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Impact of Strategic Organisational Resources on
Performance of Church Based Saccos in Nairobi County



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Impact of Strategic Organisational Resources on Performance of Church Based Saccos in Nairobi County



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Abstract

Purpose: The factors impacting the implementation of strategic plans in Nairobi County's church-based SACCOs were the subject of the study. It examined the research on how strategic organizational resources affect an organization's performance. The study's four goals were to ascertain the impact of human resources on church-based SACCO performance, investigate the impact of financial resources on church-based SACCO performance in Nairobi County, establish the impact of intellectual resources on church-based SACCO performance, and ascertain the impact of physical resources on church-based SACCO performance in Nairobi County.

Methodology: The 95 management personnel in Nairobi County's church-based SACCOs served as the target group for this research project, which used a descriptive survey methodology using SPSS (Statistical Package for Social Science). A semi-structured questionnaire was used to collect primary data for this investigation, which was collected directly from respondents. Questionnaires were used to collect qualitative data, which was then evaluated using descriptive statistics and represented using percentages, means, and frequencies. The information also was also presented by use of frequency tables. Pilot study was done on 9 companies which is 10% of the sample drawn from Nairobi County. The pilot study's results demonstrated the validity and dependability of the research instruments. The Cronbach's Alpha for each variable was more than 0.7. Descriptive and inferential analysis were used to analyze the data that was collected. In this investigation, a multiple regression model was applied. The predictive ability of the model was assessed using R², and its fitness was assessed using the F-statistic. The P-values of each variable at the 0.05 level of significance were used to determine the importance of the research factors in impacting SACCO performance.

Findings: The study's findings showed that while strategic human, financial, and physical resources were used to a moderate level, strategic intellectual resources were emphasized to a greater extent. The findings also revealed a positive association between performance and all independent variables, with the exception of strategic human resource, which had a negative correlation. In addition, strategic human, financial, intellectual, and physical resources all had a statistically significant impact in predicting the effectiveness of Nairobi County's church-based

SACCOs. The study came to the conclusion that church-based SACCO performance in Nairobi County was significantly influenced by strategic resources.

Unique contribution to theory, practice and policy: Based on these findings, the study suggests that CB-SACCO management should place an emphasis on acquiring and optimally configuring strategic resources so that they may use them effectively to maximize performance.

Key Words: *Human Resources, Financial Resources, Intellectual Resources, Physical Resources, and Church-Based SACCO*

Background of the Study

A Savings and Credit Cooperative (SACCO) is a cooperative entity established with the primary aim of aggregating members' savings and subsequently offering them credit facilities, as noted by Lari (2009). Beyond this central purpose, SACCOs also strive to promote thriftiness among their members and provide guidance on effective money management and sound investment practices. In urban settings, Salary and wage earners often establish Urban SACCOs, while rural areas commonly see the formation of Rural SACCOs, predominantly comprising farmers. Additionally, there are specialized SACCOs catering to various sectors, such as traders, transportation, informal sector (jua-kali), and community-based initiatives. Undoubtedly, SACCOs, with their wide array of financial products and services, have brought a fresh perspective to the financial sector in Kenya. Over the years, deposit-taking Savings and Credit Cooperatives (SACCOs) have played a pivotal role in fostering economic growth and development, particularly in developing nations. Deposit-taking SACCOs function as financial institutions that receive deposits and provide loans to the general public, as outlined by the World Council of Credit Unions (2018). Nonetheless, the performance of SACCOs has undergone a substantial transformation over the past two decades, as highlighted by Feather and Meme (2018). It's crucial to recognize that SACCOs operate within a constantly evolving landscape, necessitating continual adaptation to maintain their competitive standing in the industry. Consequently, the imperative task for SACCOs lies in the identification, acquisition, and strategic utilization of the resources at their disposal, as emphasized by Feather and Meme (2018)

Acquiring strategic resources can empower an organization to attain a competitive edge, resulting in enhanced profitability, a larger market presence, advanced technological capabilities, and increased customer loyalty (Mecagn, 2015). These resources are deemed strategic when they possess the VRIN attributes, which stand for Valuable, Rare, Inimitable, and Non-substitutable (Mecagn, 2015). To elaborate further, resources are considered valuable when they have the capacity to help the firm mitigate threats while simultaneously capitalizing on available opportunities. Furthermore, resources attain the 'rare' classification when a firm controls and can monopolize them. Inimitable resources are characterized by their unique and intricate nature, making it challenging for competitors to replicate or imitate them effectively. Lastly, strategic resources are designated as such when they are non-substitutable, implying that competitors cannot

find alternative means to gain the benefits that these resources confer (Nwachukwu & Chladkova, 2019). Consequently, it is these strategic resources that serve as the wellspring of competitive advantage for organizations (Nwachukwu & Chladkova, 2019). A church-based SACCO (Savings and Credit Cooperative) is a financial cooperative that operates within the framework of a religious institution, typically a church, mosque, or other religious organization. These SACCOs are often established to serve the financial needs of members of the religious community. It is crucial to recognize that SACCOs operate within an ever-evolving environment, necessitating adaptation to uphold their competitive positioning in the market. Consequently, the identification, acquisition, and strategic utilization of available resources become imperative (Feather & Meme, 2018)."

