

**ORGANIZATIONAL RESOURCES AND STRATEGY
IMPLEMENTATION OF NON-PROFIT ORGANIZATIONS IN
KIBERA INFORMAL SETTLEMENT IN NAIROBI COUNTY**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF
BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF
NAIROBI.**

NOVEMBER 2023

DECLARATION

This research project is my original work and has not been submitted for the award of any degree in any other university.



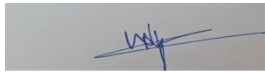
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DEDICATION

I dedicate this research project to my cherished wife, Suzzanne, and our daughters, Tiarah, Tahji, and Hope. Their steadfast support has been my anchor throughout the entire duration of this study. Additionally, I extend my heartfelt gratitude to my parents, Mr. and Mrs. Engineer Nebart Muriuki, for their unwavering encouragement and for imparting the enduring values of education and hard work in life. I would also like to express my appreciation to my dear brother and sisters, Bernard, Catherine, Joel, Robert, JoyGrace, Joan and Peter for their constant encouragement and understanding during this academic journey. Your support has made a significant impact, and I am grateful for each of you and may God bless you.

ACKNOWLEDGEMENT

I express profound gratitude to the Almighty God for granting me the wisdom, energy, and strength to navigate this challenging yet fulfilling endeavor. The realization of this study is a testament to the divine power and will of God, coupled with the support of numerous individuals who stood by me. I extend special thanks to my supervisor, Dr. Winnie Gacugu Njeru, whose patience and selfless guidance were instrumental throughout the entire study. Heartfelt appreciations also go to my research guide, Raphael, for aiding me in navigating through Kibera. My sincere gratitude is owed to my friend Simon, always just a call away, consistently providing answers to my questions. I am also thankful to Joel and Pauline from Busara for their unwavering support. A special acknowledgment goes to my department colleagues at Busara who graciously allowed me to take a much-needed leave to dedicate time to completing my studies. Your support and understanding have been invaluable throughout my academic journey.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABBREVIATIONS AND ACRONYMS.....	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Organizational Resources	2
1.1.2 Strategy Implementation.....	3
1.1.3 Non-profit organizations in Kibera informal settlements.....	4
1.2 Research Problem.....	5
1.3 Research Objective.....	6
1.4 Value of the Study.....	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Theoretical Foundation	8
2.2.1 Resource Based View Theory	8
2.2.2 Environmental Dependency Theory.....	9
2.3 Organizational Resources and Strategy Implementation	9
2.4 Literature review and knowledge gaps.....	10

CHAPTER THREE	14
RESEARCH METHODOLOGY	14
3.1 Introduction	14
3.2 Research Design.....	14
3.3 Population of the Study.....	15
3.4 Data Collection.....	15
3.5 Data Analysis	16
CHAPTER FOUR	17
4.1 Introduction	17
4.1.1 Response Rate	17
4.1.2 Reliability of the Study Instrument	18
4.2 Descriptive Analysis	19
4.2.1 Demographic Characteristics	19
4.2.2 Financial Resources.....	22
4.2.3 Human Resources.....	26
4.2.4 Technological competence.....	31
4.2.5 Strategy Implementation	34
4.3 Multiple Regression Analysis	37
CHAPTER FIVE	40
5.1 Introduction	40
5.2 Summary of Findings	40
5.2.1 Financial Resources.....	40
5.2.2 Human Resources.....	41
5.2.3 Technological Competence	42
5.3 Conclusions of the Study.....	42
5.4 Recommendations of the Study	43
APPENDICES	50
APPENDIX I: LETTER OF INTRODUCTION	50
APPENDIX II: QUESTIONNAIRE	51
APPENDIX III: LIST OF NON-PROFIT ORGANISATIONS	54
APPENDIX IV: DATA COLLECTION LETTER	56

LIST OF TABLES

Table 1: Response Rate	18
Table 2: Reliability Analysis	19
Table 3: Financial Resources	23
Table 4: Human Resources	27
Table 5: Technological Competence	31
Table 6: Strategy Implementation	35
Table 7: Multiple Regression Results for Strategy Implementation	37

LIST OF FIGURES

Figure 1: Number of employees/volunteers.....	20
Figure 2: Nature of staffing arrangement	21
Figure 3: Number of years in operations.....	22

ABBREVIATIONS AND ACRONYMS

EDT: Environmental Dependency Theory

HRM: Human Resource Management

NPOs: Non-Profit Organizations

PM: Performance Management

RBV: Resource Based View Theory

ABSTRACT

This study delves into the critical interplay between organizational resources and the implementation of strategies within non-profit organizations operating in the unique context of the Kibera informal settlement in Nairobi County. Anchored on the Resource-Based View theory and Environmental Dependency Theory, the research seeks to comprehend the nuanced influence of financial resources, human resources, and technological competence on the successful execution of strategies. Employing a descriptive and cross-sectional survey approach, the study engaged a population of 57 non-profit organizations, administering semi-structured questionnaires, of which 31 responses were received. Rigorous testing of the data collection instrument ensured its efficiency, validity, and reliability through empirical and literature reviews, and Cronbach alpha measurements. The findings underscore a robust positive impact of human resources on the strategies of non-profit organizations in Kibera, distinguishing it from the effects of financial resources and technological competence. This study not only contributes to theoretical advancements but also offers practical implications for refining strategic management policies and practices within the realm of non-profit organizations. Recommendations for future research include exploring different geographical locations and investigating the long-term effects of limited financial resources on non-profit operations and scalability which will offer insights valuable for enhancing organizational resilience in diverse contexts beyond non-profit sectors.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational resources play a pivotal role in shaping the successful implementation of strategies within non-profit organizations. Scholars have emphasized the intricate linkage between financial resources, human resources, and technological competence in driving strategic outcomes. As Mintzberg (1987) pointed out, financial resources are crucial in providing the necessary capital for executing strategic initiatives. Hambrick and Mason (1984) argued that human resources, encompassing the skills, knowledge, and commitment of the workforce, are indispensable for the effective execution of strategies. Teece (1998) underscores the importance of technological competence, stating that access to relevant technologies can streamline operations, improve data management, and facilitate communication, ultimately enhancing strategy implementation.

This study therefore sought to establish whether there exists relationship and the extent thereof between organizational resources and strategy implementation of non-profit organizations in Kibera informal settlement. In that regard, the study's dependent variable is strategy implementation. Financial resources, human resources, and technological competence are the independent variables. The study was anchored on the Resource-Based View (RBV) theory, developed by Jay Barney in the 1980s and further refined by other scholars, RBV is a strategic management framework that emphasizes the role of a firm's internal capabilities and resources in realizing sustainable competitive advantages. RBV assumes that not all resources are equal and

that for a firm to gain a competitive edge, it must possess resources and capabilities that are rare, valuable, non-substitutable and that cannot be imitated.

The second theory supporting this study is the Environmental Dependency Theory associated with Lawrence E. Fouraker and Joseph D. Pugh in their book "Organization Structure and Design" (1976), It examines the connection between an organization and its external environment. This theory assumes that organizations rely on and adapt to the environment they are exposed to, which consists of various factors like market conditions, regulatory changes, and competitive pressures.

Non-profit organizations serve as vital pillars in our society, addressing a wide range of social, humanitarian, and environmental issues. These organizations play a crucial role in filling gaps and meeting needs that often go unaddressed by the government or for-profit sectors. Organizational resources are key to the success of NPOs hence this research-study aimed to review the interplay between the organizational resources and the execution of strategies.

1.1.1 Organizational Resources

Organizational resources encompass a wide array of assets that are critical for an entity's overall functioning and success. In the context of non-profit organizations, it is essential to examine the interplay of financial resources, human resources, and technological competence, as they are central to achieving their missions and effectively implementing strategies.

Securing and managing financial resources is of utmost importance, as these funds support the daily operations and the execution of strategic initiatives. Donations, grants, and fundraising efforts are key sources of revenue for non-profits. Proper financial management and budgeting are crucial to allocate resources efficiently and

transparently. Financial stability allows organizations to invest in infrastructure, programs, and services that are essential for addressing the specific needs of the community and achieving their strategic objectives.

Human resources, including staff, volunteers, and board members, are the backbone of non-profit organizations. Attracting and retaining individuals with the necessary skills, cultural understanding, and dedication to the mission is paramount. The community's unique challenges may require specialized expertise, and a diverse and committed workforce can adapt to the local context, build trust, and ensure the effective delivery of services.

