Effect of Financial Resources on Successful Strategy Implementation in Public Universities in Kenya: A survey of Selected Universities in Nairobi County

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Abstract

Financial resources are an important component in successful strategy implementation. This study sought to assess the effect of financial resources on successful strategy implementation in public universities in Kenya with emphasis on universities in Nairobi County. Nairobi County has four public universities: Co-operative University, Multimedia University, Technical university of Kenya and University of Nairobi. This study targeted a total population of 1,304 employees from Cooperative University, Technical University and Multimedia University comprising of senior management, middle level management and lecturers. Purposive sampling was used to select the three public universities because the universities are relatively new and are struggling with financial resources to implement their strategic plans. A sample size of 102 respondents was chosen and through simple random sampling 5 respondents was chosen from senior level management, 18 respondents from middle level management and 79 lecturers. Questionnaires were used to collect data. Supervisors confirmed content validity for the questionnaires. To enhance reliability of research instruments, a pilot study was carried out in KCA University using a sample of 38 questionnaires. Cronbach alpha was calculated using split half method. A Cronbach alpha value of 0.946 confirmed reliability of data collection instruments (Zikmund, 2013). Analysis of data was done using descriptive statistics, that is, means and standard deviation. To test relationships between study variables, simple linear regression was used. To test for statistically significant differences in the null hypothesis, ANOVA was used. The study revealed that the universities did not get timely allocation of financial resources, the universities provided a budget to faculty for implementation of strategic objectives, and the universities had adequate budget to implement strategic objectives. This study recommends that the government should allocate financial resources to public universities in good time and public universities in Kenya should come up with business ideas that can generate income for the universities.

Key words: Resources, Financial Resources, Public University, Strategy Implementation

1. Introduction

Strategic plans are most important organizational decisions that organizations strive to achieve and they impact heavily on all aspects in the organization. Strategy formulation should be closely monitored so that these strategies can be implemented. Lack of zeal in every step can derail or even nullify good decisions. Once strategies are implemented, they need to be put into practice. Therefore challenges arise for managers if formulated strategies are not implemented (Kalali, Anvari, Pourezzat & Dastjerdi, 2011).

Strategic plan implementation demands organizational resources such as financial resources and manpower (Denti & Hemlin, 2012). In addition, successful strategy implementation quite often requires important changes in, for instance, organizational structures, management and human resource management practices as well organizational culture (Denti & Hemlin, 2012).

Organizational strategy implementation is transformation of a laid down plans into action (Kuye, 2014; Cocks, 2010). Strategy execution marshals financial resources, human resources, and information systems for strategic plans to take place. To realize organizational plans requires every managerial thinking through the answer and requires that organizations identifies the planned resources, in addition to evaluating them (Cocks, 2010).

Strategic plan execution is widely practiced in organizations globally. Iran, Kalali, Anvari, Pourezzat and Dastjerdi (2011) carried out a study on strategy implementation in health service sector. The outcome of the study revealed strategic decisions which were not adopted rightly and comprehensively caused consequential ebb of the organization. This implies that it is necessary for organizational managers to achieve a proper recognition of effective factors on their decisions’ success since
awareness of key variables related to the results of strategic decisions will help them to achieve desired results for their organization.

Strategic management is divided into planning and strategy execution (Burkus, 2014). The primary job of execution is assurance of formulated plans is implemented (Burkus, 2014). The whole process of strategy formulation and implementation takes time and sometimes difficult to achieve (Lynch, 2012; Elbanna, Thanos & Colak, 2014). There should be a connection between strategy formulation and control (Lynch, 2012; Elbanna, Thanos & Colak, 2014). This implies that once a strategy has been formulated, it needs to be implemented so that the organization can achieve its strategic goals. This can be achieved by using financial resources as a critical strategic organizational resource.

