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INFLUENCE OF ORGANIZATIONAL RESOURCES ON STRATEGY IMPLEMENTATION IN STATE CORPORATIONS IN KENYA

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ABSTRACT

The purpose of the study was to establish the influence of organizational resources on strategy implementation in the state corporations in Kenya. The descriptive research design was adopted for the study. Census was used to conduct the study. It was notable that there exist strong positive relationship between the indepedent variables and dependent variable. The dependent variable and the four independent variables that were studied explained 62.20% of the strategy implementation in the state corporations. This means that other factors not studied in this research contribute 37.80% of the strategy implementation in the state corporations. This implied that these variables are very significant therefore need to be considered in any effort to boost strategy implementation in the state corporations. The results of this study thus provided a valuable reference for state corporations in Kenya in terms of enhancing human resource as this would help them achieve strategy implementation in the state corporations in Kenya. It was recommended that the organizations pay attention to strive to invest and allocate more funds to increase their strategy implementation. The study recommended that organizations intending to enhance strategy implementation should invest in modern efficient and effective production facilities and systems. They should also be strategically located to enable easy access to their customers and business partners making them more accessible.

Keywords: *Human Resources, Financial Resources, Plant & Equipment Resources, Brand & Heritage Resources, Strategy Implementation*

INTRODUCTION

Many organizations have been forced out of business and many others are struggling to survive. Even though most companies have adopted strategic management practices in their businesses, there seems to be a challenge in the implementation of chosen strategies. This, therefore makes this study relevant and timely. Strategic management entails having a clear corporate vision, mission, corporate planning, setting strategic goals and objectives, strategy implementation and evaluation. However, this comes with many challenges with only a few conceptual models for strategy implementation.

Most organizations come up with very good strategic plans but fail to implement those plans (Wambugu, 2006).Reasons that have been given as what causes the success or failure of strategy include the fit between the structure and the strategy, management commitment, communication, employee awareness and understanding of strategy, capabilities, the allocation of resources, the organization culture, uncontrollable environmental factors, leadership, competing activities, rewards as well as thenature of the strategy (Beer & Eisenstat, 2010).

Strategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture building and creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results within the targeted time framework. Target results may be the expected levels of financial performance of an organization or the efficiency of service delivery. Strategy implementation involves a number of practices such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. There is also training of staff and communication of strategic plans and the expected changes to prevent resistance to change (Thompson & Strickland, 2014). Globalization of the world has meant that organizations can sale to a wide market even from a local setting. Organizations need to rethink their strategies to drive the performance to a future desired position (Olson, Slater & Hult, 2005). Hofer and Schendel (2009) opine that organization benefits a lot in a successful strategy implementation to upgrade the organization growth, development of efficient and effective systems, increase organization impact and sustain its competition. They further point that strategy implementation is one of the components of strategic management and contain set of decision and action that results in the formulation and implementation of planned long terms objectives of organization. Thus, strategy implementation is considered successful when all activities are well functioning as this improves its financial performance and achieves its strategic vision.

All state corporations in Kenya are established under the State corporations Act (1987) revised in 2013. Once established, the state corporations have perpetual succession; they can hold and alienate property. State corporations operate under ministries or departments which they are attached to, and the State Corporations Advisory Committee. The main purpose of state corporations is to promote social and economic development in accordance with the government agenda.

Statement of the Problem

According to the World Bank Group's (WB), (2017) country assessment report, the quality of service in the Kenya public sector was very low due to poor strategy implementation. The poor service delivery was also due to unclear direction and non-existent strategic plans. Where plans were present, there was no effective implementation and monitoring system (GoK, 2013). Implementing strategic plan in the public sector is as important to enhance service delivery. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive service delivery (Kwama, 2016). Sadly, the majority of public organizations who have strategic plans fail to implement them. Approximately 60% of public organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of implementers in the public sector spend less than one hour per month discussing strategy, 95% of a typical workforce doesn't understand their organization's strategy (Ansoff & Mcdonnel, 2011). Carter and Pucko (2010) noted that 60 to 80 % of organizations worldwide perform very well in strategic formulation but either fail or seriously struggle during the strategy implementation process. A high failure rate in strategy implementation does not only discourage the stakeholders involved but also makes it difficult for these originations to fully realize their goals.