Adaptation to the evolving technological landscape is vital for the successful implementation of strategies, as it can bridge gaps and connect organizations with the community they serve. Technological competence in non-profits can enhance efficiency, data management, and communication. Access to the right technologies can streamline administrative tasks, improve information sharing, and enhance program monitoring and evaluation according to Khaemba (2021).

1.1.2 Strategy Implementation.

Strategy implementation is a pivotal phase in strategy management for non-profit organizations, serving as the bridge between formulating a strategic plan and achieving their mission objectives (Bryson, 2018). Just like their for-profit counterparts, non-profits need to translate their strategic vision into actionable plans and allocate resources efficiently to execute their chosen strategies (Steiner, 2018). The successful implementation of a non-profit organization's strategy is essential for achieving its intended social or community impact and ensuring its sustainability in a competitive funding environment (Bryson, 2011).

Alignment of the organization's structure, culture, and processes with the chosen strategies is equally crucial for non-profit organizations (Herman & Renz, 2008). This alignment helps engage the entire team and stakeholders in the mission, ensuring that everyone is committed to achieving the organization's goals (Drucker, 1990). Effective communication, leadership, and change management play essential roles in this phase, enabling non-profits to navigate change, foster collaboration, and adapt to the evolving needs of their beneficiaries (Drucker, 1990). Additionally, the establishment of monitoring and control mechanisms is important to track progress and identify any deviations from the strategic plan, allowing for adjustments as needed (Bryson, 2011). Strategy implementation is a continuous process, requiring flexibility and ongoing evaluation to stay responsive to external factors and internal dynamics, which is particularly critical for non-profit organizations in their mission-driven work (Bryson, 2011). Successful execution of strategies is crucial for a non-profit's ability to deliver on its social or community objectives and remain competitive in the funding landscape (Herman & Renz, 2008).

1.1.3 Non-profit organizations in Kibera informal settlements.

Kibera is the largest informal settlement within Nairobi county and the second largest informal settlement in Africa (Mukeku,2018). NPOs in Kibera play pivotal roles in many fields such as economic, social, political, environmental and culture development addressing the complex challenges faced by the residents. NPOs are crucial to both private development as well as public development in partnership with county and national governments. They provide essential services such as access to clean water, education, healthcare, and vocational training, which are often lacking in slum areas. Moreover, non-profits work to empower residents through capacity-building programs, supporting entrepreneurship and skill development to enhance economic opportunities.

By engaging with the local communities, understanding their unique needs, and implementing context-specific interventions, these organizations contribute to breaking the cycle of poverty and promoting social inclusion in slum areas. Their efforts not only improve living conditions but also inspire hope and resilience among slum residents, fostering a brighter and more equitable future. As a result, they benefit from various incentives, including exemptions from taxes and waivers (Karanja & Karuti, 2014).

1.2 Research Problem

Effective execution of strategies in organizations leads to achievement of set objectives and goals, however, the success of the implementation is hinged on availability of organizational resources.

There are few studies which have investigated the correlation between organizational resources and the execution of strategies of non-profits (Karanja & Karuti, 2014). Most of the reviewed studies mainly focus on internal drivers as independent variables, where organizational resources are considered as one of the drivers without deeper analysis of the different components of organizational resources (Tolbert & Hall, 2019; Williams, 2019; Waterman, Peters, and Julien, 2018). In addition, most of the researchers have mainly focused on profit making companies (McKelvie & Davidson, 2019; Denison, 2019).

As per Hrebiniak (2006), numerous factors influence the strategy implementation process, which is pivotal in translating plans into concrete organizational actions. Hrebiniak also emphasizes that well-crafted strategies tend to remain unrealized unless they undergo effective implementation. According to Akeyo (2016), the allocation of sufficient resources and the establishment of supportive budgets are regarded as top priorities in the process of strategy implementation.

Although numerous studies have demonstrated an interest in strategy implementation within organizations, these researchers have not distinctly illustrated how the various facets of organizational resources affect the execution of strategies in non-profit organizations therefore this study investigated the influence of organizational resources on strategy implementation in non-profit organizations situated in Kibera informal settlement. The central research query guiding this examination was as follows: To what degree do organizational resources influence the execution of strategies in non-profit organizations operating in Kibera?

1.3 Research Objective

The study was based on the following objective:

- i. To establish how three facets of organizational resources that is financial resources, human resources, and technological competence impact the implementation of strategies by non-profit organizations operating in Kibera informal settlement.

1.4 Value of the Study

This study contributes to theory around the influence of organizational resources on strategy implementation of non-profit organizations in Kibera. The study acts as a reference to studies being conducted in the line of organizational resources and strategy implementation in non-profit organizations. This will support the development of theoretical frameworks that promote strategic management practices around strategy implementation that will boost the performance of non-profit organizations in terms of achieving set objectives as well as help researchers understand in a better way how financial resources, human resources and technological competencies impact organizations strategy implementation.

Secondly, the study is useful to the board members and the executive directors, departmental heads, team leaders in non-profit organizations whereby it acts as a guide on how to utilize and deploy organizational resources (that is, financial resources, human resources, and technological competence), in ways that ensure NPOs are strategically managed so as to achieve their vision and mission.

Thirdly, the study contributes to the formulation and improvement of strategic management policies and practices around strategy implementation in non-profit organizations. This is through revealing how and to what extent financial resources, human resources and technological competence influence strategy implementation in NPOs in Kibera informal settlement. Findings from the study are generalizable to other slum areas of Kenya as well.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a thorough and critical examination of the current and pertinent literature concerning how organizational resources impact the execution of strategies. The section has five sub-sections on: theoretical foundation, literature review and knowledge gaps.

2.2 Theoretical Foundation

This study was based on two theories namely the Resource-based view theory whose proponent was Penrose and further developed by Jay Barnley and the Environmental Dependency theory by Lawrence Fouraker. The theories are as outlined below:

2.2.1 Resource Based View Theory

In the realm of non-profit organizations, the Resource-Based View (RBV) theory emerges as a potent analytical framework with profound implications for organizational sustainability and mission fulfilment. Originally posited by Penrose in 1959 and subsequently refined in the 1980s and 1990s, the RBV theory contends that non-profits can achieve distinctive performance by leveraging their distinctive internal and external resources, which are often challenging to imitate or transfer (Penrose, 1959; Grant, 1991). This perspective is particularly vital in the non-profit sector, as it emphasizes the strategic alignment of a non-profit's internal capabilities with the unique demands of its external operating environment. Factors like resilience, replicability, non-tradability, and complementarity take on a critical role in enhancing the competitive advantage of non-profit organizations, and intangible assets, such as effective market

orientation and knowledge management become pivotal in enhancing their ability to create sustainable impact and fulfil their social or community-driven missions.

2.2.2 Environmental Dependency Theory

In the context of non-profit organizations, the Environmental Dependency Theory by Lawrence Fouraker emerges as a compelling framework with significant implications for their survival, adaptability, and mission achievement. This theory posits that non-profits, like other organizations, are intricately intertwined with their external environments and depend on them for resources, legitimacy, and support (Pfeffer & Salancik, 1978). Within the non-profit sector, this perspective underscores the critical nature of external relationships, partnerships, and resource mobilization for organizational sustainability and mission accomplishment. Non-profits can strategically navigate and leverage their external dependencies to enhance their capacity to deliver social or community-focused initiatives, and implement strategies for managing these dependencies effectively to achieve their long-term goals.

2.3 Organizational Resources and Strategy Implementation

In the context of non-profit organizations, the effective implementation of strategies is a critical factor for achieving their missions and delivering on their social or community-oriented objectives. This study explored the interplay between organizational resources and execution of strategies, focusing on financial resources, human resources, and technological competencies. Non-profit organizations heavily depend on these resources to function efficiently and serve their beneficiaries effectively (Salamon, 2002). Financial resources are essential for funding programs, while human resources drive the execution of these programs and the organization's overall operations (Drucker, 1990). Technological competencies play an increasingly

vital role in modern non-profits, aiding in efficient data management, communication, and outreach (Bryson, 2018). The successful implementation of strategies, therefore, hinges on how non-profits leverage and allocate these resources, integrating them cohesively to achieve their goals (Drucker, 1990).

Effective financial resource management is crucial for non-profits to ensure the sustainability of their initiatives and the ability to adapt to changing circumstances (Salamon, 2002). Proper allocation of financial resources can mean the difference between an organization's success and failure in achieving its mission. Human resources, on the other hand, play a dual role, as skilled and motivated personnel are not only essential for program execution but also for building the organization's capacity to innovate and adapt (Drucker, 1990). Technological competencies, such as data analytics and digital communication tools, enhance non-profits' ability to monitor progress, engage with stakeholders, and refine their strategies in real-time (Bryson, 2018). This study's aims was to determine the impact of organizational resources on strategy implementation of non-profit organizations in Kibera.