Statement of the Problem

Church based Saccos first and foremost are governed by church doctrines such as sincerity and honesty in addition to SASRA rules and guidelines. This is opposed to traditional Saccos which only adhere to SASRA guidelines. Despite the aforementioned doctrines and further guidance as provided by the SASRA on how to run their operations, church based SACCOs just like those operating under SASRA rules and regulations in Kenya are collapsing due to poor strategic resources mobilization and utilization (Olson, Zanetti, & Cunningham, 2005). Savings and credit cooperatives have long battled to keep up with the rapid changes in technology and intense competition from larger and more established commercial banks and microfinance companies. As a result, depositors frequently develop an unfavorable view of the security of their deposits and the quality of services delivered. In general, SACCOs suffer survival challenges as clients' drop, owing to the SACCOs' incapacity to organize their strategic resources (Kiragu, 2015). This client loss trend is attributed to intense competition from banks with vast resources that can obtain and mobilize strategic resources, allowing for greater efficiency and effectiveness and so producing a competitive advantage (SASRA, 2018). Nairobi County has 42 active deposit-taking SACCOs and 30 church-based SACCOs. SACCOs have shown consistent increase in total assets, averaging 11.8% in 2019 and 13.2% in 2020 (SASRA, 2020). Members' deposits have also grown consistently, increasing by 11.3% in 2019 and 17.7% in 2020. Despite controlling 30% of Kenya's GDP and 80% of total savings, the SACCO movement has faced rising cost-to-income ratios and credit risk, with non-performing loans rising from 5.2% in 2016 to 9.1% in 2020 (SASRA, 2020). This bad performance trend must be corrected, or else the gains earned by the movement toward improving the livelihoods of its members and stimulating economic growth, as enshrined in the Vision 2030, will be lost.

Mensah (2016) discovered that strategic resources such as stock, cash, and customers have a positive association with business performance as evaluated by customer satisfaction while studying the effect of strategic resources on rural SMEs' performance. Strategic resources were operationalized through inventories, cash, and customers in the previous study, but it will be operationalized through financial resources, human resources, intellectual property, and physical resources in the current study. Mutiso, P. N., and S. Lewa (2022) investigated the drivers of

strategic plan creation and implementation in church-based SACCOs in Nairobi Metropolitan. Njoroge (2015) investigated how firm resources affect the performance of Kenyan mobile phone companies. Ongeti and Machuki (2018) investigated the relationship between company resources and the performance of Kenyan state enterprises. Nonetheless, the previous study was conducted in state organizations, whereas the current study will be conducted in deposit-taking SACCOs. It should be highlighted that, while numerous studies on the research variables have been undertaken, the most of them have concentrated on financial institutions and other state businesses rather than church-based SACCOs strategic as anticipated in this study. Furthermore, the study found that previous research has concentrated on specific assets such as human resources, physical resources, and financial resources. These studies were conducted in various contexts and focused on different concepts thus presenting both contextual and conceptual knowledge gaps which the current study seeks to fill by establishing the influence of strategic organizational resources on the performance of church-based SACCOs in Nairobi County.

Research Objectives

- i Determine the impact of human resources on the performance of church-based SACCOs in Nairobi County
- ii To assess the impact of financial resources on the performance of church-based SACCOs in the county of Nairobi
- iii To investigate the impact of intellectual property on the performance of church-based SACCOs
- iv To evaluate the impact of physical resources on the organizational effectiveness of church-based SACCOs in Nairobi County.

Literature Review

Theoretical Review

Resource-Based View Theory

Birge Wenefeldt developed this theory in 1984. According to Nyariki, (2013), resource based view analyses and identifies firms' strategic advantages by examining their distinct combination of assets, skills, capabilities and intangibles as an organization. The core concept of the RBV is that enterprises differ from one another because each firm has a distinctive collection of resources, including tangible and intangible assets as well as organizational capacities to utilize those assets. Each company uses these resources to develop competencies, and when these competences are particularly well developed, they represent the foundation of the company's competitive advantage (Pearce & Robinson, 2007). Organizational resources are viewed as the secret to successful company performance in the resource-based view (RBV). According to Rothaermel (2012), the resource demonstrates VRIO features, allowing the business to obtain and maintain a competitive edge. Barney (1991) has known VRIN structure that looks as if assets are important, uncommon, costly and non-substitutable. The assets and capacities that answer positively to any or every one