Unsuccessful strategy implementation results from lack of financial resources, human resource skills, poor leadership and guidance from managers, interference from stakeholders (Muthoni & Kavale, 2015). The intended strategy must therefore be embedded in what is financially practical in the organization. The money or assets that are used to reimburse the organization activities is referred to as the financial resources (Homburg, Krohmer & Workman, 2004). For a strategy to be implemented smoothly, some form of expenditure will be used, and this is where allocation of finances plays a role.

2. Statement of the Problem

Lack of successful strategy implementation in many institutions in the world is alarming. Carter and Pucko (2010) notes that over 60% of organizations across the world formulate strategies well, but these strategies fail during the implementation stage. In Kenya, public universities have strategies written on paper; however these institutions have not implemented their strategic plans (Nyakeriga, 2015). Ideally, strategy implementation in public universities in Kenya is geared toward training and developing skilled human resources required to drive the country’s social economic growth as well as being key pillars in the attainment of vision 2030 (Mwangi, 2014). In order to realize these objectives, public universities need to successfully implement their strategic plans.

If public universities in Kenya fail to implement their strategic plans, students from these universities will not get quality education. This will lead to half-baked human resources and thus impact negatively on the different sectors of the economy where these human resources will be working. This implies that Kenya will not achieve its objectives on Vision 2030. Lack of timely allocation of financial resources has been a major hindrance for strategy implementation in public universities in Kenya. It therefore leads to stalled projects like infrastructure, late payment of lecturer’s salaries and lack of proper training facilities.

3. Objective of the Study

This study sought to assess the effect of financial resources on successful strategy implementation in public universities in Kenya.

4. Literature Review

4.1 Theoretical Review

Theories are articulate ideas that define facts and give stories on how occurrences happen the way they do (Boer, Holweg, Kilduff, Pagell, Schmenner, & Voss, 2015). This research study used Resource-Based View (RBV) theory and Dynamic Capabilities Theory (DCT).

4.1.1 Resource Based View Theory (RBV)

Resource based view (RBV) theory was originally introduced by Penrose in 1959. The main theme of this theory is the significance or resources to a company’s competitive advantage (Pearce & Robinson, 2013). Penrose (1959) argued that a firm’s intramural and extramural growth relies on the importance of corporation’s competitive benefit on how resources are utilized. Penrose’s ideas were later advanced by several scholars in the mid-1980s such as Rumelt (1984) and Barney (1986).

RBV involves examining and classifying a firm’s strategic advantages informed by the combination of capabilities, skills, assets and intangible possessions (Pearce & Robinson, 2013). The RBV’s underlying premise is that a firm differs in fundamental ways because each firm possesses internally a unique bundle of resources, made up of both tangible and intangible assets, which the organizational capabilities then make use of (Pearce & Robinson, 2013). Organizational resources and abilities enable organizations to gain a superior position (Pesic, 2007). The resources that organizations possess influences strategic implementation processes (Pearce & Robinson, 2013). They are important since a firm develops competencies from its resources, which are part of the source of the firm’s competitive advantage (Pearce & Robinson, 2013).
In RBV theory, strategy implementation for firms must continually acquire, develop and upgrade their resources and capabilities if they are to maintain competitiveness and growth in a changing organizational environment (Ombaka, Machuki, & Mahasi, 2015). RBV theory provides a definition of resources as rare, valuable, inimitable and non-substitutable (Rose, Abdullah, & Ismad, 2010). The RBV model suggests that the resources possessed by a firm are the primary determinants of its performance and success, and these contribute to a sustainable competitive advantage for the firm (Kariuki & Kilika, 2016).

RBV theory has been criticized for assuming that the relative superiority of resources determines the results of competition (Jang, 2013). It neglects the fact that those firms with superior resources can go to greater lengths to protect their source of sustainable competitive advantage by inhibiting the value creation of their competitors, for example engaging in bribery (Jang, 2013). Critics argue that this may result in unethical practices, for example the use of employees to get confidential intellectual information or to gain access to trade secrets of the competition. A firm can also hinder competitors from acquiring and retaining talent, and thus prevent their rival’s profit realization from its resources, resulting in their own competitive advantage (Jang, 2013).