2.4 Literature review and knowledge gaps.

Research conducted in Baringo County, focusing on the impact of organizational resources on the implementation of strategic plans within the Administration Police (Ngumbi, 2019), highlights the pivotal contribution of human resources to the successful execution of strategic plans. This study uncovered a robust connection between proficient human resource management and the overall efficiency of the police force. It also emphasized the positive rapport between station commanders and junior officers, alongside the provision of continuous professional development courses and the careful attention to officers' welfare demonstrated the significant impact of human resources on strategy implementation within the public sector. In addition to the local

study, Alexander's research in the field of organizational strategy management (2015) unveiled the challenges faced by many organizations, where a substantial portion struggled due to inadequately skilled employees. Govindarajan (2009) emphasized that the effectiveness of strategy implementation is influenced by the quality of the workforce.

Nevertheless, Lam's observations (2017) revealed that the morale of civil servants has declined over time, which could significantly affect the successful execution of New Public Management (NPM) methods. The harsh conditions and complex dynamics in Kibera make this region a special case for studying the impact of organizational resources on strategy implementation. In contrast to the relatively more conventional settings in other studies, Kibera presents a distinct context.

Moreover, as Yang (2008) pointed out, those who execute strategies within organizations include top-level executives, lower-level employees, middle management, and non-management staff. This comprehensive perspective illustrates that human resources encompass the entire organizational structure, and their role in strategy implementation extends beyond conventional top-down management.

Viseras, Baines, and Sweeney (2005) further emphasized the significance of personnel in the realm of strategy implementation. Their research highlights that the success of strategy implementation is contingent upon the individuals responsible for organizational leadership and decision-making, regardless of their hierarchical positions. Moreover, Harrington (2006) uncovered that a higher level of involvement in strategy implementation is positively correlated with greater management success, which, in turn, contributes to the overall success of the organization.

Within the context of non-profit organizations operating in Kibera, Human Resources (HR) play a pivotal role in shaping the mission-driven approach. The efficient alignment of human assets with the organization's strategy and mission is fundamental. Becker and Huselid (2001) highlights the importance of understanding and communicating the organization's strategy to HR within non-profit entities. To maximize their impact, non-profit organizations need to embrace a tailored approach to HR management. This approach, designed to address the unique challenges and circumstances such as those in Kibera, should encompass key aspects like alignment, leadership, and organizational culture (Norton, 2001).

In addition to human resources, the availability and efficient allocation of financial resources are of paramount importance for non-profit organizations operating in Kibera. The resource constraints in this environment require diligent resource management. Muchemi's research (2014) underscores the vital role of financial resources, highlighting that inadequate funding represents a significant factor influencing the execution of strategic plans. While Ngumbi (2019) illuminated the role of human resources, it's imperative to recognize that financial resources are the lifeblood of any organization, and their effective utilization is pivotal for realizing mission-driven objectives.

Technology, when optimally leveraged, can bridge gaps, facilitate communication, and enhance operational efficiency. David's study (2013) emphasized the importance of technology in successful organizational strategy implementation, shedding light on the necessity of evaluating the benefits and costs of technology adoption. Technology's direct positive correlation with achieving organizational objectives can be relevant in slum areas where it can be a catalyst for efficient strategy implementation (Shaukat, 2009).

The lack of previous comprehensive research focusing on the collective impact of financial resources, human resources, and technological competence on strategy implementation within the non-profit sector is a critical gap that needs to be addressed.

The research landscape in Kibera has seen numerous interventions conducted by NPOs, yet a noticeable gap remains. Despite the presence of several NPOs operating in Kibera, there is a distinct absence of comprehensive research exploring the impact of financial resources, human resources, and technological competence on strategy implementation within non-profit organizations. This research gap may be a key contributing factor to the ongoing challenges in Kibera, despite the substantial efforts of NPOs. The absence of research focusing on the holistic impact of organizational resources on strategy implementation within the non-profit context may be a significant factor. Closing this research gap is crucial, as it can contribute to a more comprehensive understanding of resource allocation and strategy implementation within non-profit organizations in Kibera, ultimately assisting these organizations in their mission to effect positive change in this unique and challenging environment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses the research design, the study's population, the sample design, the method of data collection, and the data analysis approach.

3.2 Research Design

This study employed a descriptive and cross-sectional survey approach, which offered a comprehensive method for investigating and understanding the relationships between organizational resources and strategy execution within non-profit organizations. The use of a descriptive design allowed for systematic exploration of the current state of affairs in the non-profit sector, shedding light on the existing conditions, practices, and challenges related to the management of financial resources, human resources, and technological competencies in these organizations. Simultaneously, the cross-sectional survey design enabled the collection of data from a diverse set of non-profit organizations operating in Kibera, allowing for a snapshot analysis of their resource allocation and strategy implementation practices.

This research design provided a powerful framework for examining the extent to which non-profit organizations are effectively harnessing their financial, human, and technological resources to implement their strategic initiatives. The survey approach facilitated the gathering of quantitative data, which was statistically analysed to identify patterns, correlations, and potential areas for improvement in resource allocation and strategy execution. By adopting a cross-sectional survey design, this study aimed to contribute valuable insights that would inform strategic decision-making in non-profit

organizations, ultimately enhancing their ability to achieve their missions and deliver social or community-oriented benefits effectively.

3.3 Population of the Study

This study was centered on a diverse array of non-profit organizations actively engaged in operations within Kibera. These organizations spanned across different sectors, including education, healthcare, social services, and environmental conservation, reflecting the mission-driven characteristic of non-profits. By examining this varied population, the research endeavoured to yield insights that are relevant across various sub-sectors, thereby contributing to the overarching enhancement of non-profit organizations in Kibera. The primary unit of analysis for this study was the Non-Profit Organization (NPO). Initially, a pilot test was conducted, involving five NPOs, to refine the research instruments and methodology. The subsequent 57 NPOs then constituted the final population under investigation which was subjected to a census hence forming a comprehensive and representative sample for the study.

3.4 Data Collection

A well-designed survey questionnaire was administered to personnel, including proprietors and office administration managers, within the 57 non-profit organizations. The survey questions were carefully crafted to elicit information regarding the allocation and utilization of financial resources, how human resources were managed, and the application of technological competencies in strategy implementation. By employing surveys, the research ensured the collection of standardized data, allowing for systematic analysis and the examination of patterns and trends among non-profits. Ethical considerations, informed consent, and the protection of participants' privacy was meticulously addressed during the data collection process.

3.5 Data Analysis

The data gathered during this study was subjected to a rigorous analysis to examine the relationships between strategy implementation, the dependent variable, to the independent variables: financial resources, human resources, and technological competence. To address the research questions, we employed multiple statistical techniques and models. Data processing and analysis was conducted using the Stata (version 16) software.

Quantitative data analysis was carried out using both descriptive and inferential statistics. Descriptive analysis was conducted to provide an overview of the key variables. Measures such as min, max, mean and standard deviation and frequency distributions were used to summarize the data hence offering insights into the central tendencies and variations within the dataset. Regression analysis was used to investigate the impact of financial resources, human resources, and technological competence on strategy implementation. Multiple regression analysis was conducted. The formula for multiple linear regression is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

where Y represents the dependent variable (strategy implementation), β_0 is the intercept, β_1 , β_2 , and β_3 are the coefficients for the independent variables (financial resources, human resources, and technological competence), X_1 , X_2 , and X_3 , and ϵ is the error term. This analysis helped us understand the extent to which each independent variable influences the dependent variable. The statistical tests were carried out at an alpha = 0.05 level of significance, and analysed results were presented using charts and tables.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter contains several subsections presenting the results findings of this study. The aim of this study was to assess how three facets of organizational resources that is financial resources, human resources, and technological competence impact the implementation of strategies by non-profit organizations operating in Kibera informal settlement. Collection of the data was carried out within the non-profit organizations working in Kibera informal settlement and the respondents filling out the survey questionnaires included the proprietors or office managers of the non-profit organizations. The findings presented in this study are therefore based on the responses received from the administered survey questionnaires.

4.1.1 Response Rate

The findings derived from the analysis presented in Table 4.1 indicate that, of the 57 distributed questionnaires to respondents, who comprised the proprietors and office managers of the Non-Profit organizations, a response rate of 54% was achieved, with 31 questionnaires being diligently completed and returned to the researcher. The returned questionnaires constituted the majority, while the remaining 46% comprised 26 questionnaires that were not returned. Notably, a response rate of 54% surpasses the threshold considered sufficient for proceeding with data analysis, aligning with established norms in the social science field. According to Mugenda and Mugenda (2013), a response rate exceeding 50% is deemed satisfactory for conducting analyses in social science research. This robust response rate validates the researcher's progression to the subsequent phases of data analysis.