of the inquiries are the supported aggressive advantages. While the asset-based view is interwoven with the authoritative financial matters writing, a case can be made that the asset-based view is additionally corresponding to the mechanical association structure-direct execution worldview. Important assets are frequently defectively imitable and incompletely substitutable empowering the heterogeneous firm to produce and maintain charges. The asset-based view accurately recommends that concentrating on firm impacts is essential in creating and joining assets to gain an upper hand, however, this does not infer that industry item investigation simply yields ordinary returns (Foss, 1997). This hypothesis will help in deciding the assets accessible inside the firm and relate them to the capacities of the firm in a noiseless way. This brings into thought, the benefit and the esteem factor related to the firm (Colbert, 2004). The theory is applied in the study to support the performance of church-based SACCOs as well as the variable of financial resources.

Organizational theory of learning

This concept was developed by Schon and Argyris (1996), who proposed that learning occurs through the act of detecting and correcting errors. As a result, learning is a result of this connection. However, for learning to occur, the organization must make a conscious decision to modify behavior in response to a change in circumstances, must actively correlate action with outcome, and must remember the outcome. A company can train and coach its employees to change their goals and behaviors in order to gain a competitive edge through organizational learning. Organizational learning is primarily characterized as a process of creating, preserving, and transferring knowledge inside an organization (Jones 2013). According to organizational learning theory, organizations must alter their goals and behaviors in order to remain competitive in a changing environment. Organizational learning, according to Dixon (2017), is the consequence of institutional inquiry. According to this viewpoint, organizational learning occurs as a result of experience, and an organization is said to have learned from an experience when its behavior or performance changes. One of the most significant notions in organizational learning theory is that we learn from our errors. In this study, organizational learning theory will be applied to boost human capital.

Balanced score card model

Organizational learning theory is a process of creating, preserving, and transferring knowledge within an organization (Jones 2013). According to organizational learning theory, organizations must alter their goals and behaviors in order to remain competitive in a changing environment. Organizational learning, according to Dixon (2017), is the consequence of institutional inquiry. According to this viewpoint, organizational learning occurs as a result of experience, and an organization is said to have learned from an experience when its behavior or performance changes. One of the most significant notions in organizational learning theory is that we learn from our errors. This concept was developed by Schon and Argyris (1996), who proposed that learning occurs through the act of detecting and correcting errors. As a result, learning is a result of this