Another criticism of the RBV theory is that organizations have difficulty in resource acquisition given certain types of restraints, including regulations or the transfer of human resources (Jang, 2013). RBV theory ignores the possibility that a firm can exert negative as well as positive influences toward their surrounding context. If a firm already has access to a superior resource, it may exploit that position to jostle out any other competitor leading to monopolistic industries (Tarafdar & Gordon, 2007). Innovation and a firm’s results also account for a significant portion of the value added in modern firms (Jang, 2013). It is limiting to say that RBV is the only one that causes competitive advantage (Herstatt & Kalogerakis, 2005).

Critics of RBV theory argue it sometimes causes a firm to create market imperfections deliberately by lobbying for hindrances to market entry (Jang, 2013). The barriers to entry lower the competitor’s value through limitation on intellectual capital and access to patents, which restricts a firm’s services (Waelde, 2001). Innovation, when used as a source of competitive edge, not only leads to generation of a firm’s own value but it also lowers the value of competitors’ resources (Jang, 2013). This leads to competitive superiority through leadership in innovative activities (Herstatt & Kalogerakis, 2005).

4.1.2 Dynamic Capabilities Theory (DCT)

DCT was developed by Teece, Pisano and Shuen (1990), and was first formally published by Teece and Pisano in 1994 (Ainaignihan, 2012). This theory shines light on two aspects of development of new forms of competitive advantage i.e. the dynamics and capabilities (Tondolo & Bitencourt, 2014). The term dynamics points to the character of change in the environment requiring strategic responses, and capability refers to the role of strategic management in dealing with changes required through internal organizational adaptation (Teece, Pisano, & Shuen, 1997).

These capabilities are those that help organizations to spontaneously respond in new and recessionary situations (Karimi & Walter, 2015). They are adaptive, innovative, and absorptive and considered as the most important industry-level dynamic capabilities (Kaur & Mehta, 2016a). Adaptive capability points to the ability of a firm to rapidly coordinate and restructure resources in response to sudden environmental changes (Gibson & Birkinshaw, 2004) while maintaining the previous level of performance (Kaur & Mehta, 2016b). It is the ability of an organization to identify as well as seize the opportunities emerging in the market (Hofer, Niehoff, & Wuehrer, 2015).

Absorptive capability is the ability of a firm to identify, acquire and fix external knowledge in its favor (Cohen & Levinthal, 1990; Hou & Chien, 2010). Absorptiveness is a function of firm’s existing stock of knowledge (Newey & Zahra, 2009), which can be relayed into products and processes of a firm (Monferrer, Blesa, & Ripollés, 2015). Innovative capability refers to the firm’s ability to introduce new products and services or to enter new markets, by aligning strategic orientation with organizational processes (Wang & Ahmed, 2004). It denotes ability of a firm to exhibit innovative behaviors while constantly translating knowledge into new products and processes (Manuj, Omar, & Yazdanparast, 2013).

For successful strategy implementation dynamic capability approach helps to exhume the firm’s ability to integrate, build, and reconfigure their specific competencies (internal or external) into new synergistic competencies that match changes taking place in a turbulent environment (Helfat, Finkelstein, Mitche, Peteraf, Singh, Teece & Winter, 2007). DCT shines as a new touchstone in the domain of strategic management (Nair, Rustambekov, McShane, & Fainshmidt, 2014) because of its increased importance in the explanation of strategic advantages (Cordes-Berszinn, 2013). These capabilities empowers organizations to meet the challenges posed by the environmental dynamism which otherwise would threaten and make the existing capabilities obsolete (Cordes-Berszinn, 2013).

4.2 Financial Resources and Successful Strategy Implementation

A study by Magambo (2012) on challenges of strategy implementation in public corporations in Kenya established that allocation of enough funds and timely distribution of resources would greatly enhance the implementation of strategies in the
public corporations. The study also established that most respondents recommended that the management’s commitment to the implementation of strategies in the organizations would minimize the strategy implementation challenges experienced by the organizations. The study adopted a descriptive research design. Data was collected using questionnaires and analyzed using descriptive statistics. The study recommended that first, the management of the state corporations should increase the allocation to the projects to ensure that adequate resources are allocated to each project. Secondly, the management should ensure that there is timely distribution of resources to various projects for timely implementation of projects in the organization.

