

# European Journal of Business and Strategic Management (EJBSM)

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

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Strategy

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

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### Abstract

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

**Methodology:** The study adopted descriptive research design. The population of this study was administration police officers deployed in Baringo County. The total number of officers was 720 found in six sub counties; Baringo Central 92, Baringo North 113, Mogotio 81, Marigat 223, Koibatek 128 and East Pokot 83. The aggregate sample size was 216. Data was collected by use of structured questionnaires adopting Likert scale formation. Data was analyzed mainly by use of descriptive and inferential statistics. Descriptive statistics included mode, mean, median, standard deviation. Inferential statistical techniques like correlation and regression coefficients were used to draw causal relationship between the various organizational resources and implementation of strategic plans. Data was presented by use of graphs, pie charts and tables.

**Results:** The study findings indicate that organizational resources significantly influenced implementation of strategic plans. Financial, human, capital and technological resources greatly influence successful implementation of strategic plans in an organization.

**Unique contribution to theory, practice and policy:** The study recommended that there is need for increased funding of Administration police service in Baringo County both from the national and county governments. Job relationship between senior and junior officers should be improved. Government should ensure all housing facilities are operational, in good condition and enough. The study further recommends clear guidelines on implementation of reforms, community-based policing and improvement of guidelines on training, enhancement and capacity building.

**Keywords:** *Organizational, Resources, Strategy, Plans, Implementation, Administration Police Service*

## 1.0 INTRODUCTION

Strategy is the bearing and extent of an association over the long haul, which accomplishes advantage for the association through its arrangement of assets inside a testing domain, to address the issues of business sectors and to satisfy partner desires (Johnson & Scholes, 2002). An organization methodology comprise of the focused moves and business approaches that administrators are utilizing to develop the business, draw in and please clients, contend effectively, lead operations and accomplish the focused-on levels of hierarchical execution (Thompson JR, Strickland III & Gamble, 2008). As per Pearce and Robinson (2007), with the end goal for associations to accomplish their objectives and destinations, it is fundamental for them to conform to their condition through a system. Numerous associations today are concentrating on winding up more aggressive by propelling techniques that give them an edge over others by making winning procedures (Porter, 1996).

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

Strategic plans implementation processes differ from one organization to another depending on the nature of business and management. Effective strategy implementation depends on competent personnel and effective internal organization systems (Aosa, 1992). Johnson and Scholes (2003) identified availability of resources, leadership style, organization culture, corporate structure, lack of focus and failure by strategy implementation team as some of the major challenges facing strategy implementation process in organizations. Therefore, evaluation of strategic plans implementation remains an important process in any organization given the available resources since it will identify difficulties and propose possible recommendations to counter them. To achieve desired objectives in an organization, adequate supply of financial, physical, human and technological resources is paramount (David 2003). An organization must comprehend and ascertain its main resources that will improve its competitiveness and sustainability for it to advance its performance (Rouse & Daellebach, 2009).

Strategy implementation is inextricably connected with organizational resources; financial, human, capital and technological (David, 2003). Nyogesa (2013) identified resources as a key component in implementation of strategic plans in NPS and proposed that the service should lobby for more resources and properly manage them with high levels of transparency and accountability. Technological resources have proved to be of great importance in implementation of strategies if properly managed by assisting in time saving and relaying of important information (Kipkurui, 2014). For effectiveness in administration of human resources there is need for regular staffing, training, enhancement and evaluation.

Administration Police Service is a governmental organization which is subject to environmental influence. The environment consists of other organizations that exert various forces of economic, political, or social nature which determine the organization's survival. According to Government

Commissioned Reports in Kenya; (Ransely, 2008), John Krigler Report (2007), The Kenya police task force on reforms (2009) and Waki Report (2008) all indicated that the Kenyan Police had poorly adapted to changes in the external environment which called for greater demands to effectiveness and efficiency in the force. Implementation of reforms as part of APS strategic plan (2013-2017) poses a challenge to the service since the reforms are either slow or adopting a slow pace (Chtalu, 2014).