Empirical evidence supports existence of a relationship between strategy implementation and performance of organizations (Muchiri,2013; Serfointein, 2015). The theoretical and empirical literature diverges on the potential merits and drawbacks of strategy implementation and service delivery in the public sector. First, there are studies that found that strategy implementation improves organizational performance (Serfointein, 2016, Sial et al., 2013; Awino,2013; Okwachi,Gakure & Ragui,2013; Sage, 2015). However, existing research mostly focuses on developed or developing countries of Asia and Latin America (Kyriacou & Roca-Sagale's, 2011; Wei-qing & Shi, 2010). The link between strategy implementation and service delivery in the public sector in the context of Sub-Saharan Africa is scarcely explored and inconclusive. For example Mbaka and Mugambi (2014) sought to review the factors that affect strategy implementation in the Water Sector in Kenya. Gecha (2014) examined the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. Kiptugen (2013) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. From the afore-mentioned studies, no study has been conducted on the determinants of strategy implementation on the service delivery in the public sector in Kenya. Therefore, it is on this premise this study sought to examine the influence of organizational resources on strategy implementation in state corporations in Kenya.

Objectives of the Study

The purpose of the study was to establish the influence of organizational resources on strategy implementation in the state corporations in Kenya. The specific objectives were:-

- To establish the influence of human resources on strategy implementation in the state corporations in Kenya
- To establish the influence of financial resources on strategy implementation in the state corporations in Kenya
- To establish the influence of plant & equipment resources on strategy implementation in the state corporations in Kenya
- To establish the influence of brand & heritage resources on strategy implementation in the state corporations in Kenya

LITERATURE REVIEW

Theoretical Framework

Resource Based View Theory

The theory guided the study to understand the relationship between human resource capacity in strategic implementation in the state corporations in Kenya. Penrose (1959) provided initial insights of the resource perspective of the firm. However, the resource-based view of the firm (RBV) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson & winter (1982); Dierick & Cool (1989); Mohoney & Pandian (1992); Eisenhardt & Martin (2000); Zollo & Winter (2002); Zahra &

George (2002) and Winter (2003) made significant contribution to its conceptual development. The theory emphasized the importance of organization resources and their influence on performance and competitive advantage in the market. According to RBV, every organization has its own unique resources that enable it to remain competitive in the market, by addressing the rapidly changing environment (Helfat, 2007). These resources may be financial, human, physical, technological and information. These may be valuable, rare and non-substitutable (Crook, Ketchen, Combs & Todd, 2008). Resource based theory at business level is used in explorations of the relationships between resources, competition, and profitability including the analysis of competitive imitation, the appropriatability of returns to innovations, the influence of imperfect information in creating profitability difference between competing firms, and the means by which the process of resource accumulation can sustain competitive advantage. Together, these contributions amount to what has been termed “the resource-based view of the firm.” However the implications of this “resource-based theory” for strategic management are unclear for two reasons. First the various contributions lack a single integrating framework. Second, little effort has been made to develop the practical implications of the theory. This theory proposes a framework for resource-based approach to strategy formulation which integrates a number of key themes arising from strategic planning literature. The framework involves five-stage procedure for strategy formulation; analyzing the firm’s resource-base; appraising the firm’s capabilities; analyzing the profit-earning potential of firm; selecting a strategy, and extending and upgrading the firm’s pool of resources and capabilities for results in performance (Rumelt, 1984).