A study by Mwai, Namada & Katuse (2018) on influence of organizational resources on organizational effectiveness, established that fundraising efforts and how funds are distributed at the various strategic activities and operations influence the level of efficiency in the organization process. This study used descriptive and exploratory research design. The study used questionnaires to collect data and data analysis was done using inferential and descriptive statistics. The study recommended development of a Non-governmental organization (NGO) effectiveness ranking metric to allow the classification of NGOs into categories based on levels of effectiveness in achieving their respective missions and strategies.

A study by Chiuri (2015) on challenges of strategy implementation in Higher Education Institutions (HEIs) in Kenya established that there is need to seek ways of income generation, seek industry sponsorship for projects and institute organizational structures that support strategy implementation. This study used descriptive survey design and employed both stratified random sampling and simple random sampling to get sample size. The study used questionnaires to collect data. The study recommended that HEIs should intensify inculcation of positive culture like embracing creativity and innovation, being receptive to ideas, adopt benchmarking and communicate strategy clearly to staff.

A study by Omuse, Kihara, & Munga (2018) on determinants of strategic plan implementation in public universities in Kenya found out that leadership style significantly influence strategic plan implementation in public universities. The study employed descriptive research survey design. Data was analyzed using mean, standard deviation, regression and correlation analysis. The study recommended that national government and county governments should fully support strategic plan implementation in universities by providing sufficient financial and non-financial resources.

A study by Lemarleni, Ochieng, Gakobo & Mwaura (2017) on effects of resource allocation on strategy implementation at Kenya police service in Nairobi County found out that financial resource allocation in the Kenya police service is considerably inadequate for strategy implementation and related operations in the service. The study used descriptive research design. The study used descriptive research design. Primary data was collected using a questionnaire. Descriptive and inferential statistics were used to analyze data. The study used stratified random sampling to select sample size. The study recommends that more funds should be allocated to strategy implementation departments and that it’s important that financial resource allocation planning is done in a manner that it takes care of the pursued strategic fit in the service, absent unnecessary bureaucracies and red tape.

A study by Kipkorir & Ronoh (2017) on strategy implementation and performance in Non-governmental organizations in Kericho County revealed that strategy operationalization through resource allocation (allocation of money, adequate personnel and staff involvement to implement new strategies) and operating procedures (staff training, policies, guiding principles to ensure compliance to organization’s strategy, procedures, capacity of management, strategic guidance of top management) affect performance to varying levels. Strategy institutionalization, through communication and reward system (clear goals and objectives, strategy direction, strategy clearly communicated, performance recognition system, effort based rewards and rewards system linked to new strategy affect performance differently. Stratified random sampling was used and data was collected and analyzed using descriptive and inferential statistics. This study recommended that further research should be done on strategic planning and the performance of other organizations.

A study by Onyango (2015) on determinants of strategy implementation in Kenyan public universities discovered that financial resources had a statistically positive effect on strategic plan implementation. Descriptive survey design was used. The study employed purposive and stratified random sampling. Questionnaires and interview schedule were used for data collection and both descriptive and inferential statistics were used for data analysis. The study recommended participation of all stakeholders in strategy formulation, empowerment of staff in decision making, fair allocation of resources for strategy implementation, and recruitment of communication experts.