Table 1: Response Rate

	Count	Percent
Targeted respondents	57	100.0
Returned questionnaires	31	54.39

Source: Field Data (2023)

The attainment of a notably satisfactory response rate can be ascribed to the meticulous ethical considerations undertaken by the researcher. An additional contributing factor to the good response rate was the explicit assurance provided to respondents regarding the strictly academic nature of the study. The researcher reassured participants that the study's findings would remain confined to academic purposes and would not be utilized elsewhere. Furthermore, the commitment to maintaining the confidentiality of respondents' input played a pivotal role. The demonstrated response rate indicates a persuasive effect on the respondents, who were evidently convinced by these assurances, thereby willingly offering the requisite information crucial for the subsequent analysis.

4.1.2 Reliability of the Study Instrument

The examination of the reliability of the research data collection instrument involved an assessment of the data obtained from the questionnaires administered during the pilot study. Internal consistency within the questionnaires was confirmed through the calculation of Cronbach's alpha. A Cronbach's alpha coefficient surpassing 0.7 was deemed indicative of favourable internal consistency. As stipulated by Mugenda and Mugenda (2013), a coefficient exceeding 0.7 is considered acceptable when employing Cronbach's alpha to evaluate reliability.

Table 2: Reliability Analysis

Variable	No. of items	Cronbach's Alpha
Financial Resources	3	.839
Human Resources	4	.805
Technological competence	2	.778
Strategy implementation	3	.791

Source: Field Data (2023)

Table 4.2 provides the Cronbach's alpha results for the study variables, encompassing financial resources, human resources, technological competence, and strategy implementation. The table reveals that the Cronbach's alpha values for all variables exceeded the minimum requirement coefficient of 0.7. Based on the outcomes presented in Table 4.2, it was inferred that the data collection instrument exhibited robust internal consistency, affirming its suitability for use in the study.

4.2 Descriptive Analysis

Descriptive statistics play a crucial role in elucidating the extent of agreement among respondents regarding the implementation of strategies. These statistical measures are instrumental in gaining insights into the distribution patterns of the data. In this phase of the analysis, basic descriptive statistical tools were employed to present the outcomes reported by the respondents.

4.2.1 Demographic Characteristics

This section presents the collected organizational demographic data of the respondents for analysis, encompassing details such as staff/volunteer numbers within the organization, whether majority of the staff are employees or volunteers and the length of time the Non-Profit organization has been operating in Kibera informal settlement.

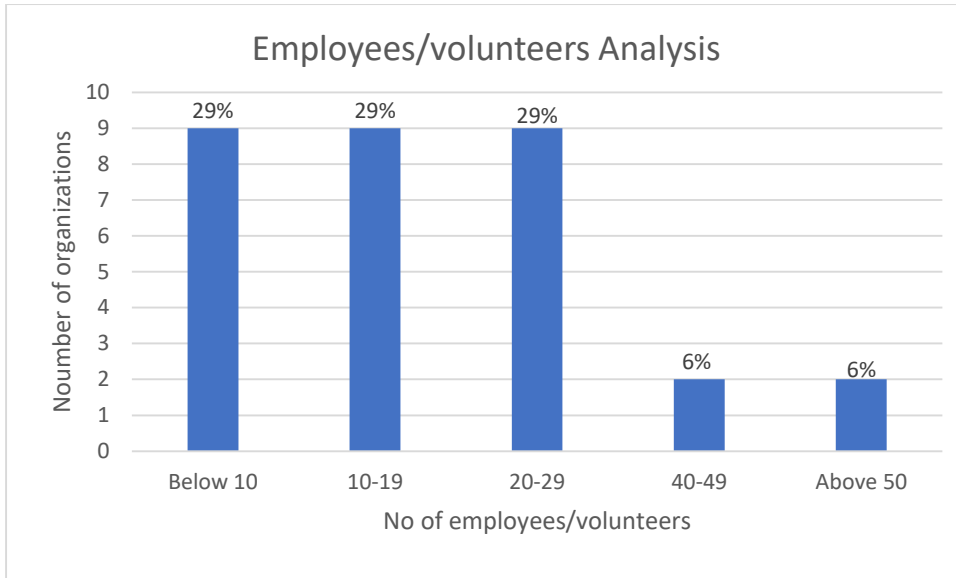


Figure 1: Number of employees/volunteers.

Source: Field Data (2023)

The results as shown above in figure 4.1 indicates that 87% of the non-profit organizations have between 1 and 30 members of staff/volunteers who are either employed on a contract basis and drawing a salary or volunteers. The distribution of the staff is almost equal with 9 of the respondent non-profit organizations having staff numbers below 10, another 9 with staff numbers between 10 -19 and another 9 with staff numbers ranging 20-29. None had staff numbers between the range of 30-39 while 2 organizations had staff numbers ranging 40-49 and another 2 had staff numbers above 50. According to the responses, it can therefore be concluded that most non-profit organizations within Kibera informal settlement in Nairobi County engage staff/volunteers within the range of 1-30 employees/volunteers.

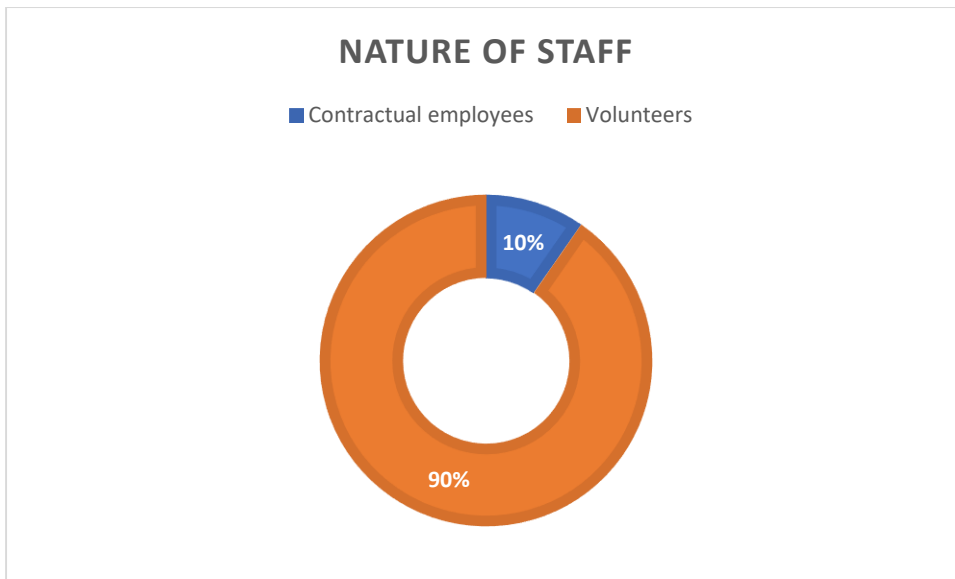


Figure 2: Nature of staffing arrangement

Source: Field Data (2023)

It is common for non-profit organizations to rely on a combination of paid staff and volunteers. The extent to which organizations use volunteers can be influenced by their financial resources, the nature of their work, and the availability of individuals willing to volunteer their time. We therefore sought to ascertain the nature of staffing arrangements within the non-profit organizations. From the responses we gathered, it was observed that only 10% of the respondents, equivalent to 3 non-profit organizations, had a majority of staff working as employees with contracts. In contrast, 90% of the respondents, representing 28 non-profit organizations, reported a majority of their staff as volunteers.

