

Organisational Resources as a Determinant of Project Implementation in Grass-root Support Non-Governmental Organisations in Kenya

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Abstract- The purpose of this research was to investigate if organizational resources are a determinant of project implementation. The Cross Sectional Survey research design was used for the research and the population consisted of all the employees of registered Grass-root Support Non-Governmental Organizations (GSSNGOs). The GSSNGOs were drawn from five sectors, namely: Education, Nutrition, Health, Agriculture and Micro-Finance.

Tool triangulation was used to enhance the quality of data collected and the questionnaire was the main data collection tool. An interview guide and an observation form were the other two tools used. Inferential and descriptive statistics were used to carry out data analysis. The descriptive analysis was presented through standard deviation, mean and percentages, whereas inferential analysis was presented through regression analysis and ANOVA. The study conclusion drawn was that organizational resources have a strong significant effect on project implementation. It is therefore recommended that organisations should protect their resources so that they are able to use them to their advantage.

Index Terms- Organisational Resources, Resource dependent, pooling resources, human resource, financial resources, innovative.

I. INTRODUCTION

GSSNGOs in Kenya have been involved in insightful training programmes and workshops but are accused of not keenly implementing strategies and pooling resources in cases of proximity and common activities in a given area. This often results in duplication of projects and wastage of resources. In his study “An analysis of organizational learning process in donor agencies in Nairobi,” Amulyoto (2004) observes that this has led to wastage of resources in organizations especially for long term plans. The need to recognize shortage of resources and to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate and guide the organization towards effective strategic plan implementation. The study highlights two fundamental assets in GSSNGOs; human resources and finances. None of the two variables is more vital than the other. However, the human resources and economic resources are continually ranked greater than the others. If employees are presented with high job security through motivation, empowerment, cutting-edge and reliable working structures and a free work environment to be innovative, they tend to protect enterprise assets and as a result work toward reaching long term goals as located in the strategic plans (Roberts, 2013).

The business enterprise with ample resources has the highest likelihood of attaining a greater retention of workers if all different variables are not a hindrance. It becomes very clear that for superb implementation of project strategic plans to take place, personnel require to be at their precise work stations for a sufficient period of time for implementation to take place. Job security, motivation and empowerment effectively work toward retaining personnel over a time which is sufficient for implementation of strategic plans to take place. Good training and enough resources in the organization are more likely to enable the achievement of a higher retention rate of staff.

II. METHOD

The study used the Cross Sectional Survey research design which collects data to make inferences about a population of interest at one point in time. It is described as snapshot of the populations about which they gather data and they may be repeated periodically. They can be conducted using any mode of data collection.

The target population of this study consisted of 500 employees of Grass-root Support NGOs based in Embu County. The sample was obtained from the Target Population using stratified sampling. The target population was stratified into five strata according to the type of projects they do, namely Education, Health, Microfinance, Agriculture and Nutrition. Simple random method was then used to obtain a 10 % sample of each stratum. A sample size of 50 GSNGO employees was therefore selected.

The sample size derived from stratification is denoted by $n = n1 + n2 + n3 + n4 + n5$, where; n = sample size

$n1$ = Education GSNGOs

$n2$ = Nutrition GSNGOs

$n3$ = Health GSNGOs

$n4$ = Agriculture GSNGOs

$n5$ = Micro-financeGS NGOs

Triangulation was used to obtain better quality of data. The data collection tools used were: a questionnaire (which was the main tool), an interview guide and an observation form. Data was analyzed using descriptive statistics and ANOVA.

Data Management and Statistical Analysis

Quantitative data collected were analyzed by descriptive statistics and presented through tables and in prose. This was attained through frequency distributions, means, percentages, and standard deviations, simple and cross tabulations. Qualitative data was coded into the different factors and sectors, and analysed through Content Analysis. The analysis utilized SPSS version 23 software to facilitate all computations and output for interpretation by the researcher. Descriptive analyses of the study was done and expressed through frequency tables, percentages, charts means and standard deviations. The researcher used a Likert scale ranging from 1 to 5 for analyzing items that were in nominal scale. Inferential statistics was used to test variable relationships in which regression analysis showed how the variables are related while correlation analysis indicated the degree of the effect of the independent variable on the dependent variable. For these tests, ANOVA, t-test and F-test were used. The Ordinary least squares regression analysis was done and interpreted to determine the influence that the independent variables had on the dependent variable; implementation of projects.