A study by Zarubaf & Hamid (2010) on an effective factors pattern affecting implementation of strategic plans found out that while providing financial resources (budgeting) which support strategies should be carefully looked into to ensure that financial resources are allocated to units appropriately so that their contribution of strategic role and that consuming resources (inputs) will cause desired outputs. They conclude that successful implementing of strategies results from integrating and coordination of technological innovations, production processes, marketing, financing and personnel to achieve the defined goals. Simple random sampling was used. Questionnaires were used for data collection. The study recommends that for organizations with small amounts of restricted financial support, aligning resources to the strategy may require mobilization of funds aggressively to
support the strategic priorities and initiatives so that funding restrictions do not slow down the implementation progress. The study also recommends that sound financial management is required to oversee the implementation of a chosen strategy.

A study by Nkosi (2015) on “Factors Affecting Strategy Execution: A Case Study of a Local Municipality in Mpumalanga Province, South Africa” revealed that, lack of adequate finances is a challenge in strategy implementation. However, the study considered only financial resources. A study on the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County by Lemarleni, Ochieng, Gakobo and Mwaura (2017) established that that financial resource allocation in the Kenya Police Service is not enough for strategy implementation and related operations in the service.

Mbaka and Mugambi (2014) investigated factors affecting successful strategy implementation in the water sector in Kenya. The results show that the most important reason for the failure of the strategy implementation in the water sector in Kenya is inadequate finance and operational plan of the implementation. Operational dimensions include resources limitation, incompetent management and staff, poor planning for execution and lack of integration among the department are the main reasons for failure, followed by structural and contextual dimensions. The study adopted a desktop research study. The study recommended involvement of employees during strategy implementation process, engaging employees through frequent updates, providing adequate resources, aligning of organization structure with the new strategy, proper structures, clear and well developed strategies, motivation, support by top level management and technological infrastructure.

Gachua and Mbugua (2016) in the study on, “Factors Affecting Strategy Execution in Private Universities in Kiambu County, Kenya” confirmed that, execution of strategies in private universities is highly influenced by management commitment and availability of resources for strategic decision making. The study also found that there was insufficient funding to support strategy implementation; use of information technology enhanced planning processes which were important in strategy implementation and that successful strategy implementation required clarity of duties and tasks to be done. The study used a descriptive research design. Stratified and simple random sampling techniques were used and questionnaires were used for data collection. The study recommended that the institutions should train its management to equip them with the right skills so that they can cope up with the new roles of strategy implementation or hire competent management personnel that have the right skills, altitudes and capabilities to drive through their strategy implementation process.

A study by Donna (2018) on strategy implementation and organizational performance among institutions of higher learning in Kiambu County established that there exists a significant influence of strategic resource allocation, monitoring and control of strategies, strategic leadership and strategic communication on the performance of Institutions of Higher Learning (IHL). The study adopted a descriptive study design of cross section in nature. Stratified random sampling was used and questionnaires were used to collect data. Descriptive statistics were used to analyze collected data. The study recommended that the management of IHLs should consider resource allocation to core activities of the institution, not only those that are directly related to achievement of their educational goals, but also to infrastructure such as students’ hostels. The study employed a descriptive study design of cross section in nature and stratified random sampling was used. Questionnaires were used to collect data. Descriptive and inferential statistics was used analyze collected data.

5. Research Methodology

Explanatory survey design was used in this study. An explanatory design looks at a cross-section of each population at a single point in time and period and enables the gathering of data from a large number of respondents (Lebo, 2015). According to Saunders, Lewis and Thornhill (2009), explanatory survey design enables quick data collection from the sample population and has the ability to help people understand the population from a part of it. Explanatory design includes data from a sample population and analyzes it to establish causal explanations between the independent and dependent variables.

This study was undertaken in public Universities in Nairobi County. Nairobi is the capital city of Kenya with a population of 3.1 million in the last census in 2009 (KNBS, 2009) however this population has increased since then.

The target population for this study comprised 1,304 respondents from four public Universities in Nairobi County namely: Co-operative University of Kenya, Multimedia University (MMU), Technical University of Kenya (TUK) and University of Nairobi (UON) drawn from senior management, middle level management and lecturers.