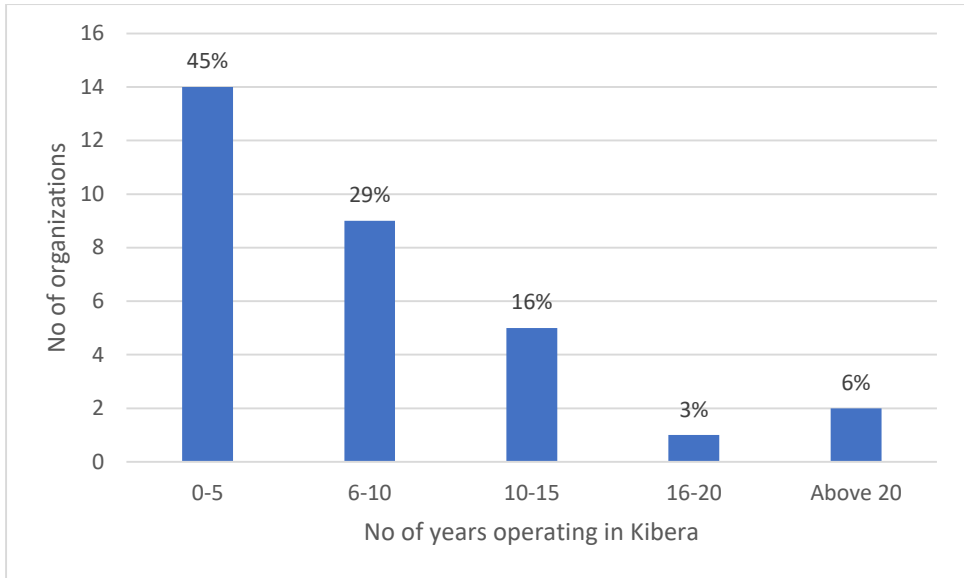


Figure 3: Number of years in operations.

Source: Field Data (2023)

The findings, as depicted in Figure 4.3, illustrate the duration of operation for non-profit organizations within the Kibera informal settlement in Nairobi County. Based on respondent responses, it was observed that 45% of the respondents, corresponding to 14 Non-Profit Organizations (NPOs), have been in operation for a period between 0-5 years. Additionally, 29% of the NPOs have a tenure ranging from 6-10 years, while 16% have operated for the past 10-15 years. Furthermore, 3% and 6% of the NPOs have a history of operation for 16-20 years and more than 20 years, respectively. This implies that there was a good distribution of NPOs that are well anchored within the community and understand the community's needs with over 50% of the NPOs that responded having been operating for more than 5 years within the community.

4.2.2 Financial Resources

The effective management and raising of financial resources is a critical aspect of sustaining non-profit organizations (NPOs) in their mission-driven endeavours. The study therefore delved into the financial landscape of the non-profit sector, specifically

focusing on the challenges and strategies related to financial resources among the organizations under study. We sought to assess the sources of financial resources and adequacy. Our objective was to comprehensively evaluate the origins and sufficiency of financial resources, as well as to identify any challenges encountered in securing these resources and the specific nature of those challenges. To gauge these aspects, we used a Likert scale for financial measures, ranging from 1 (indicating strongly disagree) to 5 (indicating strongly agree), with 2, 3, and 4 representing disagree, neutral, and agree, respectively. We also collected some responses around sources of finance and key challenges in securing and managing financial resources through open ended questions. The detailed outcomes of this analysis are presented in Table 4.3 below.

Table 3: Financial Resources

Statements	No. of responses	Min	Max	Mean	Std Deviation
Adequate financial resources are available to the organization	31	1	5	1.806	.909
Financial constraints have not hindered successful implementation of organizations strategies	31	1	5	1.742	.893
Has the organization been successful in securing financial resources externally	31	1	5	1.903	.907

Source: Field Data (2023)

Financial resources play a pivotal role in the operational dynamics of non-profit organizations (NPOs), influencing their ability to execute strategies and fulfil their missions. The likert scale responses were analysed and are as shown in Table 4.3. Both means and standard deviation were analysed. A mean of between 1 and 2 intimates that the respondents disagreed with the statement.

In regards to the first statement that adequate financial resources are available to the organization, the data indicates a weak consensus (Mean = 1.806) among respondents that adequate resources are available within their organizations. The low standard deviation (Std Deviation = 0.909) suggests a consistent perception among participants in strong disagreement with the statement.

The second statement around financial constraints not hindering successful implementation of organizations plans was disagreed. Respondents expressed a low level of confidence (Mean = 1.742) in their organizations' ability to overcome financial constraints and successfully implement strategies. The low standard deviation (Std Deviation = 0.893) reflects a uniform perception among respondents. This finding agrees with Akeyo (2016) that the allocation of sufficient resources and the establishment of supportive budgets are regarded as top priorities in the process of strategy implementation.

Finally, the third statement around success of the non- profit organization in securing external funding was also disagreed with a mean of 1.903 and standard deviation of 0.907. This finding circles back to Muchemi (2014) where the study underscored the vital role of financial resources, highlighting that inadequate funding represents a significant factor influencing the execution of strategic plans.

The results underscore a significantly pessimistic perception among respondents concerning the financial landscape of non-profit organizations operating within Kibera informal settlement. Respondents overwhelmingly express the belief that adequate resources are not readily available, financial constraints have impeded strategy implementation, and organizations have faced challenges in securing financial resources. These findings shed light on the pronounced financial difficulties

confronting non-profit organizations, thereby limiting their capacity to fully realize their planned scale-out initiatives.

In addressing our final research question pertaining to financial resources, we utilized an open-ended question to delve into the key challenges organizations face in securing and managing financial resources. Upon analyzing the responses, a recurrent theme emerged: many organizations highlighted their reliance on internally generated revenues to sustain their operations. However, it became apparent that these internal funds were insufficient to facilitate the expansion of non-profit organizations into other villages within the Kibera informal settlement. This finding agrees with a study conducted by Mworira (2009) where the study established that financial challenges are a hindrance to expansion.

Several responses underscored a lack of essential skills in proposal writing, hindering their ability to secure grants. Additionally, organizations expressed the highly competitive nature of the grant space, making it challenging for them to successfully obtain grants. Another noteworthy challenge mentioned by respondents was the difficulty in raising funds to hire professionals who could assist in both grant proposal writing and maintaining proper financial records.

Despite facing financial constraints, a notable research finding is that organizations persisted in their operations with limited financial resources. This finding agrees with Grant (1991) that non-profits can achieve distinctive performance by leveraging their distinctive internal resources. However, the primary limitation was their inability to extend their initiatives to encompass other regions within the Kibera informal settlement. The fees levied on the Kibera community were merely to cover costs and facilitate the community's access to these essential facilities and services provided by

the NPOs. This approach aimed at breaking even and providing the community with basic necessities that were not being provided by the government or for-profit organizations.

4.2.3 Human Resources

Human resources, including staff, volunteers, and board members, are the backbone of non-profit organizations. Attracting and retaining individuals with the necessary skills, cultural understanding, and dedication to the mission is paramount. The research therefore sought to establish whether there was effective alignment of the staff/volunteers to the organizations strategy. We further sought to establish whether the skillset had a direct impact on strategy implementation and whether professional development opportunities were availed to volunteers and staff to enable them be better equipped in implementing strategies. Finally, we sought to find out whether the culture and values impact the implementation of the non-profit organizations strategies. We used a combination of open ended questions and likert scale to obtain the responses with the scale ranging from 1 (indicating strongly disagree) to 5 (indicating strongly agree), with 2, 3, and 4 representing disagree, neutral, and agree, respectively.

Table 4: Human Resources

Statements	No. of responses	Min	Max	Mean	Std Deviation
Are staff/volunteers well appraised regarding the organizations strategies and their implementation	31	2	5	3.968	.874
Does the skillset of the staff/volunteers impact the successful implementation of the strategy	31	3	5	4.613	.615
Are adequate professional development opportunities extended to staff/volunteers	31	1	5	3.871	1.231
Do the organizations culture and values positively impact the implementation of strategies	31	3	5	4.032	0.795

Source: Field Data (2023)

The results are as set out in Table 4.4 Human Resources. As regards Staff/Volunteer appraisal of Organization Strategies, respondents generally perceive that staff and volunteers are reasonably well appraised regarding the organization's strategies and their implementation, with a mean score of 3.968. The moderate standard deviation (0.874) indicates a moderate level of agreement among participants. This finding agrees with Yang (2008) who highlighted that those who execute strategies within organizations include top-level executives, lower-level employees, middle management, and non-management staff. The finding also agrees with Becker and Huselid (2001) who highlighted the importance of understanding and communicating the organization's strategy to HR within non-profit entities.

On the impact of staff/volunteer skillset on strategy implementation. A noteworthy finding emerged in the assessment of the skillset's influence on the successful implementation of strategies. Respondents strongly agree (Mean = 4.613) that the

skillset of staff and volunteers significantly impacts strategy execution. The low standard deviation (0.615) suggests a high level of consensus among participants, emphasizing the critical role of skills in successful implementation. This finding agrees with Govindarajan (2009) who emphasized that the effectiveness of strategy implementation is influenced by the quality of the workforce.