Statistical Model

The regression model used is presented in the equation below.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Where:

Y is the dependent variable

β_0 is the constant term

β [1,...5] is the regression coefficient of the independent variable

X [1,...5] is the independent variable

e is the error term.

The study appreciates that there are other factors that may be affecting the implementation of projects in NGOS apart from the variables being investigated. These factors are represented by β_0 . The error term (e) represents “noise” or interference which denotes that there may be a non-linear relationship between the independent and dependent variable.

III. RESULTS

The research established that there was a strong effect (R=.553) of the predictor variable (organizational resources) on the dependent variable (Project Implementation). The adjusted R-Square value is .240. This means that the predictor factor (organizational resources) accounts for or explains 24% of the total variance in project implementation. The remaining 76% are explained by other variables which were not considered in this study.

Table 1: Model Summary for organizational resources and project implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 ^a	.306	.240	.616

a. Predictors (Constant): Organisational Resources

b. Dependent Variable: Project Implementation in Grass root Support NGOs in Kenya

The results of Analysis of variance (ANOVA) for regression coefficients revealed that the significance of F statistics is 0.003 which is less than 0.05. This implies that there is a significant relationship between organizational resources and project implementation.

Table 2: ANOVA for organizational resources and project implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.024	4	1.756	4.623	.003 ^a
	Residual	15.955	42	.380		
	Total	22.979	46			

From the findings of Coefficients in Table 3 below, $t=1.826$ imply that organization resources are adequate for project implementation by grass-root support non-governmental organizations in a significant way in Kenya. However, significance level being .075 which is more than 0.05 shows that the study was statistically insignificant. The findings on the extent that the human resources are accountable in the utilization of financial and material resources yielded $t=2.443$ implying that the factor influences project implementation significantly. Consequently, $p=.019$ shows that the effect is statistically significant.

The quality of human resources available for implementation of projects resulted in $t=.337$. This was, however, made statistically insignificant by $p=.738$.

Finally, the findings on the quality of material resources available for implementation of projects resulted in $t=1.444$ and was as well rendered insignificant with a p value of .156.

Table 3: Coefficients for Organisational resources

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.561	.398		1.411	.166
	To what extent do you feel that your organisation's resources are adequate to implement projects within the planned time, quality and budget	.158	.087	.238	1.826	.075
	To what extent do you think the human resources are accountable in the utilization of financial and material resources	.336	.137	.395	2.443	.019
	What is your opinion on the quality of human resources available for implementation of projects	-.069	.203	-.064	-.337	.738
	What is your opinion on the quality of material resources available for implementation of projects	.245	.169	.245	1.444	.156

The findings of this study relates with research done by Koontz (2001) who concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affect project implementation.

All other predictor variables were insignificant with $p > 0.05$ except human resources' accountability in the utilization of financial and material resources during project implementation. Therefore, reject all alternative hypotheses except the significant alternative hypothesis in this predictor variable (human resources' accountability in the utilization of financial and material resources).

The regression equation from this output was:

$$Y = .561X_1 + .158X_2 + .336X_3 - .069X_4 - .245X_5$$

IV. SUMMARY

The research established that there was a strong effect of the predictor variable (organizational resources) on the dependent variable (Project Implementation). The study also found out that most of the grassroots support NGO's resources were adequate to implement projects within the planned time, quality and budget. The adjusted R-Square value showed that the predictor factor (organizational structure) accounts for or explains some of the total variance in project implementation. The results of Analysis of variance (ANOVA) for regression coefficients also showed that the significance of F statistics implies that there is a significant effect of organizational resources on project implementation. The findings of this study relate with Korten (1990) resource dependency theory argument that an organization is dependent on the environment for its resources and that those resources literally control the organization's planning.

V. CONCLUSION

The study concludes that organizational resources such as human, financial and capital among others are key to the growth of an organization and implementation of projects. Therefore, resources must be nurtured and protected. The organization depends on its resources to ensure successful achievement of its objectives, which is project implementation.

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