Systems Theory

According to the systems theory, the world consists of things, which in turn can be described by the set of properties they possess. Each property has a value, which might change over time and the particular value at a particular point in time can be defined as a state of the property (Nevo & Wade, 2010). System theory suggests that systems consist of other things and they are things by themselves. A thing might be a system by itself or a basic element. System properties might be of two natures: some properties belong to the components of the system, but a new value is assigned to them; the other properties are radically new properties and their existence stems from relationships between the components of the system (Ackoff, 1960; Kast & Rosenzweig, 1981; Nevo & Wade, 2010). It means therefore that components are not isolated and they might interact. From this interaction the new or modified properties arise. The synergy (positive emergent capabilities) between the children things of the subsystem might rise to the system itself, which will have a positive impact on the overall performance (Nevo & Wade, 2010). Systems are composite things, that is, they have interacting components that may be systems in their own right (in which case we refer to them as subsystems) or they may be basic elements. In addition, systems possess properties that are derived from the interactions among the components. Systems can be classified based on their relationships with their environments. The two types are open systems and closed systems. A closed system is isolated from its environment. There is no import or export of material and its final state is unequivocally determined by its initial conditions. An open system, on the other hand, exchanges materials with the environment and has the basic characteristic of self-regulation (Nevo & Wade, 2008). An open system must include component elements that facilitate an interaction with its environment and contribute to the self-regulation (Kast & Rosenzweig, 1981). As the system regulates itself so as to achieve its goals, it seeks to maintain a steady state, a constant composition that is achieved by a continuous exchange and flow of component material. Most of the descriptions of how information can be used to achieve competitive advantage have focused on the firm’s customers (Nevo & Wade, 2010). Although obviously effective, this customer-oriented approach is rather narrow. Systems theory provides the basis for taking a broader view with regards to state corporations on strategy implementation (Nevo & Wade, 2010). A systems view therefore enables the firm's executives to see that relationships with each of the environmental elements can contribute to strategy implementation. Further, it becomes clear that information flows play key influences in these relationships. Systems theory contributes a systematic, rather than haphazard, approach to the design of environmental information systems (Kast & Rosenzweig, 1981).

Dynamic Capabilities Theory

The dynamic capabilities view of a firm was launched by Teece in early 1990s. The framework is based on the works of Barney (1991), Rumelt (1984) and Wernerfelt (1984). The theoretical framework is an advancement of the resource-based view of the firm which views resources as the key to superior organization performance. If a resource exhibits the VRIO attributes, it enables an organization to achieve a competitive advantage (Barney, 1991; Rothaermel, 2012). According to Barney (2001), the RBV's framework emerged in 1980s and 1990's after the major works published by Wernerfelt, B. (the resource based view of the firm), Prahalad & Hamel (the core competence of the corporation), Barney, J. (Firms resource and sustained competitive advantage). However, the RBV theory failed to recognize the fact that environment in which organizations works today is not static but dynamic and turbulent in nature (Priem & Butler, 2001). The effort to rethink about the applicability of the RBV in a dynamic environmental context that characterizes today's organizations is what gave birth to the Dynamic Capabilities Theory or approach to organizations.

According to Teece (2014), a capability is the capacity to utilize resources to perform a task or an activity, against opposition or circumstance. Capabilities flow from astute bundling or orchestration of resources. While resources base according to RBV refer to physical, human and organizational assets (Eisenhardt & Martin, 2000), dynamic capabilities are learned and stable patterns of behavior through which a firm systematically generates and modifies its way of doing things, so that it can become more effective (Winter, 2003). The dynamic capability theory (Eisenhardt & Martin, 2000) is based on the concept that organizations will always attempt to renew their resources in a way that suits the changes taking place in a dynamic environment. According to Teece, Pisano and Shuen (1997), dynamic capability approach examines how firms are able to integrate, build, and reconfigure their specific competencies (internal or external) into new competencies that match changes taking place in a turbulent environment (Helfat, Finkelstein, Mitchel, Peteraf, Singh, Teece & Winter, 2007). Human resource is not a dynamic capability but new capabilities can be created in human resources through training and acquisition of new knowledge and skills in line with environmental changes.