On extending adequate professional development opportunities to staff and volunteers, the data indicates a moderate agreement (Mean = 3.871) among respondents regarding the extension of adequate professional development opportunities to staff and volunteers. However, the higher standard deviation (1.231) suggests some variability in perceptions, indicating a range of opinions regarding the availability of these opportunities to grow and harness professional skills necessary for the execution of strategy. This finding agreed with Ngumbi (2019) where the study established that continuous professional development courses offered to staff had a significant impact on human resources impact on strategy implementation.

Regarding the influence of organizational culture and values. The participants generally agree (Mean = 4.032) that the organization's culture and values positively impact the implementation of strategies. The relatively low standard deviation (0.795) signifies a consistent perception among respondents, highlighting the alignment of organizational culture with strategy execution. This finding agrees with Norton (2001) that organization culture need be well aligned for effective strategy implementation.

The Likert scale results unveil valuable insights into the dynamics of staff and volunteer involvement within the organization. While there is a perceived understanding of organizational strategies and their implementation, a key strength lies in acknowledging the significant impact of the skillset of staff and volunteers on successful strategy

execution. The provision of professional development opportunities exhibits a moderate consensus, indicating a potential area for further study and enhancement. Additionally, the positive influence of organizational culture and values on strategy implementation underscores the importance of a cohesive organizational ethos in achieving strategic objectives.

These findings contribute to a comprehensive understanding of the internal factors influencing strategy implementation, providing a foundation for strategic planning and organizational development initiatives. Further to that, in exploring the challenges associated with effectively managing and leveraging human resources in strategy implementation, the research also used open-ended questions. Several recurring responses emerged, shedding light on key obstacles faced by organizations.

A prevalent obstacle highlighted in the responses was the limitation on financial resources, hindering the recruitment of skilled professionals capable of effectively managing operations and finances. The study revealed that the shortage of financial resources posed a significant barrier to hiring the expertise required for proficient management. This finding was in agreement with Drucker (1990) that financial resources are essential for funding programs, while human resources drive the execution of these programs and the organization's overall operations.

Interestingly, a substantial number of responses noted the existence of free professional development trainings within Kibera informal settlement provided by other organizations. Despite these efforts, the study found that staff and volunteers still lacked adequacy in financial management skills. This paradoxical situation suggests that while training opportunities are available, additional factors may contribute to the persistence of skill gaps. In addition, one of the respondents, a non-profit within the solid waste

management also alluded to the fact that as much as they had to rely on volunteers, there was a skills gap in that volunteers needed to differentiate the different types of plastics and separate them accordingly. This was a challenge and hence he believed that having the right set of skilled volunteers is equally important in driving successful implementation of the non-profit organizations strategy so as to achieve its objectives. This finding agrees with Alexander (2015) that unveiled the challenges faced by many organizations, where a substantial portion struggled due to inadequately skilled employees.

From the open ended question responses, the study also identified organizational culture and values as a critical concern area. Particularly, there was a focus on the behaviour of volunteers who often represent the non-profit organization within the community. The findings indicated that inadequately cultured volunteers could impact how the community perceives a specific non-profit organization and influence their level of engagement. For instance, in a solid waste management non-profit organization, community engagement was reportedly influenced by the conduct of volunteers. The community would disengage if volunteers did not exhibit appropriate behaviour in their speech or if they were associated with social vices such as the use of illegal substances. This finding agrees with Norton (2001) that organization culture need be well aligned for effective strategy implementation.

These findings provide a nuanced understanding of the multifaceted challenges in human resource management for strategy implementation. The interplay of financial constraints, the effectiveness of professional development initiatives, and the influence of organizational culture and values underscore the complexity of optimizing human resources within the context of non-profit organizations operating in Kibera informal settlement for strategy implementation.

4.2.4 Technological competence

Embracing the ever-changing technological landscape is crucial for effectively implementing strategies, serving as a means to close gaps and foster connections between organizations and the communities they support. Technological proficiency within non-profit entities has the potential to boost efficiency, enhance data management, and facilitate communication. According to Khaemba (2021), having access to appropriate technologies can streamline administrative processes, facilitate information sharing, and elevate program monitoring and evaluation. The research study made use of both open end questions and the likert scale. Through the use of the likert scale, the study sought to find out whether the organization was leveraging on technology to support implementation of its strategies and whether they had overcome challenges in adopting and utilizing the requisite technology. We used a combination of open ended questions and likert scale to obtain the responses with the scale ranging from 1 (indicating strongly disagree) to 5 (indicating strongly agree), with 2, 3, and 4 representing disagree, neutral, and agree, respectively.

Table 5: Technological Competence

Statements	No. of responses	Min	Max	Mean	Std Deviation
The organization is appropriately leveraging in technology?	31	3	5	4.387	.715
The organization has overcome challenges in adopting and utilizing technology	31	1	5	2.548	1.260

Source: Field Data (2023)

From the results of Table 4.5, the likert scale results reveal a strong consensus among respondents, with a mean score of 4.387, indicating that organizations are, on average, appropriately leveraging technology. The relatively low standard deviation (0.715)

suggests a consistent perception among participants. This positive response aligns with the notion that technological proficiency can enhance efficiency, data management, and communication within non-profit entities. This finding agrees with David (2013) that technology, when optimally leveraged, can bridge gaps, facilitate communication, and enhance operational efficiency.

As regards to overcoming challenges in technology adoption, the findings indicate a moderate level of agreement (Mean = 2.548) regarding the organization's success in overcoming challenges related to adopting and utilizing technology. However, the higher standard deviation (1.260) suggests a more diverse range of opinions on this aspect. Some organizations may have effectively navigated obstacles in adopting technology, while others may still face challenges. This diversity in responses underscores the nuanced nature of technological adoption within the non-profit sector.

The Likert scale results reflect a generally positive perception of technological competence among non-profit organizations in Kibera. The consensus on appropriateness in leveraging technology underscores its integral role in strategy implementation. However, the varied opinions on overcoming challenges in technology adoption highlight the complexity of this process, with some organizations demonstrating success while others face ongoing difficulties.

From the open ended question around how the non-profit organizations use technology and the challenges they face, we noted that most of these organizations relied on technology majorly for communicating both internally and externally and letting the community know of their existence and the services they offer. Common platforms adopted and depending on the sector of the non-profit included use of social media platforms which was the most commonly used. These includes whatsapp messenger,

TikTok and regular short message service (SMS). Non-profits within the education sector and arts sectors used laptops and programming languages such as scratch, python and C++. The key constraints they faced was limited financial resources to purchase new laptops and replace fully depreciated ones and lack of requisite skills around computer literacy and programming languages.

The insights garnered from both open-ended inquiries and Likert scale results shed light on the technological landscape of non-profit organizations in Kibera. The likert scale results indicate an overall positive perception of technological competence among these organizations, emphasizing the integral role technology plays in strategy implementation. The consensus on the appropriateness of leveraging technology underscores its significance in enhancing efficiency, data management, and communication within these entities.

However, the diverse opinions on overcoming challenges in technology adoption reveal the nuanced nature of this process. While some organizations have demonstrated success, others continue to grapple with ongoing difficulties. This diversity underscores the need for tailored approaches to address the specific challenges faced by different organizations.

Furthermore, the open-ended inquiries reveal that technology is predominantly utilized for communication purposes, with social media platforms like WhatsApp Messenger, TikTok, and regular short message service (SMS) being widely adopted. Non-profits in education and arts sectors utilize more advanced technologies such as laptops, and programming languages like Scratch, Python, and C++. The challenges faced include limited financial resources for acquiring new laptops and replacing outdated ones, as well as a shortage of essential skills in computer literacy and programming languages.

These combined findings underscore the critical importance of continuous efforts to address challenges related to technology adoption. It is imperative to ensure that all non-profit organizations can fully harness the potential of technology for efficient strategy implementation. The results provide a valuable foundation for further exploration and the development of targeted strategies to enhance technological competence within the non-profit sector in Kibera. This holistic approach aims to empower organizations to navigate the intricacies of technology adoption, fostering a more technologically resilient and effective non-profit landscape in the community.

4.2.5 Strategy Implementation

The execution of strategy holds a crucial position in the strategic management of non-profit organizations, acting as the link connecting the formulation of a strategic plan to the attainment of their mission objectives (Bryson, 2018). Much like their counterparts in the for-profit sector, non-profits must transform their strategic vision into tangible plans and allocate resources effectively to carry out their chosen strategies (Steiner, 2018). A non-profit organization's strategy must be successfully implemented to realize its intended social or community impact and secure sustainability within a competitive funding landscape (Bryson, 2011). The statements presented to the respondents sought to establish through likert scale responses whether organizations strategic objectives are well communicated to all levels of employees, whether the involvement and engagement of employees at all levels contributed to the successful implementation of strategies and finally whether the non-profit organization has been successful in implementing its strategies and challenges if any. The research study used a combination of open ended questions and likert scale to obtain the responses with the scale ranging from 1 (indicating strongly disagree) to 5 (indicating strongly agree), with 2, 3, and 4 representing disagree, neutral, and agree, respectively.