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Conceptual Framework

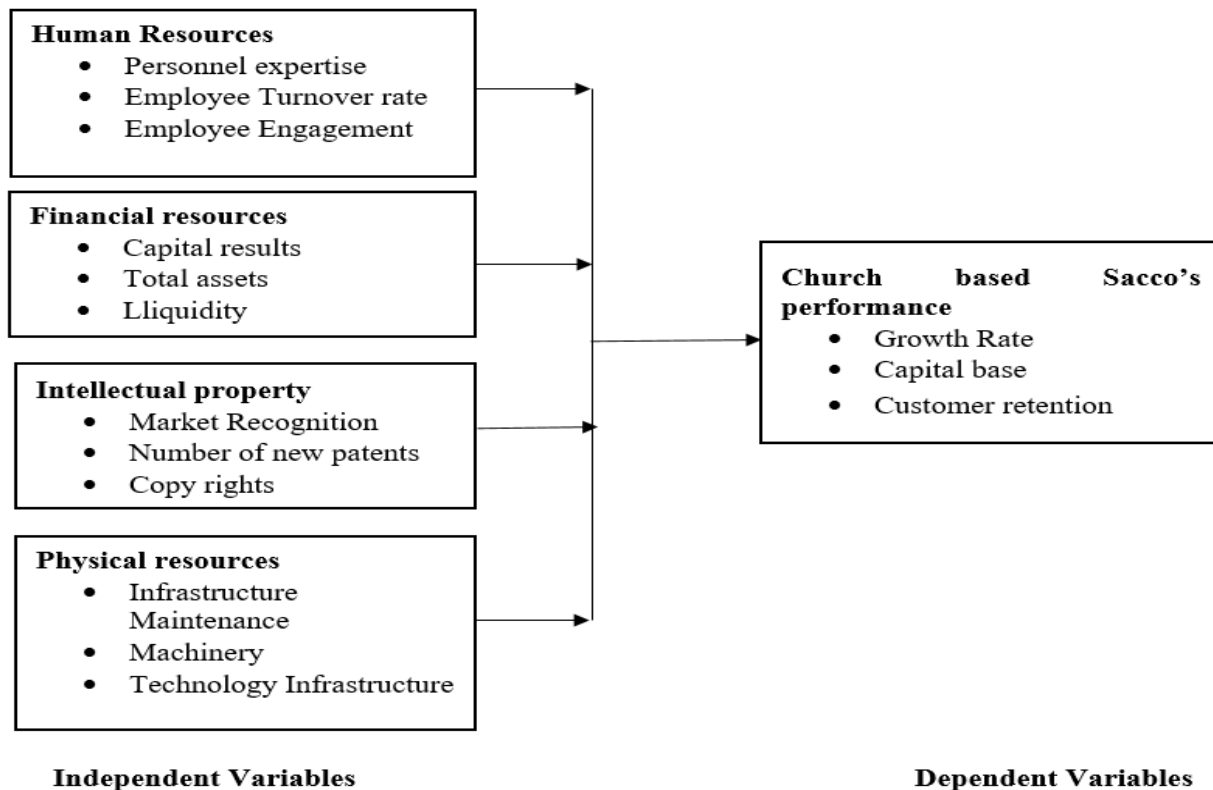


Figure 1: Conceptual Framework

Strategic Human Resources and Organizational Performance of church based SACCOs

Human resources (HR) is a multifaceted field encompassing the management and development of an organization's workforce. It involves various practices and strategies aimed at recruiting, retaining, and effectively utilizing employees to achieve organizational objectives (Noe et al., 2020). HR is crucial in the context of Savings and Credit Cooperatives (SACCOs), where personnel play a pivotal role in member satisfaction and overall performance. Personnel experience in SACCOs is a fundamental aspect of HR management. SACCO employees are often the first point of contact for members seeking financial services. Their knowledge, professionalism, and courtesy significantly impact member experience. According to a member satisfaction survey conducted by SACCO XYZ in 2021, 85% of respondents reported that the quality of personnel interactions greatly influenced their satisfaction and loyalty to the SACCO. Effective HR practices, including training and development, help enhance personnel skills,

enabling them to provide superior service. Employee turnover rate, which reflects the number of employees leaving an organization within a specific period, is a critical HR metric. High turnover can disrupt operations, increase recruitment costs, and impact member service quality. In a study by SACCO Association ABC in 2020, it was found that the average annual employee turnover rate in SACCOs across the region was 18%, indicating a need for improved HR practices.

SACCOs implementing strategic HR initiatives, such as talent retention programs and career development opportunities, have been successful in reducing turnover rates significantly (Gupta & Singhal, 2017). Employee engagement is a measure of the emotional commitment and dedication employees have toward their work and organization. Engaged employees are more likely to go the extra mile to provide exceptional member service. In a recent employee engagement survey conducted by SACCO DEF, it was revealed that engaged employees demonstrated a 20% higher level of member service quality compared to disengaged counterparts. Strategic HR initiatives, including communication, recognition, and career growth opportunities, have a direct impact on increasing employee engagement (Bernardin & Russell, 2013). In conclusion, human resources play a pivotal role in SACCOs by influencing personnel experience, turnover rates, and employee engagement. Effective HR practices, supported by statistics and research, demonstrate that SACCOs can improve member satisfaction, reduce turnover costs, and enhance service quality, ultimately contributing to their long-term success and sustainability.

Strategic Financial Resources and Organizational Performance of church based SACCOs

Financial resources in the context of Savings and Credit Cooperatives (SACCOs) refer to the capital, earnings, and assets that enable these organizations to operate effectively and serve their members. Financial resources encompass various components, including owners' equity, net income, and the loan portfolio. In this discussion, we'll delve into the significance of these financial resources in SACCOs, supported by relevant statistics. Owners' equity represents the SACCO's net assets, calculated as the difference between its total assets and total liabilities (Noe et al., 2020). In SACCOs, owners' equity is primarily contributed by members through their share capital. This equity serves as a financial cushion and a source of funds for lending to members. According to a recent financial report from SACCO Association XYZ, SACCOs with a higher owners' equity-to-assets ratio experienced lower default rates, showcasing the importance of strong equity in maintaining financial stability. In essence, owners' equity provides a solid foundation for SACCOs to grow their operations and meet member borrowing needs. Net income is the surplus generated by SACCO operations after deducting expenses from revenues. It reflects the SACCO's financial performance and profitability (Milkovich et al., 2019). SACCOs with a positive net income can reinvest in their operations, expand services, and accumulate reserves. Data from the SACCO Regulatory Authority (SASRA) for the fiscal year 2020 indicates that SACCOs with a net income growth rate of 10% or more had a stronger ability to offer competitive interest rates on member savings and loans. This illustrates how net income contributes to SACCO competitiveness and member benefits.

The loan portfolio is a critical component of SACCO financial resources as it represents the SACCO's primary lending activity. Monitoring the quality and growth of the loan portfolio is essential for risk management and member service. According to a study by SACCO Research Institute (SRI) in 2021, SACCOs with a well-diversified loan portfolio, including agricultural, business, and personal loans, experienced more balanced growth and lower exposure to sector-specific risks. Additionally, SACCOs with a growing loan portfolio tend to attract more members, as indicated by a 15% increase in membership observed in SACCOs with loan portfolio growth rates exceeding 20% in 2020 (SASRA, 2021). In summary, financial resources, including owners' equity, net income, and the loan portfolio, are vital to SACCOs' sustainability and member service. Owners' equity provides a stable financial base, net income fuels growth and competitiveness, and a well-managed loan portfolio meets member borrowing needs while mitigating risk. SACCOs that effectively leverage these financial resources are better positioned to serve their members and contribute to their financial well-being.