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

### **Problem Statement**

Strategy implementation process is a standout amongst the most critical parts of key administration in light of the fact that without execution a system has no solid presence. Superb system execution is the best trial of administrative perfection and the most dependable formula for transforming organizations into standard entertainers (Thompson, Strickland III & Gamble, 2008). Excellent strategy has been seen as trying errand in numerous associations. Ngarachu (2008) stated that African nations are known for definition of plans, but they lack in achieving timely action or procrastinate in executing these plans which is attributed to leadership and strategic management. Major unpredictable changes faced by organizations today make strategy implementation a difficult and complex process. According to Harvey (2005), 80% of organization's directors believe that they have good plans but only 14% believe that they are able to implement them well. Mintzberg and Quinn (1999) noted that over 65% of organizational strategies fail to get implemented effectively which is attributed to the nature of strategic problems that an organization faces.

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

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

at some very slow pace and police had not been equipped with sufficient resources and equipment to enable them discharge their functions effectively.

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

### **1.3 Research Objective**

The aim of the study was to investigate the relationship between organizational resources and strategic plan implementation in Administration police service in Baringo County, guided by the following specific objectives.

- i. To analyze how financial resources affect strategic plans implementation in administration police service in Baringo County.
- ii. To explore how human resources influence strategic plans implementation in administration police service in Baringo County.
- iii. To examine how capital resources affect strategic plans implementation in administration police service in Baringo County.
- iv. To determine how technological resources impact strategic plans implementation in administration police service in Baringo County.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 Resource Based View Theory (RBVT)**

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

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

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

### **2.1.2 Kurt Lewin's Theory**

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

### **2.1.3 Mckinsey 7S Framework Theory**

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

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

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

## **2.2 Empirical Review**

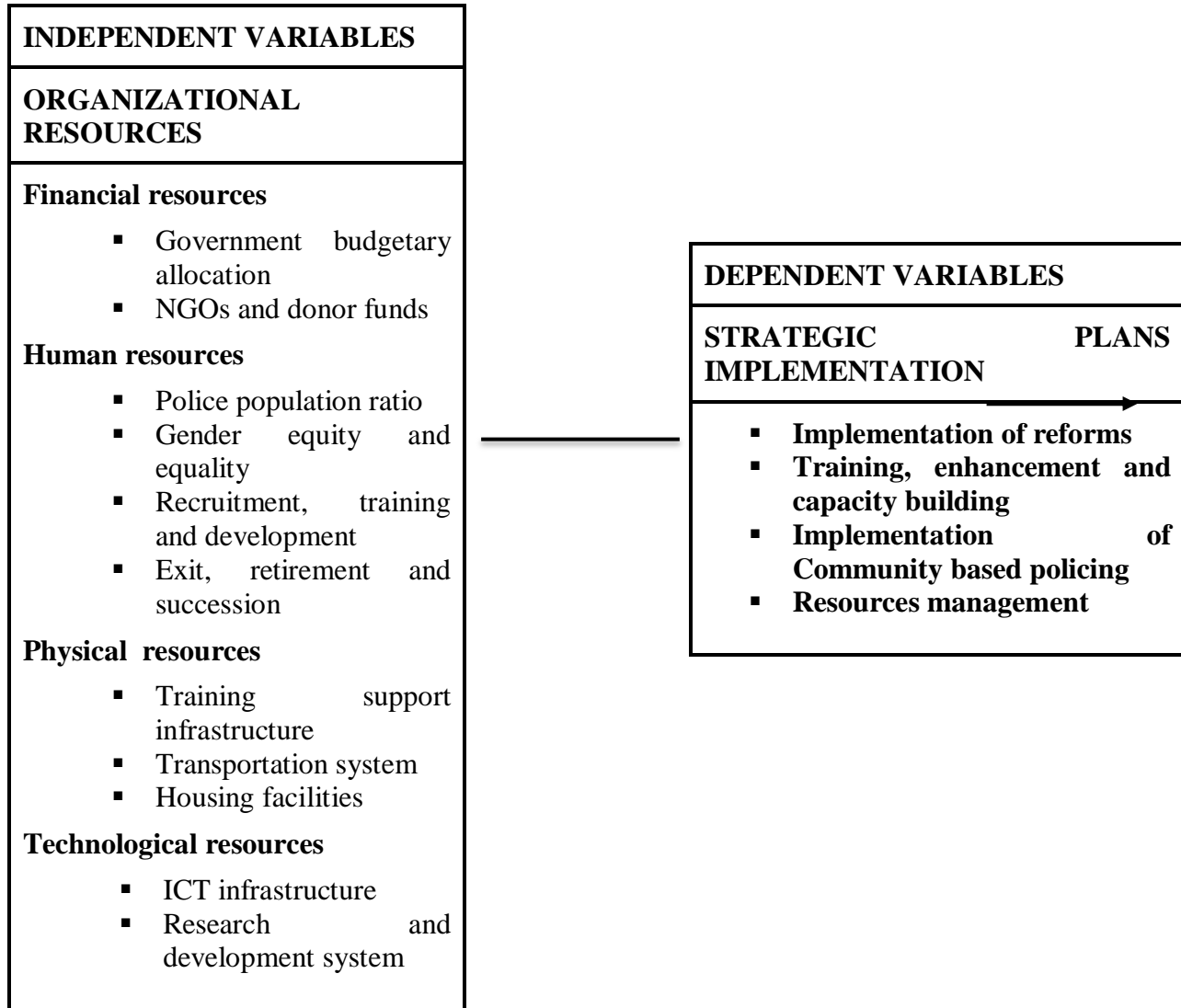
Rouse and Daellebach (2009) contended that for a firm to propel its execution, it must grasp and determine its primary assets that will enhance its intensity and maintainability. As per Barney (2011), an association's execution predominance isn't from one source yet from a bundle of assets both substantial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