Table 6: Strategy Implementation

Statements	No. of responses	Min	Max	Mean	Std Deviation
Organizations strategic objectives are well communicated to all levels of employees	31	1	5	4.129	.957
Involvement and engagement of employees at all levels contribute to the successful implementation of strategies	31	2	5	4.451	.850
Organization has been successful in implementing its strategies	31	2	5	3.903	.746

Source: Field Data (2023)

The Likert scale results in Table 4.6 above suggest a strong consensus among respondents regarding the effective communication of organizations' strategic objectives to all levels of staff/employees, as indicated by a mean score of 4.129. The moderate standard deviation (0.957) implies a consistent perception among respondents. This positive response highlights the importance placed on ensuring that strategic goals are well understood throughout the organization. This finding agrees with Becker and Huselid (2001) highlights the importance of understanding and communicating the organization's strategy to HR within non-profit entities.

Respondents express a high level of agreement (Mean = 4.451) concerning the contribution of involvement and engagement of employees at all levels to the successful implementation of strategies. The relatively low standard deviation (0.850) indicates a consistent viewpoint among participants, emphasizing the significance of employee participation in strategy execution. This finding agrees with Yang (2008) pointed out, those who execute strategies within organizations include top-level executives, lower-level employees, middle management, and non-management staff.

The Likert scale responses reveal a positive perception of the organization's success in implementing its strategies, with a mean score of 3.903. The low standard deviation (0.746) suggests a more uniform agreement among respondents. This finding underscores the overall confidence in the organizations' ability to effectively execute their strategic plans.

From the responses to the open-ended question, it was observed that regular meetings serve as a key communication channel between the leadership of non-profit organizations and their staff/volunteers. During these meetings, organizational objectives are shared, and discussions are held to strategize on how to achieve them. Additionally, important information is disseminated through Whatsapp groups and SMS, while emails are not a preferred mode of communication within the non-profit organizations in Kibera.

The organizational strategies appeared straightforward, as these entities were registered with specific purposes, such as providing clean water, sanitation facilities, and creating safe spaces for children's recreation, among other objectives. The simplicity of the strategies is attributed to the organizations having singular objectives, and, as a result, they focus on working diligently to achieve their mission by efficiently deploying the necessary organizational resources.

The Likert scale results provide valuable insights into the various facets of strategy implementation within non-profit organizations in Kibera. The strong consensus on effective communication of strategic objectives and the perceived significance of employee involvement underscore the importance attributed to these elements in the successful execution of strategies. The overall positive perception of organizational

success in strategy implementation reflects a collective confidence in the non-profits' ability to navigate the complexities of their operating environment.

These combined findings lay the groundwork for enhancing strategy implementation processes, emphasizing the crucial role of communication and employee engagement. They also spotlight areas of strength that organizations can leverage and areas for potential improvement, contributing to the ongoing development and success of non-profit organizations operating in Kibera.

4.3 Multiple Regression Analysis

The multiple regression analysis was conducted to examine the relationship between the dependent variable, Strategy Implementation, and the independent variables: Financial Resources, Human Resources, and Technological Competence.

Table 7: Multiple Regression Results for Strategy Implementation

Dependent variable:	Strategy Implementation
Independent variables:	Coefficient (SE)
Financial Resources	0.029 (0.084)
Human Resources	0.240*** (0.084)
Technological Competence	0.050 (0.097)
Constant	1.570* (0.873)
Observations	31
R-squared	0.262
Adjusted R-squared	0.180
Residual Std. Error	0.676 (df = 27)
F Statistic	3.199** (df = 3; 27)
Note: *p<0.1; **p<0.05; ***p<0.01	

Source: Field Data (2023)

The coefficient for Financial Resources is 0.029. However, it is not statistically significant at the 0.1 significance level ($p > 0.1$). This suggests that changes in financial

resources do not have a statistically significant impact on strategy implementation on non-profit organisations within Kibera informal settlement.

The coefficient for Human Resources is 0.240, and it is statistically significant at the 0.01 significance level ($p < 0.01$). This indicates that changes in human resources factors have a statistically significant and positive impact on strategy implementation. For each unit increase in Human Resources, strategy implementation is expected to increase by 0.240 units, holding other variables constant.

The coefficient for Technological Competence is 0.050. However, it is not statistically significant at the 0.1 significance level ($p > 0.1$). This suggests that changes in Technological Competence do not have a statistically significant impact on Strategy Implementation within non-profit organisations in Kibera informal settlements.

The constant term is 1.570, and it is statistically significant at the 0.1 significance level ($p < 0.1$). This constant represents the expected value of Strategy Implementation when all independent variables are zero.

In regards to the model fit, the R-squared value is 0.262, indicating that the model explains approximately 26.2% of the variance in Strategy Implementation. The Adjusted R-squared value is 0.180, adjusting for the number of predictors in the model.

The Residual Standard Error is 0.676, representing the standard deviation of the residuals. The F Statistic is 3.199, and it is statistically significant at the 0.05 significance level ($p < 0.05$). This suggests that the overall regression model is statistically significant, indicating that at least one of the independent variables has a significant effect on the dependent variable.

Therefore, the regression equation is;

$$Y=1.570+0.029X_1+0.240X_2+0.050X_3+\varepsilon$$

where Y represents the dependent variable (strategy implementatation), X₁, X₂, and X₃ are the independent variables (financial resources, human resources, and technological competence and ε is the error term.

In summary, the results suggest that Human Resources significantly influence Strategy Implementation, while Financial Resources and Technological Competence do not show statistically significant effects. The overall model is statistically significant, indicating that the combination of these variables explains a significant portion of the variance in Strategy Implementation of non-profit organisations in Kibera informal settlement within Nairobi County.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents an in-depth overview of the research findings, conclusions drawn from the analysis, and the recommendations formulated, along with suggested areas for future research. The primary aim of the study was to examine the impact of organizational resources on strategy implementation in non-profit organizations situated in the Kibera informal settlements within Nairobi County. The research employed a descriptive research design, and data was gathered through the administration of semi-structured questionnaires to 57 respondents. Of these instruments, 31 were completed and returned, resulting in a 54% response rate, deemed sufficient for the data to be utilized in the subsequent analysis.

5.2 Summary of Findings

The findings suggest that the implementation of strategies in non-profit organizations within the Kibera informal settlement in Nairobi County was notably affected by the human resource variable in the study. In contrast, the variables of financial resources and technological competence were determined to be non-statistically significant. The subsequent discussions provide a comprehensive summary of each variable examined in the study.

5.2.1 Financial Resources

The majority of respondents generally disagreed with the statement that adequate financial resources are available to their organizations. Furthermore, a majority of respondents indicated that financial constraints had hindered the successful implementation of strategies. However, upon further investigation, it was noted that

this hindrance was primarily related to expansion into different geographical areas within Kibera and diversifying services to benefit the community beyond the organization's original scope. Additionally, it was observed that non-profit organizations faced challenges in securing external funding and relied solely on internal revenues generated by selling services/products at cost, which was only sufficient to sustain their current operations. In the multi-regression analysis, we found that financial resources did not have a statistically significant impact on strategy implementation in non-profit organizations within the Kibera informal settlement. Despite facing financial constraints, a notable research finding is that organizations persisted in their operations with limited financial resources hence demonstrating their resilient nature.

5.2.2 Human Resources

The study delved into the impact of human resources on strategy implementation. The analysis revealed that staff/volunteers demonstrated a solid understanding of the organization's strategies and their execution. Respondents overwhelmingly affirmed that the skillset of the staff/volunteers played a pivotal role in the successful implementation of strategies, coupled with a strong organizational ethos. Additionally, it was observed that providing training opportunities for staff/volunteers was crucial for skill development, ultimately contributing to effective strategy implementation at their respective levels. The multi regression analysis established a significant correlation between human resource management and strategy implementation in non-profit organizations within the Kibera informal settlement.