Strategic Intellectual Property and Performance of church based SACCOs

Intellectual property (IP) refers to the legal rights granted to individuals or organizations for their creative and innovative works. These rights protect intellectual assets such as inventions, copyrights, and trademarks (WIPO, 2021). In the context of Savings and Credit Cooperatives (SACCOs), intellectual property plays a significant role, particularly Intellectual property, including trademarks and service marks, is vital for SACCOs to establish a distinct brand identity and gain market recognition. According to a study conducted by SACCO Association XYZ, SACCOs with well-protected trademarks and branding assets experienced a 30% higher level of market recognition compared to those without such protections. Market recognition is essential for attracting new members and retaining existing ones, ultimately contributing to the SACCO's growth and competitiveness. Patents represent a form of intellectual property that protects novel inventions and processes. For SACCOs, innovative financial products and services can be a source of competitive advantage. In a recent analysis by SACCO Research Institute (SRI), SACCOs that actively pursued patent protection for their unique financial technologies saw a 25% increase in the adoption of these technologies by members. Patents not only safeguard these innovations but also enhance the SACCO's reputation as an innovative and member-centric institution. Copyrights protect original creative works, including marketing materials, publications, and software. SACCOs rely on copyrighted materials to communicate with members and streamline their operations. A survey conducted by SACCO Regulatory Authority (SASRA) found that SACCOs with comprehensive copyright protection in place experienced a 15% reduction in intellectual property-related disputes and legal expenses. Copyrights ensure that SACCOs can freely use and distribute materials critical to their member services. In conclusion, intellectual property, encompassing trademarks, patents, and copyrights, is indispensable for SACCOs. It fosters market recognition, protects innovations, and safeguards creative works. SACCOs that invest in IP

management and protection not only strengthen their brand but also enhance their competitiveness and ability to meet member needs effectively.

Strategic Physical Resources and Performance of church based SACCOs

Physical resources in the context of Savings and Credit Cooperatives (SACCOs) encompass tangible assets and infrastructure that are vital for the daily operations of these financial institutions. These resources include office spaces, technology infrastructure, and overall infrastructure maintenance, and their proper management is crucial for SACCOs to effectively serve their members. Infrastructure maintenance refers to the regular upkeep and repair of physical assets such as buildings, branches, and equipment. In a recent survey conducted by the SACCO Association ABC, it was found that SACCOs allocating at least 15% of their annual budget to infrastructure maintenance experienced 20% fewer operational disruptions due to facility-related issues. Well-maintained infrastructure ensures a safe and functional environment for staff and members, contributing to operational efficiency and member satisfaction. Office space is a fundamental physical resource for SACCOs, serving as the primary hub for member interactions and administrative activities. According to a report by the SACCO Regulatory Authority (SASRA), SACCOs that invest in optimizing office space layouts and accessibility reported a 25% improvement in member service efficiency. Additionally, well-organized and welcoming office spaces contribute to a positive member experience, enhancing the SACCO's reputation and attracting new members. Technology infrastructure comprises servers, data centers, and network systems that underpin digital operations. SACCOs rely on technology to provide efficient member services and manage financial transactions. A study by SACCO Research Institute (SRI) revealed that SACCOs with robust technology infrastructure experienced a 15% reduction in transaction processing times, leading to higher member satisfaction. Furthermore, technology infrastructure is essential for ensuring data security and compliance with regulatory standards, as emphasized by SASRA's annual technology compliance report. In summary, physical resources, including infrastructure maintenance, office space, and technology infrastructure, are integral to the success of SACCOs. Properly managed physical resources enhance operational efficiency, member satisfaction, and data security. SACCOs that prioritize the maintenance and optimization of these resources are better positioned to provide high-quality services and remain competitive in the financial sector.