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

Technological resources have proved to be of great importance in implementation of strategies if properly managed (Kipkurui, 2014). Introduction and update of ICT infrastructure in an institution has proved to be helpful in achieving the set goals and objectives. Moreover, with rapid advances in ICT, information has proved to be a key resource in an organization. The capacity to access and process data can construct or crush an association's center abilities that are critical for upper hand (Johnson & Scholes, 2002).

Human resources include all employees in an organization, their skills, qualifications and competencies. For effectiveness in administration of human resources there is need for regular staffing, training, enhancement and evaluation. Kipkurui (2014), while examining challenges facing implementation of strategic plans in NPS noted that though the service was over stretched there was inappropriate deployment where a good number of police officers were undertaking functions which were supposed to be carried out by other people. Resources are of great importance in helping an institution meet its set goals and objectives if well utilized.

### 2.3 Conceptual Framework



**Figure 1 :Conceptual framework**

### 3.0 RESEARCH METHODOLOGY

The study adopted descriptive research design. The population of this study was Administration police officers deployed in Baringo County. The total number of officers was 720 found in six sub counties of Baringo county; Baringo Central 92, Baringo North 113, Mogotio 81, Marigat 223, Koibatek 128 and East Pokot 83. The aggregate sample size was 216 as shown in table 1 below. This study used both primary and secondary data. Data was collected by use of structured questionnaires adopting Likert scale formation. Data was analyzed mainly by use of descriptive and inferential statistics. Descriptive statistics included mode, mean, median, standard deviation. Inferential statistical techniques like correlation and regression coefficients were used to draw causal relationship between the various organizational resources and implementation of strategic



plans. Data was presented by use of graphs, pie charts and tables. A pilot study was conducted in order to establish the validity and reliability of data collection instruments. This study used both construct validity and content validity. Statistical Package for Social Sciences (SPSS) computer software was used to produce both descriptive and inferential statistics. A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variables.

**Table 3.1: Research Size Sampling**

S/No	Sub County	Population	Sample Size (30% of Population)	Percentage (%)
1.	Baringo Central	92	28	12.96
2.	Baringo North	113	34	15.74
3.	Mogotio	81	24	11.11
4.	Marigat	223	67	31.02
5.	Koibatek	128	38	17.59
6.	East Pokot	83	25	11.58
	<b>Total</b>	<b>720</b>	<b>216</b>	<b>100</b>

## 4.0 RESULTS AND DISCUSSIONS

### 4.1 Response Rate

The sample size of the study was 216 and generated a successful response rate of 74% as indicated in Table 2

**Table 2: Response Rate**

Variable	Frequency	Percentage (%)
Response	161	74
Non- Response	55	26
<b>Total</b>	<b>216</b>	<b>100</b>

### 4.2 Bio-Data Analysis

#### 4.2.1 Gender Composition of Respondents

The study sought to establish the gender spread of respondents.