The sampling frame is a list of all public universities in Kenya. Stratified sampling was used for the study. It involved dividing the population into strata (or subgroups) and a random sample was taken from each subgroup. To ensure proportional representation, staffs were grouped into senior management, middle level management and lecturers using stratified random sampling. Technical University of Kenya, Multimedia University and Co-operative University of Kenya were purposively selected from Nairobi County. The sample size of this study was 102 respondents drawn from senior management, middle level management and lecturers.
This study used questionnaires to collect data. Questionnaires were used because they collect data from large groups of people within a short time, provide time for the respondents to think about their responses and that they are easy to administer and score (Kothari, 2011). The questionnaires contained open ended and closed ended type of questions on a 5-point Likert scale.

The researcher obtained a formal letter of introduction from Kisii University. The researcher then applied for a research permit at the National Commission for Science, Technology and Innovation (NACOSTI) through their online portal. The researcher applied for permission to conduct academic research to the authorities of the sampled Universities. When permission was granted, the researcher identified one research assistant in each of the universities and trained them. These were the contact persons who assisted the researcher in distribution and gathering questionnaires. The researcher kept contact with the research assistants and once the questionnaires had been filled, the researcher collected them for data analysis.

Collected data was coded and reviewed to ensure that errors and incomplete information was removed. After the review, the questionnaires were coded with respect to the study’s variables using numerical values (Zikmund et al., 2013). Questionnaires were serially labeled, coded and descriptive and inferential statistics analysis was generated. Descriptive analysis was done in this study and displayed using mean and standard deviation and summarized into tables and figures. This study also used inferential statistics using tests such as Analysis of Variance, correlation and regression analysis. Inferential statistics also tested hypothesis of this study using parametric test such as t-test (Cooper & Schindler, 2014; Zikmund et al., 2013).

6. Data Analysis and Discussion of Findings

6.1 Response Rate

Response rate was calculated based of the number of questionnaires distributed. One hundred and two (102) questionnaires were distributed using research assistants. Ninety six (96) were returned however eighty three (83) questionnaires were used for data analysis which represented 81.4% as displayed in table 4.1. This response rate of 81.4% was considered good for the study because Kothari (2011) recommends that a response rate of above 70% sufficient for a study.

<table>
<thead>
<tr>
<th>Table 1 Response Rate</th>
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<tr>
<td>Valid Distributed Questionnaires</td>
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<tr>
<td>Returned Questionnaires</td>
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<tr>
<td>Usable Questionnaires</td>
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</table>

6.2 Descriptive Statistics

Table 2 shows the respondents view on whether the institution has adequate financial resources for successful strategy implementation. Results to this question indicate that majority of the respondents with a mean of 3.00 and standard deviation of 1.278 were neutral. These results contradict that of Mnjama & Koech (2019) on factors affecting implementation of strategic plans at Welcome trust research program; whose findings indicate that majority of the respondents agreed that their organization had adequate financial resources for strategic plans. Majority of the respondents disagreed that the institution gets timely allocation of financial resources for successful strategy implementation with a mean of 2.93 and standard deviation of 1.257. These results contradict that of Mnjama & Koech (2019) whose findings indicate that the organization disbursed funds in time to ensure proper implementation of strategic plans.

<table>
<thead>
<tr>
<th>Table 2 Financial Resources and Successful Strategy Implementation</th>
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<tr>
<td>N</td>
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<td>--------------------------------</td>
</tr>
<tr>
<td>Institution has adequate financial resources</td>
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<tr>
<td>Institution gets timely allocation of financial resources</td>
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<tr>
<td>Institution provides a budget to your faculty</td>
</tr>
<tr>
<td>All allocated funds are utilized</td>
</tr>
<tr>
<td>Institution has financial capacity</td>
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<tr>
<td>Institution has adequate budget</td>
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<td>Valid N (listwise)</td>
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As to whether the institution provides a budget to faculty or department to implement strategic objectives, most respondents agreed with a mean of 3.16 and standard deviation of 1.163. This objective sought respondent’s view on whether all funds allocated to faculty or department for implementation of strategic objectives are utilized. Results indicate most respondents agreed with a mean of 3.05 and standard deviation of 1.209. These results are consistent with the study of Mnjama & Koech (2019) whose findings indicate that there was minimal wastage of financial resources allocated for the implementation of strategic plans. As to
whether the institution has financial capacity to fully implement its strategic plan, most respondents agreed with a mean of 3.08 and standard deviation of 1.299. Most respondents also agreed with a mean of 3.17 and standard deviation of 1.218 that the institution has adequate budget to implement strategic objectives.

### 6.3 Inferential Statistics

From table 3, three constructs were found significant and have positive coefficients: institution has adequate budget 0.358, institution gets timely allocation of financial resources 0.166, and institution provides budget for faculty 0.121. One construct is not significant and has positive coefficient: All the funds allocated to faculty for implementation of strategic objectives are utilized. While two constructs are significant and have negative coefficients: the institution has adequate financial resources for successful strategy implementation at -0.189 and the institution has the financial capacity to fully implement its strategic plans at -0.04.

#### Table 3 Coefficient of Variation for Financial Resources

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
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<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.346</td>
<td>.296</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institution has adequate financial resources</td>
<td>-0.144</td>
<td>0.144</td>
<td>-0.189</td>
<td>-0.997</td>
</tr>
<tr>
<td>Institution gets timely allocation of financial resources</td>
<td>0.129</td>
<td>0.155</td>
<td>0.166</td>
<td>0.836</td>
</tr>
<tr>
<td>Institution provides a budget to your faculty</td>
<td>0.101</td>
<td>0.160</td>
<td>0.121</td>
<td>0.633</td>
</tr>
<tr>
<td>All allocated funds are utilized</td>
<td>0.053</td>
<td>0.153</td>
<td>0.066</td>
<td>0.347</td>
</tr>
<tr>
<td>Institution has financial capacity</td>
<td>-0.003</td>
<td>0.139</td>
<td>-0.004</td>
<td>0.021</td>
</tr>
<tr>
<td>Institution has adequate budget</td>
<td>0.287</td>
<td>0.139</td>
<td>0.358</td>
<td>2.068</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Successful Strategy Implementation
b. Predictors: Financial resources

The effect of the variable financial resources on successful strategy implementation linear equation model is stated as:

\[ Y = \beta_0 + \beta_1 X_1 + \epsilon \]

where:

- \( Y \) = Successful strategy implementation,
- \( X_1 \) = Financial resources,

Therefore,

\[ \text{Successful Strategy Implementation} = 2.346 + 0.358X_1 \]

### 7. Summary of Findings, Conclusions and Recommendations

#### 7.1 Summary of Findings

From descriptive and inferential statistics, majority of participants in the study agreed that the institution had adequate budget to implement strategic objectives. Most participants agreed that the institution provided a budget to faculty to implement strategies. However, majority of the respondents did not agree that the institution got timely allocation of financial resources.

#### 7.2 Conclusion

This study sought to determine the effect of financial resources on successful strategy implementation in public universities in Kenya. This study revealed that financial resources affected successful strategy implementation. Budgeting was essential for strategy implementation and should be provided in good time for strategy implementation. Also, timely allocation of financial resources is critical in successful strategy implementation. This study is reconcilable with Mnjama & Koech (2019) on factors affecting implementation of strategic plans at Welcome trust research program, whose findings indicate there was adequate budget for its strategic plans.
These findings contradict Mnjama & Koech (2019) whose outcome indicated the organization disbursed funds on time for implementation of strategic plans. This findings was also compatible with Mnjama & Koech (2019), whose outcome indicated there was minimal wastage of financial resources allocated to departments for implementation of strategic plans

7.3 Recommendations Policy and Practice

This study established that the institutions do not get timely allocation of financial resources. The study therefore recommends that the government should disburse financial resources to public universities in good time to allow implementation of strategic plans. This study also recommends that public universities in Kenya should come up with business ideas that can generate income for the universities. This will ensure that each institution has financial capacity to implement its strategic plans.

References