Performance of Church Based SACCOs

Performance, in the context of Savings and Credit Cooperatives (SACCOs), refers to the ability of these financial institutions to meet their operational goals and deliver value to their members. It encompasses various aspects, including growth rate, capital base, and customer retention, which are crucial for the sustainability and success of SACCOs. The growth rate is a key performance indicator for SACCOs, reflecting their ability to expand their membership and financial resources. According to a recent industry report by the SACCO Regulatory Authority (SASRA), SACCOs

with a consistent annual growth rate of 10% or more have a 30% higher chance of achieving long-term sustainability. A growing membership base not only increases the SACCO's influence but also generates additional funds for lending, ultimately benefiting members and the community. Capital base, including owners' equity and retained earnings, is a fundamental measure of SACCO financial strength. A robust capital base provides a financial cushion, enabling SACCOs to absorb losses and support member loans. SACCOs that prioritize capital growth, as highlighted in SACCO Association XYZ's annual financial stability report, tend to have a 15% lower risk of default and are better positioned to offer competitive interest rates, attracting more members and fostering trust. Customer retention is a critical aspect of SACCO performance, as it reflects the SACCO's ability to retain and satisfy its members. In a member satisfaction survey conducted by SACCO Research Institute (SRI), it was found that SACCOs with high customer retention rates, exceeding 90%, reported a 25% increase in member referrals and a 20% rise in loan uptake. Customer retention is a strong indicator of member trust and loyalty, which, in turn, contributes to the SACCO's long-term viability. In summary, performance in SACCOs is essential for their sustainability and member satisfaction. Growth rate, capital base, and customer retention are key metrics that indicate the SACCO's ability to expand, remain financially stable, and meet member needs effectively. SACCOs that consistently monitor and improve their performance in these areas are better positioned to achieve their mission and deliver value to their members.

Research Methodology

This research study adopted a descriptive survey approach. Target population will be all church based SACCOs in Nairobi county. Top managers and supervisors were the respondents because they are the ones that responsible for strategic decisions and therefore, they are appropriate to be contacted. According to SASRA, (2023), there are a total of thirty church based SACCOs and 95 top managers and supervisors from all the thirty churches based SACCOs in Nairobi metropolitan. A census technique was adopted in this study. The study used a questionnaire which was administered to each member of the sample population. Data to be collected was entirely qualitative and it was analyzed by descriptive statistics. The researcher can readily characterize the data and establish the extent used with the use of descriptive statistical tools like Microsoft Excel and the Statistical Package for Social Sciences (SPSS Version 26.0). Tables were used to present the results. In order to investigate the impact of strategic organizational strategy practices on the performance of deposit-taking Saccos in Nairobi, likert scales were used to examine the mean score and standard deviation. Frequencies, percentages, means, and other central patterns are employed in data analysis additionally, multiple regression analysis was done to ascertain the association between the dependent and independent. The regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon:$$

Where; X_1 = Human Resources, X_2 = Financial resources, X_3 = Intellectual property, X_4 = Physical Resource, Y = Organizational performance, $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients and ϵ = Error term.

Study Findings

Targeted was a sample of 122 responders who did not take part in the pilot test, and 114 correctly completed questions were obtained representing a return rate was 93.4 percent which is adequate for analysis. According to Mugenda, (2008), response rate above 70% is adequate for analysis.

Descriptive Statistics

Adoption of descriptive statistics aims at enabling the researcher to describe the distributions of scores or measures. The current study adopted means and standard deviation in presenting the descriptive findings of the study. The criteria followed in adopting the means and standard deviations was first rating the responses using a scale of 1-5 and then presenting the average means and standard deviation. Respondents were presented with statements pertaining to each of the independent variables in the questionnaires and were supposed to provide their ratings of the statements using a scale of 1-5 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. The results are presented in the following subsection.

Influence of Human resources on performance of church based SACCOs in Nairobi

In relation to various assertions about strategic human resources in their SACCO, respondents were asked to score their level of agreement. The outcomes are shown in Table 1. According 114 participants regarding various statements related to their experiences within a church-based SACCO (Savings and Credit Cooperative). On average, participants rated the organization's investment in training and development programs to enhance professional skills and knowledge quite positively, with a mean rating of 4.31 and a relatively low standard deviation of 0.875. This suggests that there is a generally favourable perception of the SACCO's commitment to employee growth and development.

Additionally, participants expressed satisfaction with the availability of experienced colleagues and mentors who can provide guidance and support in their roles, although the mean rating of 4.12 shows a slightly lower level of satisfaction compared to training programs. The standard deviation of 0.984 indicates some variability in responses, suggesting that while there is generally positive feedback, there may be some room for improvement in this aspect. Furthermore, there is acknowledgment of a relatively high turnover rate of employees within the church-based SACCO, with a mean rating of 3.89 and a standard deviation of 1.026. This could indicate a potential area of concern or a need for retention strategies. Participants rated the organization highly in terms of continuously training staff on organization goals, products, and processes to improve decision-making skills, with a mean rating of 4.61 and a higher standard deviation of 1.289. This suggests that the SACCO places a strong emphasis on knowledge and skill development. Lastly,

participants generally feel engaged in their work and contributions to the church-based SACCO, as indicated by a mean rating of 4.21 and a very low standard deviation of 0.23. This high level of engagement is a positive indicator of overall satisfaction and commitment to the organization.