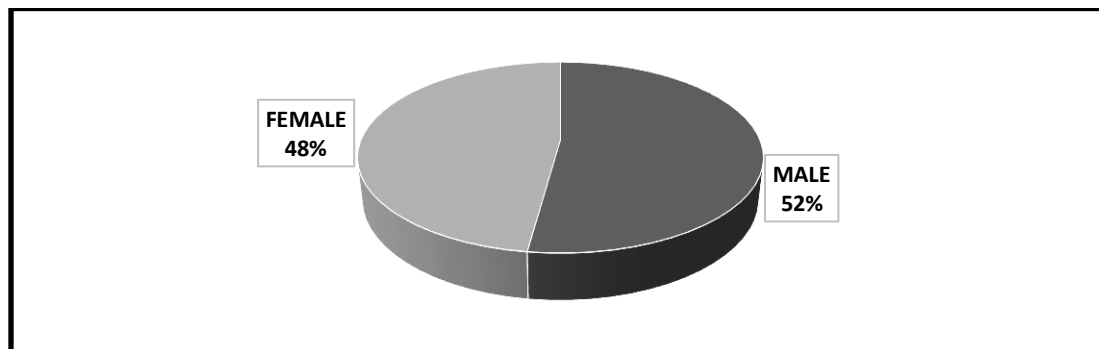
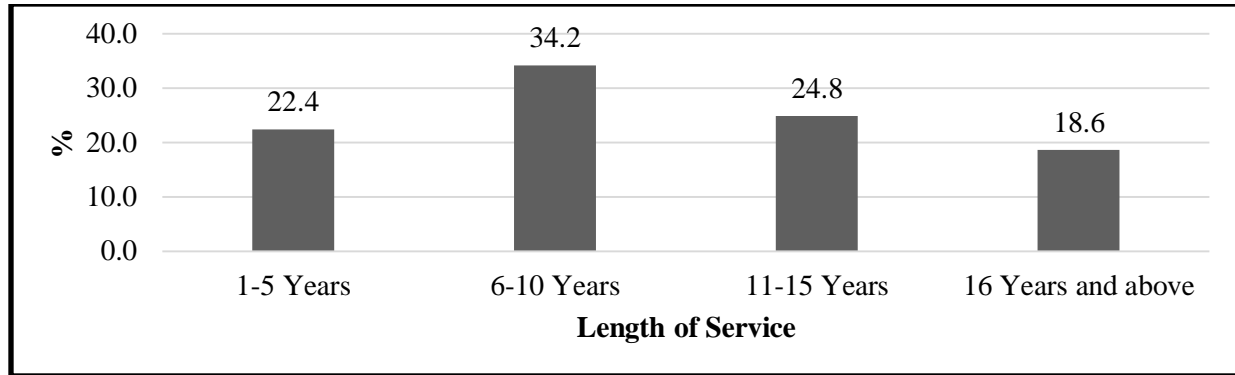
**Figure 2: Gender**

Figure 2 indicates that majority of the respondents 52% were male and 48% were female. This indicates that APS in Baringo County was not biased in recruiting and deploying officers in the county since it observed gender equity.

#### 4.2.2 Length of Service

The researcher requested the respondents to indicate overall length of service in APS in Baringo County. The findings are indicated in 3

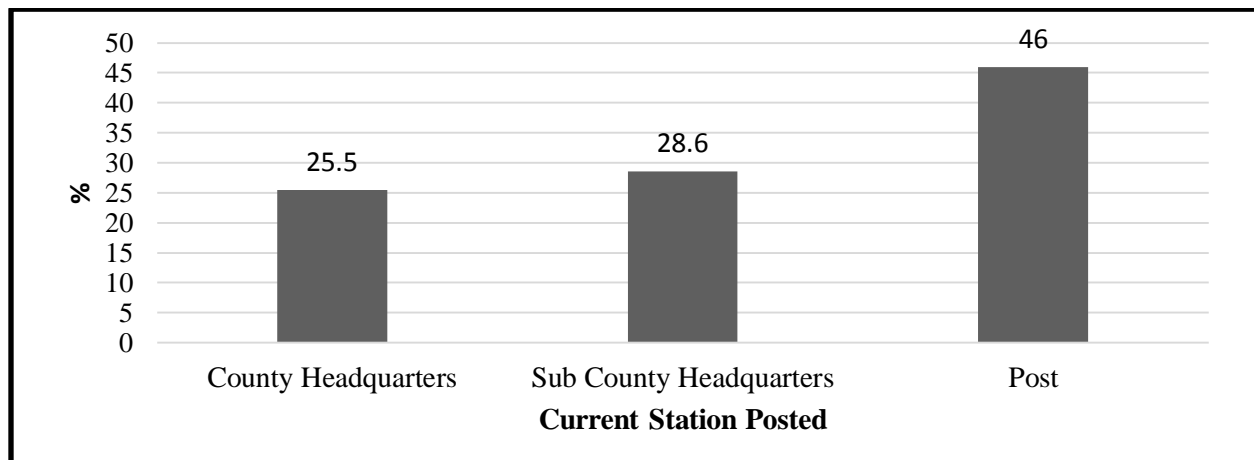


**Figure 3: Length of Service**

Figure 3 shows that 34.2% of the respondents' length of service was 6-10 years. 24.8% had worked for 11-15 years, 22.4% had served for 1-5 years and 18.6% had served for 16 years and above. This indicates that majority of the respondents' length of service was above six years. This shows that the respondents had clear information about their station hence reliable data was sought.

#### 4.2.3 Current Station

The researcher requested the respondents to indicate their current station posted. The findings are indicated in the Figure 4



**Figure 4: Current Station**

Figure 4 point out that 46% of the respondents were currently deployed to police posts, 28.6% to Sub County headquarters and 25.5% to County Headquarters. This deduces that all the respondents were skilled on their line of duty and would give reliable data.

### 4.3 Descriptive findings

#### 4.3.1 Financial Resources and Strategic Plans Implementation

Respondents were requested to indicate the extent of their agreements on the following statements. A Likert scale of 1-5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree was used. From the response, descriptive measure of dispersions was used for ease of interpretation. The findings are indicated in the Table 3

**Table 3: Financial Resources**

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

From Table 3, respondents agreed by a mean of 3.32 with standard deviation of 0.820 that the government budgetary allocation to AP service in the country was sufficient. County government funds APS in service delivery to the public as supported by a mean of 3.05 with standard deviation of 1.410. Respondents were in disagreement that community Development Fund supported construction of most AP housing facilities in the county as indicated by a mean of 2.91 with standard deviation of 0.634. In summary, government funding significantly influenced strategy implementation if well utilized by the administrators. This is in agreement with David (2003) who states that vital resources such as financial, physical, human and technological resources when well utilized can lead to successful implementation of organizational strategic plans. On the contrary, Kipkirui (2014), identified inadequate funding as a major challenge towards implementation of strategies in National police service and recommended the National government and donors to increase their budget allocation towards the service.

The study established a strong agreement that NGOs and donors fund APS in the county as indicated by a mean of 4.17 with standard deviation of 1.090. All the funds allocated to the service in the county were well utilized as shown by a mean of 3.41 with standard deviation of 1.210. Most operations conducted by AP service in the county were adequately funded by the government as supported by a mean of 3.89 with standard deviation of 1.250. In summary, APS receives funding majorly from the government and donors. The funds received were well utilized and the administrators are accountable. Lee *et al.*, (2001) states that an organization penchant towards achievement exchanges relies upon the accessibility of money related assets and an

association might be shortened towards advancing procedures when monetary assets are restricted. Similarly, Musyoka (2011) highlighted that inadequate funding was a major hindrance that needed greater attention for strategy implementation.

#### 4.3.2 Human Resources and Strategic Plans Implementation

Respondents were requested to indicate the extent of their agreement on following statements on a scale of 1-5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree. The findings are indicated in the Table 4

**Table 4: Human Resources**

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

The findings as presented in Table 4 indicates that the respondents were in a strong agreement that job relationship between the station commanders and the junior officers was good as indicated by a mean of 4.37 with a standard deviation of 0.892. All the officers deployed in the station were competent and serviceable as supported by a mean of 4.07 with a standard deviation 0.962. Training, development and promotional courses were offered to selected officers in the county as shown by a mean of 3.93 with standard deviation of 0.508. This indicates that all the officers deployed in the stations were competent hence creating a good working environment. This is in agreement with Kipkurui (2014) who indicated that institutions have different processes of recruiting, training and developing its staff. Nyongesa (2013), further noted committed staff teamwork, partnerships and motivation of staff as some of the factors influencing strategy implementation in KPS.

Majority of the respondents were in agreement that the welfare of officers was adequately addressed by the management as indicated by a mean of 3.34 with standard deviation of 1.170. Gender equity was observed in recruiting and deploying officers in the county as shown by a mean of 3.23 with standard deviation of 0.920. The study further indicated an agreement that there were enough officers in police stations to carry out AP service mandate in the area as indicated by a mean of 2.31 with standard deviation of 0.661. This shows that the police officers administrators were gender sensitive and deployed enough officers to the stations. This is in agreement with Kipkurui (2014) who recommended deployment of police officers considering equality and gender.

### 4.3.3 Physical (Capital) Resources and Strategic Plans Implementation

The respondents were required to respond to the following statements on a scale ranging between 1 and 5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree.

**Table 5: Physical (Capital) Resources**

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

Majority of the respondents were in agreement that there was an office with a customer care desk at their stations as supported by a mean of 4.08 with standard deviation of 0.595. Stations were connected to electricity national grid as indicated by a mean of 3.71 with standard deviation of 1.260. There was government vehicle(s) allocated to the stations to provide transport to officers while on official duties as supported by a mean of 3.69 with standard deviation of 1.060. In summary, this indicates that the police posts had proper infrastructure. This is in agreement with Musyoka (2011), who found out that inadequate physical resources were major hindrance in the organization that needed greater management attention. Therefore, infrastructure was the major physical resources required by an organization.

Respondents were in agreement that police equipment in their stations were enough and in good condition as indicated by a mean of 3.66 with standard deviation of 1.120. All the housing facilities were in good condition and operational as shown by a mean of 3.15 with standard deviation of 1.370. Housing facilities were enough for all officers deployed in the stations as indicated by a mean of 2.37 with standard deviation of 0.932. However, Greco, Cricelli & Grimaldi (2013) noted that physical resources alone are insufficient to achieve the desired results hence they should be combined with other organizational resources.

### 4.3.4 Technological Resources and Strategic Plans Implementation

Respondents were requested to indicate their level of agreement on the following statements on a scale of 1 to 5 where; 1= Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree. The findings are indicated in Table 6

**Table 6: Technological Resources**

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

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

There was an urgent need for the government to capitalize on technological resources in the county as indicated by a mean of 4.11 with standard deviation of 0.852. There were modern police equipment's allocated to the stations by the government as supported by a mean of 4.23 with standard deviation of 1.000. This is similar to a study by Nyogesa (2013) who suggested improvement of technology in the service by acquiring modern communication gadgets, rifles, bullet proof vehicles and vests.

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

#### 4.4 Inferential Statistics

##### 4.4.1 Correlation Analysis

The correlation analysis findings are indicated in table 7

**Table 7: Correlation Analysis**

		Implementatio n	Financia l resource	Human Resource s	Capital Resource s	Technologica l Resources
Implementation	Pearson Correlati on Sig. (2- Tailed) N	1 161				
Financial Resources	Pearson Correlati on Sig. (2- Tailed) N	0.419** 0.000 161	1	161		
Human Resources	Pearson Correlati on Sig. (2- Tailed) N	0.468** 0.000 161	0.529** 0.000	1 0.000	161	
Capital Resources	Pearson Correlati on Sig. (2- Tailed) N	0.788** 0.000 161	0.337** 0.000	0.448** 0.000	1 0.000	161
Technological Resources	Pearson Correlati on Sig. (2- Tailed) N	0.878** 0.000 161	0.387** 0.000	0.375** 0.000	0.767** 0.000	1 161

Table 7 shows the findings of correlation analysis. Huber (2004) held that in the interpretation of results for the linear relationships in a study, for a weak correlation, “r” ranges from  $\pm 0.10$  to  $\pm 0.29$ ; in a moderate correlation, “r” ranges between  $\pm 0.30$  and  $\pm 0.49$ ; while in a strong correlation, “r” ranges from  $\pm 0.5$  and  $\pm 0.9$ . Financial resources had a Pearson correlation of 0.419 with a p value of 0.00. This indicates that the financial resources had a moderate correlation with strategic plan implementation. The p value was  $0.00 < 0.05$  indicating that the variable significantly influenced the study. For successful implementation of strategic plans proper utilization of financial resources with other organizational resources is useful (David 2003)

Human resources had a Pearson correlation of 0.468 an indication of moderate correlation with implementation of strategic plans. The p value was  $0.00 < 0.05$  indicating that the variable also significantly influenced the study. For full realization and implementation of strategic plans, involvement of human resources is mandatory (David, 2003)

Capital resources had a Pearson correlation of 0.788 indicating a strong positive correlation between the variables. The p value was  $0.00 < 0.05$  indicating that the variable also significantly influenced implementation of strategic plans. However, according to David (2003) capital resources alone cannot be utilized to achieve full implementation of strategic plans. Technological resources had a Pearson correlation of 0.878 an indication of strong correlation and the p value was  $0.00 < 0.05$  indicating that the variable significantly influenced the study. From the findings, technological resources had the strongest correlation with strategic plans implementation followed by; capital resources, human resources and financial resources consecutively. The p value of all the variables was  $0.00 < 0.05$  indicating that the study variables significantly influenced implementation of strategic plans.

#### 4.4.2 Regression Analysis

##### Model Summary

The findings of coefficient of correlation and coefficient of determination was identified by the researcher as indicated in the Table 8

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.903 <sup>a</sup>	0.815	0.809	1.75266

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

Coefficient of correlation R was 0.903 an indication of strong positive correlation between variables. Coefficient of determination  $R^2$  was 0.815 which translates to 81.5%. This indicates that variations of dependent variables were explained by independent variables.

##### Analysis of variance (ANOVA)

An ANOVA was carried out at 5% level of significance. A comparison between  $F_{\text{Calculated}}$  and  $F_{\text{Critical}}$  was carried out. The findings are indicated in Table 9.

**Table 9: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2101.768	5	420.354	136.842	0.000 <sup>b</sup>
Residual	476.132	155	3.072		
<b>Total</b>	<b>2577.901</b>	<b>160</b>			

- a. Dependent Variable: Implementation of strategic plan  
b. Predictors: (Constant), financial resources, human resources, technological resources and capital resources



F Calculated was 136.842 and F Critical was 2.2725. F Calculated > F Critical an indication that the overall regression model significantly influenced the study. The p value was  $0.00 < 0.05$  indicating that the study variables significantly influenced implementation of planned strategies in Administration police service in Baringo County.

### Coefficients

The following coefficients were generated the study.

**Table 10: Coefficients**

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

a. Dependent Variable: Implementation of strategic plans

From the findings in Table 10, if all the factors (financial, human, technological and capital resources) were held constant, strategic plan implementation would be at 5.657. A unit increase in financial resources when all the other factors were held constant, strategic plan implementation would be at 0.258. A unit increase in human resource when all the other factors are held constant, strategic plan implementation would be at 0.130. A unit increase in capital resources would lead to an increase of strategic plan implementation by 0.217. A unit increase in technological resources when all other factors are held constant would lead to an increase in strategic plan implementation by 0.735.

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

The probability value of human resources was  $0.022 < 0.05$  an indication that the variable significantly influenced strategic plan implementation. This is in agreement with Huselid, Jackson and Schuler (1997) who indicated that coordinating human asset administration with procedure, the basic HR aptitudes, demeanors, practices and exhibitions that are expected to effectively actualize methodologies can be obtained, created, spurred and kept up. The p value of capital resources was  $0.01 < 0.05$  indicating that the study variable significantly influenced strategic plan implementation

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

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

## **5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

### **Discussions**

The study found out that financial resources positively influenced implementation of strategic plan in the Administration Police service in Baringo County. Majority of the operations conducted by the AP service were funded by the government. The funds allocated to the service in the county were well utilized. The county government funded APS in service delivery and Community Development Fund supported construction of most AP housing facilities in the county.

Human resources significantly influenced implementation of strategic plans in Baringo County. There was a good job relationship between the station commanders and junior officers. Majority of the officers deployed in the stations were competent and serviceable to the community. Training, development and promotional courses were offered to selected officers in the county for increased competence level. The welfare of officers was adequately addressed by the management. Gender equity was observed in recruiting and deploying officers.

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

The study also established that technological resources significantly influenced strategic plan implementation in APS in Baringo County. Stations are well equipped with ICT facilities. Modern police equipment's were allocated to the stations by the government. The government is required to capitalize on technological resources in the county. The stations had qualified officers to handle and operate ICT facilities.

### **Conclusions**

The study concludes that financial resources, human resources, physical (capital) and technological resources positively influenced strategic plan implementation in Baringo County. The resources are vital in achievement of an organization goals and objectives. However, the resources must be well utilized.

### **Recommendations**

The study recommends that both national and county governments should increase their funding to APS in Baringo County for increased operations and efficiency in execution of its duties to the community. Community Development Fund should be utilized to support construction of AP housing facilities in the county.

Good job relationship between the station commanders and the junior officers should be maintained. Training, development and promotional courses should be offered to selected officers in the county for increased competency level. The welfare of officers should be adequately addressed by the management. There should be improvement on observing gender equity and equality while recruiting and deploying officers in the county to reduce gender discrimination. Deployment of officers in Baringo County to be increased for efficiency in service delivery.

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

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

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