Conceptual Framework

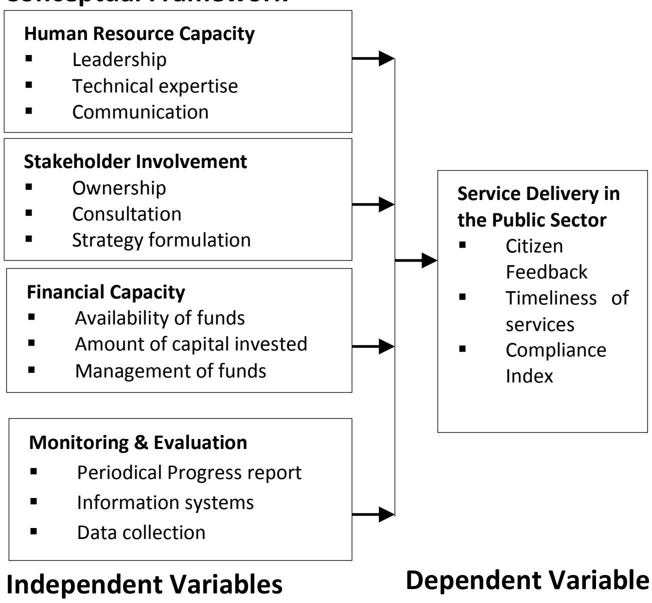

Figure 1: Conceptual Framework

Human Resource

The institution to be successful, it has to depend on the quality and commitment of its human resources to implement laid strategies. As a result, various development experts have now resolved to impress on governments to strategically plan and roll out a coordinated and comprehensive strategy for effective service delivery (Bernett,2006). In view of the many challenges that public sector organizations are exposed to, it is imperative for them, to anticipate challenges, identify their strengths to meet anticipated challenges and take control of available opportunities to obtain maximum productivity. Unfortunately, in most organizations, especially in the public sector, strategic plans are not carried out and implemented properly. Some public organizations do not attach any importance to strategic planning and therefore do not have strategic plans for their organizations (Errigde & Mcllrory, 2007).

Financial Resources

Organization or companies face many challenges in the strategy implementation and lack of funds being a major problem (Kaplan 2005). He notes that most organizations lack adequate funds and lack the understanding or overlook of the finances should never be neglected for the successful implementation of the strategies. The strategy implementation of an organization is also affected not only by environmental forces and strategic capability, but also by the values and expectations of those who have power in and around the organization Johnson and Scholes (2002). Other research studies show that the financial capability facing an organizations‟ strategy implementation need to be taken into account for smooth implementation of the strategy (Plunkett et al.,2008).

Plant and Equipment Resources

Success in any competitive context depends on offering superior customer value hence value advantage, or operating with lower relative costs hence cost advantage or, ideally, both (Porter, 2011; Othman et al., 2015; Kamasak, 2017). The survival of any business depends on its ability to compete effectively. The competitive advantages occur when a firm uses its resources and capabilities to develop organizational competences that, in turn, create value for customers, Odack (2015). As a response to the challenges posed by a business environment, for example increased global competition, many manufacturing companies are seeking ways to gain competitive advantages with respect to cost, service, quality and on-time delivery. Furthermore, the focus has moved from ‘Lean Production’, which focuses on the reduction of total costs towards ‘Agile Manufacturing’ that focuses on increasing total revenue (Othman et al., 2015).

Brand & Heritage Resources

Branding takes two forms: Corporate branding and product branding. According to Elamin (2008), a corporate brand with a high complexity can be a name, term, sign, symbol or design, as well as a combination of these elements, which are intended to identify and thereafter differentiate the company's products from what competitors offer, in the minds of the subjects concerned. On the other hand, product branding mainly deals with the product and the customer, as well as focuses on the marketing activity as a short, long, and tactical function (Faems, 2010).

Empirical Review

The study sought to establish the link between strategic plan implementation and service delivery at National Hospital Insurance Fund. A case study research design was adopted from a single source which was NHIF. The study established that human resource capacity play a significant influence in determining the organizational service delivery. The study concludes that organization structure affects the service delivery at NHIF. The study also concludes that resource allocation has very important implications on the ability and pace of strategic plan implementation and hence service delivery. The study concludes that there are some challenges faced in the implementation of strategic plan at NHIF such as; lack of communication between the strategy formulators and the employees. The management should hire competent employees that have the right skills, altitudes and capabilities to drive through the implementation of strategic plan process. Mbaka and Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Munene (2013) sought to investigate the extent of stakeholder involvement in strategy implementation at the Lake Victoria South Water Services Board (LVSWSB). The study found that LVSWSB had a wide range of primary stakeholders who it involved to a higher extent towards meeting its objectives as outlined in its service provision mandate. The Board had identified its core stakeholders and had already achieved milestones through their involvement. However, there were glaring imbalances in the involvement of stakeholders; the high-end stakeholder seemed to have higher preference as opposed to those at bottom-of-the-pyramid such as resident associations and community-based organizations. Based on the aforementioned, the study recommended wider inclusion of stakeholders in the Board's operational obligations. While this inclusion would ensure wider ownership of projects implementation and success, it would also assist in faster decision making to avoid stalling or abandonment of projects.

METHODOLOGY

This study used descriptive research design. This design refers to a set of methods and procedures that describe variables. Baker (2009) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exit or existed. The study's population was the state corporations in Kenya. The state corporations are classified into: utilities, regulatory, commercial, industrial, development finance state corporations. There were 187 state corporations in Kenya (Presidential Taskforce on Parastatal Reforms, 2013). The unit of analysis was a top manager who reports to the CEO of the state corporation. The Multiple Regression model that aided the analysis of the variable relationships was as follows:

$$\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon,}$$

Where; Y= Strategy Implementation (dependent variable);

$\beta 0$= constant (coefficient of intercept);

X_1= Financial Resources (independent variable);

X_2= Human Resources (independent variable);

X_3= Brand & Heritage Resources (independent variable);

X_4= Plant & Equipment Resources (independent variable);

ε = Error term;

$\beta 1 \ldots \beta_4$= regression coefficient of four variables.

FINDINGS

The study sought to examine the influence of organizational resources on strategy implementation in the state corporations in Kenya, attributed to the influence of human resources, financial resources, plant & equipment resources, brand & heritage resources. Findings in Table 1 below revealed improved service delivery across the 5 year period running from the year 2013 to 2017. In the compliance index, a majority of respondents affirmed having improved incrementally from 0%-20% in 2013 (44.10%), to compliance index by 0%-20% in 2014 (35.2%), 21%-40% in 2015 (36.40%), compliance index improved by more than 40% (4.40%) in 2016 and improved by more than 40% (37.30%) in 2017.

Timely delivery of services also recorded positive with a majority affirming a majority of respondents affirmed having improved incrementally from 0%-20% in 2013 (37.90%), to timely delivery of services by 0%-20% in 2014 (35.90%), improved by 21%-40% in 2015 (35.90%), timely delivery of services by more than 40% in (39.00%) and improved by more than 40% in 2017(36.20%). A similar trend was recorded in quality of services, from improvement of 0%-20% in 2013 (44.10%), 0%-20% in 2014 (35.20%), 21%-40% in 2015 (36.40%), compliance index improved by more than 40% in 2016 (41.10%) and improved by more than 40% in 2017(37.30%).

A similar trend was recorded in complaints with a majority affirming to its decrease by 0%-20% in 2013 (36.4%), decrease by 21%-40% in 2014 (35.20%), decrease by 21%-40% in 2015 (36.4%), decrease by 21%-40% in 2016 (37.90%) and decrease by more than 40 in 2017 (37.30%). Complements also recorded a positive growth with a majority affirming to increase by 0%-20% in 2013 (42.30%), increase by 0%-20% in 2014 (37.70%) , increase by 0%-20% in 2015 (36.10%) , increase by more than 40% in 2016 (41.10%), increase by more than 40% in 2017 (37.50%) It can be deduced from the findings that strategy implementation indicators had considerably improved as influenced by among other factors attributes, the influence of human resources, financial resources, plant & equipment resources, brand & heritage resources. Complements and timely delivery have particularly improved by at least 10 percent in the study area pointing to the significance of human resources, financial resources, plant & equipment resources, brand & heritage resources.

Table 1: Strategy Implementation in State Corporations

Compliance Index	**2013**	**2014**	**2015**	**2016**	**2017**
Improved by 0%-20%	44.1	35.2	33.4	25.7	27.1
Improved by 21%-40%	31.7	32.6	30.2	33.9	35.6
Improved by more 40%	23.5	32.2	36.4	40.4	37.3
Timely Delivery	**2013**	**2014**	**2015**	**2016**	**2017**
Improved by 0%-20%	37.9	35.9	31.2	25.7	33.1
Improved by 21%-40%	36.2	31.3	35.9	35.3	30.7
Improved by more 40%	25.9	32.8	32.9	39.0	36.2
Customer Satisfaction					
Complaints	**2013**	**2014**	**2015**	**2016**	**2017**
Decreased by 0%-20%	36.4	35.2	33.4	25.7	27.1
Decreased by 21%-40%	31.7	32.6	36.4	37.9	35.6
Decreased by more than 40%	23.5	32.2	30.2	33.9	37.3
Complements	**2013**	**2014**	**2015**	**2016**	**2017**
Increased by 0%-20%	42.3	37.7	31.6	30.7	29.5
Increased by 21%-40%	31.8	32.9	36.1	28.2	33
Increased by more than 40%	25.9	29.4	32.3	41.1	37.5

Human Resources

The study sought to find out the descriptive statistics of the independent variable (human resources). The study findings were presented in Table 2. This objective was built on the statement that 'human resources influence the strategy implementation in the state corporations in Kenya.' The study findings established that strategy implementation in the state corporations in Kenya was significantly influenced by human resources positively. Strategy implementation in the state corporations in Kenya was measured based on citizen feedback, timeliness of services delivered and quality of services. This study therefore established that human resources provides better citizen feedback, timeliness of services delivered and quality of services in the state corporations firm hence bring on strategy implementation in the state corporations.

Table 2: Descriptive Statistics of Human Resources

Statement	Very Low Extent	Low Extent	Average Extent	High Extent	Very High Extent
Our superior recruitment & staffing processes guarantees organization's management and that of our partners being experienced and capable of providing overall leadership in outplaying our strategy implementation	0.0%	4.8%	15.3%	29.0%	50.8%
Our superior recruitment & staffing processes leads to everybody in the organization including staff and partners who understands their influences and fully responsible in task accomplishment for day-to-day operations leading to performing better strategic plan implementation	0.0%	4.8%	13.7%	48.4%	33.1%
Our robust training & learning processes ensures that we have technical experts internally and at our partner's undertaking various tasks and performing according to the organization's mission, vision, goals, objectives and expectations better strategic plan implementation	1.6%	3.2%	16.9%	50.8%	27.4%
Our employees and those of our partners are fully responsible for driving strategic plan implementation	2.4%	5.6%	24.2%	49.2%	18.5%
Our employees and those of our business partners at all levels are well trained, easily and widely share their knowledge, skills, experiences and competencies keeping us ahead of strategic plan implementation	0.0%	6.5%	21.0%	44.4%	28.2%
Averages	**0.80%**	**5.54%**	**18.94%**	**45.46%**	**29.23%**

Financial Resources

The study carried out descriptive statistics on independent variable (financial resources). The findings of the study were tabulated in Table 3. This study objective was founded on the statement that 'financial resources influence the strategy implementation in the state corporations in Kenya.' The finding showed that that financial resource positively influences strategy implementation in the state corporations in Kenya. The organization ability to finance employee compensation and benefits better enhance strategy implementation in the state corporations in Kenya. The robust financing arrangements enable the organization to extend better strategy implementation in the state corporations in Kenya.

Table 3: Descriptive Statistics for Financial Resources

	Very Low Extent	Low Extent	Average Extent	High Extent	Very High Extent
Our organization's ability to finance employee compensation and benefits better than our rivals is the key to our success compared on strategy implementation	8.1%	12.9%	33.9%	28.2%	16.9%
Our organization's cash flow enables timely payments to creditors/vendors – suppliers and contractors for products and services delivered for strategy implementation	0.0%	8.1%	21.8%	41.9%	28.2%
Our robust financing arrangements enables the organization to extend better strategy implementation	6.5%	5.6%	29.0%	37.1%	21.8%
Our organization's huge working capital easily finances high levels of inventory – goods and services enabling strategy implementation	4.0%	4.8%	22.6%	30.6%	37.9%
Our liquid financial investments leads to our organization's healthy returns on investment enabling better rewards to shareholders through payment for strategy implementation	4.0%	9.7%	37.1%	32.3%	16.9%
Averages	**4.55%**	**7.05%**	**22.08%**	**37.10%**	**29.23%**

Plant and Equipment Resources

The study generated the descriptive statistics of the independent variable (Plant & Equipment Resources). The results were presented in Table 4. This objective was centered on the statement that 'plant & equipment resources influence the strategy implementation in the state corporations in Kenya.' The finding showed that plant and equipment resources significantly influence strategy implementation in the state corporations in Kenya. This is because plant and equipment resources significantly influence strategy implementation in the state corporations in Kenya.' As such, the null hypothesis was rejected. The modernized equipment provides an efficient and cost-effective organization base for enabling the organization to enhance the strategy implementation in the state corporations in Kenya.

Table 4: Descriptive Statistics of Plant & Equipment Resources

	Very Low Extent	Low Extent	Average Extent	High Extent	Very High Extent
Our Company's Head & Branch offices across the country are strategically located enabling easy access for our employees, customers and business partners for strategy implementation	8.9%	3.2%	21.0%	35.5%	31.5%

Our organization is strategically located customer service centres across the country enables easy access to our customers and business partners for strategy implementation	8.9%	5.6%	31.5%	42.7%	11.3%
Our strategically located organization with modernized equipment provides an efficient and cost effective strategy implementation	47.6%	2.4%	12.1%	17.7%	20.2%
Our strategically located operations facilities with modernized equipment –offices, Storage facilities and warehouses enables the organization to provide products and services more efficiently and effectively for strategy implementation	1.6%	8.1%	22.6%	46.0%	21.8%
Our huge investments in strategic offices, robust operations facilities, and technology enables us to uphold good controls facilitating modern systems and processes that drive better business growth compared to our rivals	6.5%	8.9%	25.8%	35.5%	23.4%
Averages	**13.37%**	**6.44%**	**23.63%**	**33.87%**	**22.71%**

Brand & Heritage Resources in the Strategy Implementation

This objective is centered on the statement that 'brand & heritage resources influence the strategy implementation in the state corporations in Kenya.' the finding shows that brand & heritage resources significantly influence strategy implementation in the state corporations in Kenya. This is because brand & heritage resources significantly influence strategy implementation in the state corporations in Kenya.' As such, the null hypothesis was rejected and concluded that brand & heritage resources play a significant role on strategy implementation in the state corporations in Kenya.

Multiple Regression Analysis

According to the model summary Table 5, R is the correlation coefficient which showed the relationship between the indepedent variables and depedent variable. It was notable that there existed strong positive relationship between the indepedent variables and dependent variable as shown by R value of 0.789. The coefficient of determination (R^2) explained the extent to which changes in the dependent variable could be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explained 62.20% of the strategy implementation in the state corporations as represented by the R^2. This therefore means that other factors not studied in this research contributed 37.80% of the strategy implementation in the state corporations. This implied that these variables were very significant therefore need to be considered in any effort to boost strategy implementation in the state corporations.

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.789	.622	.602	.005

ANOVA Results

Based on the study results of the ANOVA Test or F-test in Table 6 obtained F-count (calculated) was 35.765 greater the F-critical (table) (18.904) with significance of 0.000. Since the significance level of 0.000< 0.05 we concluded that the set of independent variables affect the strategy implementation in the state corporations and this showed that the overall model was significant.

Table 6: ANOVA Results

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	8.0684	4	2.0171	35.765	.000
Residual	7.0500	125	.0564		
Total	15.1184	129			

NB: F-Critical Value = 18.904

The results of multiple regression analysis obtained regression coefficients t value and significance level as indicated in Table 7. The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. From the study findings on the regression equation established, taking all factors into account (independent variables) constant at zero strategy implementation in the state corporations will be 25.658. The data findings analysed also showed that taking all other independent variables at zero, a unit increase in human resources would lead to a 0.862 increase in strategy implementation in the state corporations; a unit increase in financial resources would lead to a 0.763 increase in strategy implementation in the state corporations, a unit increase in plant and equipment resources would lead to 0.689 increase in strategy implementation in the state corporations and a unit increase in brand and heritage resources would lead to 0.646 increase in strategy implementation in the state corporations. This inferred that human resources contributed most to strategy implementation in the state corporations. Based at 5% level of significance, human resources had a .000 level of significance; financial resources showed a .011 level of significance, Plant & Equipment resources showed a .018 level of significance and brand & Heritage resources show a .026 level of significance hence the most significant factor was human resources.

Table 7: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	**β**		
(Constant)	25.658	3.503		7.325	.000
X_1_Human Resources	.862	.152	.465	5.654	.011
X_2_Financial Resources	.763	.155	.454	4.908	.013
X_3_Plant & Equip. Res.	.689	.161	.355	4.275	.018
X_4_Brand & Herit. Res.	.646	.165	.332	3.908	.026

CONCLUSIONS AND RECOMMENDATIONS

From the study findings, the study concluded that there was a role played by human resources on the strategy implementation in the state corporations in Kenya as human resources contributed significantly to the variability of strategy implementation in the state corporations in Kenya. The findings confirmed that human resource is vital for organization sustained strategy implementation in the state corporations in Kenya. The superior recruitment and staffing processes guarantees organization's management and that of their partners being experienced and providing overall leadership in strategy implementation.

The study established that financial resources play a statistically significant role on the strategy implementation in the state corporations in Kenya. The robust financing arrangements enable the organization to enhance strategy implementation in the state corporations in Kenya. The organizations try to ensure that funds are available when needed and availability of the working capital easily finances high levels of inventory – goods and services enabling strategy implementation in the state corporations.

The study findings indicated that plant and equipment resources play a significant role in strategy implementation in the state corporations in Kenya. The organizations are strategically located enabling easy access for their employees, customers and partners to enhance strategy implementation. They have network in major strategic business cities, towns and trading centres across the country to enhance strategy implementation in the state corporations in Kenya.

The study established that brand and heritage resources played a strategic role on the strategy implementation in the state corporations in Kenya. The corporate brand and heritage provides the organization's with a secure company image in the eyes of their customers and business partners therefore positioning their product brands and services. By having a strong brand affiliation and long duration in the Kenyan public sector provides the organization's customers and business more confidence on strategy implementation in the state corporations in Kenya

Recommendations

The empirical evidence from this study infers that human resources have significant role on strategy implementation in the state corporations in Kenya. The results of this study thus provided a valuable reference for state corporations in Kenya in terms of enhancing human resource as this would help them achieve strategy implementation in the state corporations in Kenya.

It is evident from the literature also that financial resources have a significant role on strategy implementation in the state corporations in Kenya. It is recommended that the organizations pay attention to strive to invest and allocate more funds to increase their strategy implementation.

The findings indicated that plant and equipment resources played a significant role on the strategy implementation in the state corporations in Kenya. Therefore, the researcher recommends that organizations intending to enhance strategy implementation should invest in modern efficient and effective production facilities and systems. They should also be strategically located to enable easy access to their customers and business partners making them more accessible.

The study findings showed that brand and heritage resources accounted to the variability of strategy implementation in the state corporations in Kenya. Therefore, the study recommendation to the organizations that look to strategy implementation, they should secure image in the eyes of their customers and business partners therefore positioning their product brands and services.

Recommendations for Further Research

In this study, the research focused on the role of organizational resources on the strategy implementation in the state corporations in Kenya. A replica of this study can be carried out with a further scope to include other public institutions and see whether the findings hold true. Future studies should apply different research instruments like interview guide, focus group discussions to involve respondents in discussions in order to generate detailed information which would help in bringing out better strategies for strategic plan implementation in the public sector. Conceptual model of this study can also be extended by considering other aspects of external environmental factors since the current study limited itself to organizational resources.

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