5.2.3 Technological Competence

The study aimed to assess the impact of technological competence on strategy implementation. Our findings indicate that non-profit organizations effectively harness technology based on their specific requirements. Inquiries revealed a predominant use of technology for communication purposes, with widely adopted platforms such as WhatsApp Messenger, TikTok, and regular short message service (SMS). Non-profits in the education and arts sectors employ more advanced technologies, including laptops and programming languages. However, it was noted that a few organizations faced challenges in adopting technology, primarily due to financial constraints or the complexity of skills required to operate certain technologies. The multi-regression model, however, revealed that there was no statistically significant relationship between technological competence and the strategy implementation of non-profit organizations within the Kibera informal settlement.

5.3 Conclusions of the Study

Based on the findings from the analysis, it can be concluded that human resources have a robust positive impact on the strategies of non-profit organizations in the Kibera informal settlement within Nairobi County. The multi-regression analysis revealed a significant correlation between human resource management and strategy implementation in non-profit organizations within the Kibera informal settlement. For each unit increase in Human Resources, Strategy Implementation is expected to increase by 0.240 units, while holding other variables constant.

5.4 Recommendations of the Study

The study revealed a significant influence of human resource on strategy implementation. Consequently, it is recommended that non-profit organizations' management should conduct regular meetings with staff/volunteers. These meetings aim to elaborate on and provide clarification regarding the organization's strategic plan and the roadmap to its achievement. This involves clearly explaining how these strategies align with the responsibilities of the staff/volunteers. Additionally, the study suggests that management should identify and address the training needs of staff/volunteers. Ensuring exposure to relevant training opportunities is vital to maintaining skills that are both pertinent and competitive for the organization's work requirements. Furthermore, it is advised that management consistently communicates the values and ethos of the organization. Incentivizing staff/volunteers to embody these values is also recommended for fostering a culture that aligns with the organization's principles.

From a policy formulation perspective, the study recommends that the Government of Kenya through the Ministry of Gender, Culture, The Arts and Heritage and Ministry of Labour and Social protection push for the requisite policy that will empower the ministries to set aside a budget to empower the non-profit organizations in Kibera by providing them with free training opportunities on necessary skills on areas such as proposal writing and also partnering with them in co-funding their interventions so as to help them scale their community driven interventions hence uplifting and dignifying livelihoods of the residents of Kibera informal settlement.

The current study concentrated on evaluating the organizational resources and strategy implementation of non-profit organizations in Kibera informal settlement within Nairobi County. For future research, it is suggested that researchers consider shifting

their focus to a different geographical location, as the outcomes of this study specifically pertain to non-profit organizations operating within the informal settlement areas. Another potential avenue for further research is to delve into the long-term effects of limited financial resources on the operations and scalability of non-profit organizations. Gaining insights into how these organizations adapt and endure in the face of financial constraints could offer valuable lessons for organizational resilience, with applicability not only to non-profit organizations but also to other types of organizations.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Daniel Muchiri

Tel: +254 711424613

P. O. Box 62422-00200

Nairobi, Kenya.

Dear Respondent,

RE: INTRODUCTION

I trust this message finds you well. My name is Daniel Muchiri, and I am currently pursuing a Master of Business Administration (MBA) at the University of Nairobi.

As a part of my final coursework, I am conducting a study on the topic of "Organizational Resources and Strategy Implementation of non-profit organizations in the Kibera informal settlement within Nairobi County."

I am reaching out to kindly request your assistance as a research respondent. Your valuable insights will significantly contribute to the academic depth of this study. It's important to note that the research is solely for academic purposes and will not be utilized for any other intent. I assure you of the utmost confidentiality and anonymity of any information shared during the research process.

Your participation is highly appreciated, and I am available to address any queries you might have. Thank you in advance for considering my request.

Warm regards,

Daniel Muchiri

MBA Candidate

University of Nairobi

APPENDIX II: QUESTIONNAIRE

Dear respondent, you are provided below with questions to answer. Please **tick** in the boxes where applicable and provide short answers to the open ended questions. The exercise will take approximately 20 minutes. Information captured in this questionnaire is confidential and will be for purposes of this research. Please do not include your name on this questionnaire. Thank you.

Questionnaire number: _____

SECTION 1: ORGANIZATIONAL DEMOGRAPHICS

1. **How many staff/volunteers does your organization have?-----**
2. **Is the predominant component of the human resource makeup comprised of contractual staff or volunteers?-----**
3. **How long has your organization been operating in Kibera?-----**
4. **Please briefly describe the primary mission or focus area of your non-profit organization in Kibera.**

SECTION 2: ORGANIZATIONAL RESOURCES

FINANCIAL RESOURCES

5. Kindly read each statement and indicate how much you agree/disagree. Please tick in the appropriate column for each statement.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Statements		1	2	3	4	5
a.	You have adequate financial resources available to your organization					
b.	Financial constraints have not hindered the successful implementation of your organization's strategies					
c.	Your organization is successful in securing external financial resources					

- d) **What are the key challenges your organization faces in securing and managing financial resources?**

HUMAN RESOURCES

6. Kindly read each statement and indicate how much you agree/disagree. Please **tick** in the appropriate column for each statement.

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
a.	Human resource management within your organization is effectively aligning employees with the organizations strategy					
b.	The skillset of your organization's staff has a direct impact on the successful implementation of strategies					
c.	Adequate professional development opportunities are offered to employees within your organization to enhance their skills and knowledge for strategy implementation					
d.	The organization's culture and values positively impact the implementation of its strategies					

e) In your opinion, what are the main obstacles or challenges in effectively managing and leveraging human resources to implement strategies within your organization?

TECHNOLOGICAL COMPETENCE

7. Kindly read each statement and indicate how much you agree/disagree. Please **tick** in the appropriate column for each statement.

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
a.	Your organization is appropriately leveraging on technology to support the implementation of its strategies					
b.	You have overcome challenges in adopting and utilizing technology for strategy implementation within your organization					

c) Please briefly describe how your organization is leveraging on technology for strategy implementation.

d) Please describe the main challenges faced in adopting technology for strategy implementation.

STRATEGY IMPLEMENTATION

8. Kindly read each statement and indicate how much you agree/disagree. Please tick in the appropriate column for each statement.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Statements		1	2	3	4	5
a.	The organizations strategic objectives are well communicated to all levels of employees/volunteers					
b.	The involvement and engagement of employees/volunteers at all levels contribute to the successful implementation of strategies					
c.	The organization has been successful in implementing its strategies					

d) Are there specific challenges or barriers that your organization faces in implementing its strategy?

APPENDIX III: LIST OF NON-PROFIT ORGANISATIONS

Target Population

- 1) Shining Hope for Communities (SHOFCO)
- 2) Carolina for Kibera (CFK)
- 3) Plan International
- 4) Rock Organization
- 5) Little Lion
- 6) Kibera Slum organization
- 7) Kianda Joint Women
- 8) Amani Kibera
- 9) Kibera Charity
- 10) Volunteer Slums Project
- 11) Kibera Community Empowerment
- 12) Africa Peace Forum
- 13) Kibera Joy Initiatives
- 14) Somo Organization
- 15) Kibera Hamlets
- 16) Kibera Childrens Home
- 17) Natural Capital Trust
- 18) Kibera Pride Initiative
- 19) Polycom
- 20) Spa Africa
- 21) Kibera Girlchild Dreams
- 22) Nairobit Organization
- 23) The Elimu Project
- 24) Guardian of Hope
- 25) Undugu Family of Hope
- 26) The Caro Foundation
- 27) Cheza Cheza
- 28) KIMTA Kibera
- 29) Swahiba
- 30) Lea Toto
- 31) Adeche Foundation
- 32) Adewele Family Foundation
- 33) The Elimu Foundation
- 34) Uweza Foundation
- 35) St. Vincent de Paul
- 36) Amref Health
- 37) Kibera Ramadhan Initiative
- 38) The Spec organization
- 39) Kibera Spirit Development Programme
- 40) East Sports Association
- 41) Kibera Girls Soccer Academy
- 42) Creakids
- 43) Bale Organization

- 44) Fabulous Souls
- 45) The King of Queens
- 46) The sunflower project
- 47) Ushirika Childrens Center
- 48) Norec
- 49) Kibera Silanga
- 50) Centre for right education and awareness
- 51) Voice of Kibera
- 52) Help the children of Kibera
- 53) Kibera in need
- 54) Kibera Creative Arts
- 55) Mazingira Yetu
- 56) Innovation from Kibera
- 57) The Human Needs Project

APPENDIX IV: DATA COLLECTION LETTER



UNIVERSITY OF NAIROBI FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

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November 16, 2023

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: DANIEL MUCHIRI MURIUKI

The above named is a registered Masters of Business Administration candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on "*Organizational Resources and Strategy Implementation of Non-Profit Organizations in Kibera Informal Settlement in Nairobi County.*"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.



PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES