the summary of the findings as per the objectives of the study. It covers the effect of financial resources, human capital, ICT and physical facilities on the performance of Kenya Tourism Board.

5.2.1 Financial Resources

The study found that financial resources have a significant influence on the performance of Kenya Tourism Board. In addition, the study found that Kenya Tourism Board receives funding in form of grants from the national government to run its operations. Moreover, the study found that the organization receives donations for establishment of strategic partnerships in the implementation of marketing activities. Further, the study established that the board receives international funds to improve the tourism environment.

However, the study found that there are always unavailable and inadequate funds in the organization to finance different activities, buy physical assets and remunerate staff. Moreover, the study revealed that the management of the Kenya Tourism Board does not ensure timely release of funds to different departments.

5.2.2 Human Capital

The study revealed that human capital has significant influence on the performance of Kenya Tourism Board. In addition, this study revealed that the organization has been increasing the number of staff every year and that the organization has low employee turnover. The study also established that staff in the organization possess excellent problem solving, decision making skill and communication skill. The study also found that staff in the organization have the skills required in management of funds.

The study established that the organization recruits staff with experience in specific areas and that the promotion of staff to senior positions depends on their experience level. Furthermore, the study found that all staff in the organization have experience in their specific departments. However, the study revealed that there are inadequate staff in each of the department in the organization and the organization has not set up training programmes to increase staff's knowledge and skills.

5.2.3 Information Communication and Technology

The study found that ICT has significant effect on performance of Kenya Tourism Board. Additionally, the study discovered that the organization has data backup system for storage of information received through the websites. Further, the study established that the organization's server is well protected from unauthorized access. The study findings established that the statistical information needed for planning at both private and public sector levels are analyzed through the use of statistical pack. Similarly, the study revealed that the organization has a functional website through which its clients can access online services. The study also revealed that the organization responds to clients' inquiries through telephone, emails and media briefing.

However, the study revealed that there are inadequate computers in the organization to enhance delivery of services and the organization's computers are rarely maintained and that the organization does not enhance staff's skills through relevant capacity development. Furthermore, the study found that the organization does not use artificial intelligence system to generate and manage tourism industry research. In addition, the study revealed that staff in the organization are not always compensated for their

innovative ideas and that the initiative education, innovative and awareness programmes on tourism are not found both locally as well as abroad.

5.2.4 Physical Facilities

The study established that physical facilities have a significant effect on performance of KTB. Moreover, the study established that the organization has well maintained furniture and receive support from local tour operators. Furthermore, the study found that the organization has a road worthy staff van for transportation of employees to work.

Similarly, the study revealed that the offices have adequate space for running all operations and that the organization owns the building hosting it. Nevertheless, the study findings indicated that the organization does not market tourism services through road shows. In addition, the study found that the organization has inadequate, poorly maintained and outdated furniture.

5.3 Conclusion

The study concludes that financial resources have a positive and significant influence on the performance of Kenya Tourism Board. The study found that source of funds, sufficiency of funds and release of funds on time has an effect on performance of Kenya Tourism Board. This implies that an increase in financial resources (source of funds, sufficiency of funds well as the release of funds on time) leads to increase in the performance of KTB.

The researcher concludes that there is a positive significant influence between human capital and performance of Kenya Tourism Board. The study found that staff's adequacy, skills and experience have an effect on the performance of Kenya Tourism Board. This denotes that enhancement in human capital (adequacy of employees, staff's skills and experience) increases the performance of KTB.

The research concludes that ICT has significant influence on the performance of KTB. The research found that hardware systems, software systems and innovation have an effect on the performance of Kenya Tourism Board. This implies that improvement in

ICT (hardware systems, software systems and innovation) improves the performance of KTB.

The research concludes that physical resources have significant influence on the performance of Kenya Tourism Board. The study found that office furniture, transport facilities and adequate office space have an effect on performance of Kenya Tourism Board. This implies that improvement in physical resources (office furniture, transport facilities and adequate office space) enhances the performance of Kenya Tourism Board.

5.4 Recommendations

The below section presents the recommendations made on impact of strategic resource configuration on organizational performance as per study objectives.

5.4.1 Effect of Financial Resources on Performance of Kenya Tourism Board

The research found that there is inadequate fund in the organization to finance different activities. Therefore, this study recommends that national government should increase the funds allocated in tourism sector to enable the adoption of modern of technology, purchase of physical assets and remuneration of staff.

The study established that management of Kenya Tourism Board does not ensure timely release of funds to different departments. The study recommends that the management should ensure that money received from national government, donors and grants is released on time to various departments to avoid the delay of essential services.

The study found that the organization employees are not paid in time. This study therefore recommends that the management of Kenya tourism board should work towards ensuring timely payment of employees to ensure they are highly motivated and hence improve their level of productivity which in turn leads to improved organization performance.

5.4.2 Effect of Human Capital on the Performance of Kenya Tourism Board

The study found that there are inadequate staff in each of the department in the organization. Therefore, the study recommends that the management should employ

more qualified and experienced staff to provide the required services thus enhancing the organization performance.

Moreover, the study revealed that the organization does not enhance staff' skills through relevant capacity development. Therefore, this study recommends that the management should conduct frequent training programs, mentorship programs and coaching to improve staff skills which in turn improve the organization performance.

The study found that the organization has not set up training programmes to enhance staff skills through relevant capacity development. Therefore, the study recommends that the managers should set up frequent training programs, mentorship programs and coaching to equip the staff with relevant communication skills, interpersonal skills and technical skills as well as knowledge on modern technology.

5.4.3 Effect of ICT on Performance of Kenya Tourism Board

The study found that there are inadequate computers that are rarely maintained. This study therefore recommends that managers of Kenya Tourism Board should purchase modern furniture and sufficient computers to enable the automation of accounting roles and easy administration.

The study found that that the organization does not use artificial intelligence system to generate and manage tourism industry research. This study therefore recommends that the organization should adopt artificial intelligence system since it enables better handling of information and relieve information overload.

5.4.4 Effect of Physical Facilities on the Performance of Kenya Tourism Board

The study revealed that the organization does not market tourism services. Therefore, this study recommends that the managers should employ the modern technology as well as road shows to market tourism services in order to attract tourists both globally and locally and hence improve the organization performance.

The study also found that the organization has outdated furniture. Therefore, this study recommends that the management of Kenya tourism board should set aside adequate

funds to purchase modern furniture as well as ensure that the furniture' s are maintained regularly in order to increase customers' satisfaction.

In addition, the study found that the organization has inadequate furniture. This study there recommends that the management of Kenya tourism board should ensure adequate funds are allocated for the purchase of adequate furniture in the organization.

5.5 Areas for Further Research

This study examined the Kenya Tourism Board hence findings are not applicable to other stakeholders in tourism industry in Kenya. The study therefore suggests similar studies on the effect of strategic resource configuration among other stakeholders in tourism industry as well as other sectors in Kenya. In addition, the study found that strategic resource configuration could explain 72.1% of the performance of Kenya Tourism Board. Therefore, more studies ought to be conducted on other factors influencing the performance of Kenya Tourism Board.

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APPENDICES

Appendix I: Introduction Letter

IDA ANYANGO OCHIENG
D53/CTY/PT/37411/2017
Kenyatta University

Dear Participant,

I am pursuing Master' s degree in Business Administration. I hereby request for your participation in collecting data, specifically, the research will be mainly on impact of strategic resource configuration on organizational performance within public institutions within Kenya: a case of Kenya Tourism Board.

The research will be used to enhance learning among student hence your involvement is of much significance to the researcher. Any information provided during the period of collecting data will be handled with highest confidentiality level. Please respond to each question provided in the questionnaire. Read, comprehend and then answer each question by ticking the appropriate answer.

Thanks for your participation.

Yours faithfully,

IDA ANYANGO OCHIENG
D53/CTY/PT/37411/2017

Appendix II: Questionnaire

The main aim of this research is to examine effect of strategic resource configuration on performance of KTB. The data collected will be handled with confidentiality and with academic professionalism. Kindly fill in the information as directed in the various sections provided. Please (√) as appropriate.

PART A: GENERAL INFORMATION

1. Gender

Male Female

2. What is your highest level of education? (Please tick as appropriate)

School Certificate College Diploma
Undergraduate Masters
Doctorate
Others, (please specify)

3. Age Bracket

Below 25 years 28 and 32 years
33 and 37 years 38 and 42 years
43 and 47 years Above 47 years

4. How many years of have you worked in your organization (Please (√) as appropriate)

Less than a year Between 1-5 years
Between 5-15 years 15 and above years

PART B

SECTION I: PERFORMANCE OF KENYA TOURISM BOARD

5. Kindly point out your agreement level with below statements on performance of Kenya Tourism Board. Select on a statement by ticking (√) appropriately. Where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

	1	2	3	4	5
Internal Business Process					
Cost of service delivery is low					
Destination marketing services has improved on performance of tourism industry in the country					
The waiting time in service delivery is low					
Our organization ensures the its clients gets value for their money					
The turnaround time in the organization is low					
The organization offers reliable services					
The organization ensures that the services are responsive					
The organization has ability to deliver the promised service in a consistent and accurate manner.					
Customer Satisfaction					
Our organization ensures that customers are satisfied					
Clients enjoy Product Value Added Advisory Services					
Customers are satisfied with the timeliness in service delivery					
Customers show satisfaction with cost of service delivery					
The process in service delivery is characterized by clarity and simplicity					

6. How is financial performance of Kenya Tourism Board?

- Very High [] High []
 Moderate [] Low []

Very Low []

7. Kindly indicate the following measures of financial performance in your organization for the last 5 years

Year	Total net income	Total Assets
2014		
2015		
2016		
2017		
2018		

SECTION II: FINANCIAL RESOURCES

8. Kindly indicate your agreement level with the below statements concerning financial resources on financial performance of Kenya Tourism Board. Select on a statement by ticking (✓) appropriately. Where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

	1	2	3	4	5
Source of Funds					
Kenya tourism board receives funding from the national government to run its operations.					
The organization receives funding in form of grants					
The organization receive donations that for establishment of strategic partnerships in the implementation of marketing activities					
The board receives funds from international to improve the tourism environment.					
Adequacy of Funds					
There are always available funds in the organization to finance different activities.					
The Kenya Tourism Board has adequate funds to buy physical assets					
The organization has adequate funds to remunerate staff					

Timely release of funds					
The management of the Kenya Tourism Board ensures timely release of funds to different departments					
The chief accountant and the finance department ensure that funds are released in a timely manner					

9. To what extent does financial resource affect performance of Kenya Tourism Board?

- No extent at all [] Low Extent []
Moderate Extent [] Great Extent []
Very Great Extent []

10. Suggest what can be done to further improve performance of Kenya Tourism Board

- i.
ii.
iii.

SECTION III: HUMAN CAPITAL

11. Kindly point out your agreement level with below statements on impact of human capital on Kenya Tourism Board performance. Select on a statement by ticking (√) appropriately. Where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

	1	2	3	4	5
Adequacy of Staff					
There are adequate staff in each of the departments in our organization					
Our organization has low employee turnover					
Our organization has been increasing the number of staff every year					
Skills					
Staff in the organization have the skills required in management of funds					
Staff in the organization possess excellent communication skills					

Staff in the organization possess excellent problem solving and decision making skills					
Our organization has training programmes to increase staff knowledge and skills					
Experience					
Our organization recruits staff with experience in specific areas					
All staff in our organization have experience in their specific departments					
Promotion of staff to senior positions depends on their experience level					

12. To what extent does human capital affect performance of Kenya Tourism Board?

- No extent at all [] Low Extent []
- Moderate Extent [] Great Extent []
- Very Great Extent []

13. Suggest what can be done to further improve performance of Kenya Tourism Board

- i.
- ii.
- iii.

SECTION IV: INFORMATION COMMUNICATION AND TECHNOLOGY

14. Kindly specify your agreement level with below statements on result of Information Communication and Technology resources based on performance of Kenya Tourism Board. Select on a statement by ticking (√) appropriately. Where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

	1	2	3	4	5
Hardware					
There are adequate computers in the organization to enhance delivery of services					
The organization has a data backup system for storage of information received through the websites					

The organization's server is well protected from unauthorized access					
The organization's computers are maintained regularly	/				
Software					
The organization use artificial intelligence system to generate and manage tourism industry research	/				
Statistical information needed for planning at both private and public sector levels are analyzed through the use statistical packages.					
Our organization has a functional websites through which its clients can access online services					
Innovation					
The organization enhance staffs skills through relevant capacity development					
Initiate education, innovative and awareness programmes on tourism are found both locally as well as abroad.					
Staff in the organization are always compensated for their innovative ideas					
The organization responds to clients inquiries through telephone, emails and media briefing					

15. To what extent does technological resource affect performance of Kenya Tourism

Board?

No extent at all [] Low Extent []

Moderate Extent [] Great Extent []

Very Great Extent []

16. Suggest what can be done to further improve performance of Kenya Tourism Board

- i.
- ii.
- iii.

SECTION V: PHYSICAL RESOURCES

17. Kindly point out your conformity level with below statements on effect of physical resources on performance of Kenya Tourism Board. Select on a statement by ticking (√) appropriately. Where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

	1	2	3	4	5
Office Furniture					
Our organization has modern furniture					
The furniture in our organization is adequate					
The furniture in organization is well maintained					
Transport facilities					
The organization has staff van for transportation of employees to work					
The staff van in our organization is road worthy					
The organization receive support from local tour operators					
The organization market tourism services through road shows					
Adequate office Space					
Our organization owns the building hosting it					
Our offices have adequate space for running all operations					

18. To what extent does Physical Resource affect performance of Kenya Tourism Board?

- No extent at all [] Low Extent []
 Moderate Extent [] Great Extent []
 Very Great Extent []

19. Suggest what can be done to further improve performance of Kenya Tourism Board

- i.
- ii.
- iii.