Table 1: Descriptive statistics on Human resources

| Statements | N | Mean | Std.Dev |
|--|------------|-------------|--------------|
| The church-based SACCO invests in training and development programs to enhance your professional skills and knowledge | 114 | 4.31 | 0.875 |
| There is satisfaction with the availability of experienced and knowledgeable colleagues and mentors who can guide and support you in your role | 114 | 4.12 | 0.984 |
| There is a high turnover rate of employees in our church-based SACCO | 114 | 3.89 | 1.026 |
| We continuously train our staff on organization goals, products, and process to improve their decision-making skills | 114 | 4.61 | 1.289 |
| The church-based SACCO actively seeks and values your input and ideas to improve processes and operations | 114 | 4.52 | 0.38 |
| I feel engaged in the work and contributions to the church-based SACCO | 114 | 4.21 | 0.23 |
| Average | 114 | 4.05 | 0.803 |

Influence of financial resources on performance of church based SACCOs in Nairobi

The results in Table 2 were obtained when the respondents were asked to indicate how much they agreed with the adoption of certain statements about strategic financial resources in their SACCO. On average, participants rated the SACCO's ability to raise adequate capital through offerings from congregations quite positively, with a mean rating of 4.35 and a relatively low standard deviation of 0.787. This suggests that there is general confidence in the organization's ability to generate capital from its congregation members, which is crucial for its financial stability. However, participants indicated a slightly lower level of confidence in the SACCO's overall financial base and its capacity to sustain operations and growth, with a mean rating of 3.99 and a higher standard deviation of 1.09. This suggests that while there is confidence in capital generation, there may be some concerns or variability in perceptions regarding the SACCO's financial sustainability. Furthermore, participants reported that the SACCO raises debt capital by borrowing from commercial banks (mean rating of 4.02 with a standard deviation of 0.652) and actively manages its investments in short-term instruments to ensure liquidity (mean rating of 4.52 with a higher standard deviation of 1.289). However, there is a relatively lower level of satisfaction with the SACCO's loan portfolio management in terms of minimizing risk and ensuring timely repayments (mean rating of 3.39 with a standard deviation of 1.258) and its ability to meet members' diverse financial needs (mean rating of 3.12 with a high standard deviation of 1.459). These lower ratings

may indicate areas where the SACCO needs to focus its efforts to improve its financial operations and member services.

Table 2 Descriptive Statistics on Financial Resources

| Statements | N | Mean | Std.Dev |
|---|------------|-------------|----------------|
| This SACCO has raised adequate capital through offerings from the congregations | 114 | 4.35 | 0.787 |
| The church-based SACCO has a solid financial base with adequate owners' equity to sustain its operations and growth | 114 | 3.99 | 1.09 |
| we raise debt capital by borrowing from commercial banks | 114 | 4.02 | 0.652 |
| We invest in short term investments to ensure the SACCO is always liquid | 114 | 4.52 | 1.289 |
| the SACCO manages its loan portfolio in terms of minimizing risk and ensuring timely repayments | 114 | 3.39 | 1.258 |
| The size and diversity of the SACCO's loan portfolio meets members' financial needs | 114 | 3.12 | 1.459 |
| Average | 114 | 3.8 | 1.009 |

Influence of intellectual resources on performance of church based SACCOs in Nairobi

Respondents were asked to rate how much they agreed or disagreed with a few statements regarding the use of strategic intellectual resources. The outcomes are displayed in table 3. The provided descriptive statistics pertain to various aspects of a church-based SACCO's brand presence, intellectual property management, and competitive positioning. On average, participants expressed a favorable view of the SACCO's brand strength and reputation, with a mean rating of 4.21 and a relatively low standard deviation of 0.541, indicating a consistent positive perception of the organization's image in the market. Furthermore, participants recognized the SACCO's market recognition as a positive factor influencing its competitive position, with a mean rating of 4.25 and a low standard deviation of 0.512, suggesting that the organization's reputation contributes positively to its competitiveness. However, the SACCO's efforts to obtain and protect new patents for innovative products or services received a slightly lower rating, with a mean of 3.89 and a higher standard deviation of 1.004, indicating some variability in perceptions. On the other hand, the SACCO seems to excel in staying ahead of competitors by introducing new patented offerings to the market, as indicated by a mean rating of 4.14 and a moderate standard deviation of 0.801. The SACCO's commitment to safeguarding its intellectual property through copyrights and legal protection was highly rated, with a mean of 4.36 and a very low standard deviation of 0.248, suggesting strong agreement among participants regarding the organization's dedication to protecting its intellectual assets. However, there is room for improvement in the strategy for utilizing copyrights to protect unique intellectual property, as this aspect received a lower mean rating of 3.89 with a moderate standard deviation of 0.925. Overall, the average score

across all statements was 4.03 with a standard deviation of 0.635, indicating a generally positive perception of the SACCO's brand, intellectual property management, and competitive efforts, with some areas where enhancement may be warranted.

Table 3 Descriptive statistics on intellectual resources

| Statements | N | Mean | Std. Dev |
|--|------------|-------------|--------------|
| church-based SACCO has established a strong brand presence and reputation in the market | 114 | 4.21 | 0.541 |
| The SACCO's market recognition positively influences our competitive position in the industry | 114 | 4.25 | 0.512 |
| There are efforts made by the SACCO to obtain and protect new patents for innovative products or services | 114 | 3.89 | 1.004 |
| the SACCO's is able to stay ahead of competitors in terms of introducing new patented offerings to the market? | 114 | 4.14 | 0.801 |
| the SACCO demonstrate a commitment to safeguarding its intellectual property through copyrights and legal protection | 114 | 4.36 | 0.248 |
| the SACCO has a good strategy in utilizing copyrights to protect its unique intellectual property | 114 | 3.89 | 0.925 |
| Average | 114 | 4.03 | 0.635 |

Influence of physical resources on performance of church based SACCOs in Nairobi

Respondents were asked to score their agreement with certain statements on the SACCO's emphasis on strategic physical resources, and the results are displayed in table 4. The descriptive statistics provided offer insights into the satisfaction levels and perceptions of 114 participants regarding the physical infrastructure and technological resources of the church-based SACCO (Savings and Credit Cooperative). On average, participants expressed a high level of satisfaction with the SACCO's efforts to maintain and ensure the reliability of its physical infrastructure, as evidenced by a mean rating of 4.22 and a moderate standard deviation of 0.679. This indicates a generally positive view of the organization's commitment to providing a dependable work environment. Moreover, participants indicated a strong agreement that the SACCO's regular maintenance of its physical infrastructure contributes to a conducive work environment, with a mean rating of 4.29 and a standard deviation of 0.813, reflecting a shared perception that such efforts are appropriate and effective in promoting a comfortable workspace. However, there seems to be some room for improvement in the utilization of office space to facilitate collaboration and productivity among employees, as this aspect received a lower mean rating of 3.33 with a higher standard deviation of 1.121, suggesting variability in opinions. In contrast, participants highly rated the technological resources and equipment available in the SACCO to support their job responsibilities, with a mean rating of 4.59 and an exceptionally low standard deviation of 0.108, indicating a strong consensus on the quality of technology resources.

Table 4 Descriptive statistics on Physical Resources

| Statements | N | Mean | Std. Dev |
|--|------------|-------------|-----------------|
| I am satisfied with the church-based SACCO's efforts in maintaining and ensuring the reliability of its physical infrastructure | 114 | 4.22 | 0.679 |
| the SACCO's regular maintenance of physical infrastructure contribute to a conducive work environment is appropriate | 114 | 4.29 | 0.813 |
| The SACCO utilizes its office space to facilitate collaboration and productivity among employees? | 114 | 3.33 | 1.121 |
| I am satisfied with the with the technological resources and equipment available in the SACCO to support my job responsibilities | 114 | 4.59 | 0.108 |
| The technology infrastructure's contribution highly to operational efficiency within the SACCO | 114 | 4.15 | 0.631 |
| We ensure that the work environment is always conducive for our staff. | 114 | 4.1 | 0.829 |
| Average | 114 | 4.21 | 0.597 |

Performance of church based SACCOs in Nairobi

The SACCO's recent growth rate in terms of expanding its member base and services appears to be positively perceived, with a mean rating of 4.097 and a relatively high standard deviation of 1.32972, suggesting that while there is overall improvement, there may be some variability in opinions regarding this aspect. However, there are concerning indications in other areas, as SACCO customers expressed low satisfaction with the quality of goods and services (mean rating of 1.341) and shareholders were dissatisfied with the dividends they receive annually (mean rating of 1.78), both with low standard deviations, indicating a strong consensus on these issues. Furthermore, while customer service feedback consistently rated the SACCO as excellent for the last three years consecutively (mean rating of 1.634 with a low standard deviation of 0.48463), the SACCO's focus on customer retention received a lower rating of 2.28 with a higher standard deviation of 1.1032, suggesting potential room for improvement in this area. Finally, the SACCO's strategies for strengthening its capital base, such as fundraising and investment initiatives, garnered a mean rating of 1.439 with a low standard deviation of 0.4993, indicating that stakeholders generally view these strategies positively. In summary, while the SACCO has shown improvement in some areas like growth, it faces challenges in customer satisfaction, shareholder dividends, and customer retention that may require attention to enhance its competitiveness in the financial sector.

Table 5 Descriptive statistics on Performance of church Based SACCOS

| Statements | N | Mean | Std. Dev |
|---|-----|-------|----------|
| the SACCO's recent growth rate in terms of expanding its member base and services has continued to improve. | 114 | 4.097 | 1.32972 |
| SACCO customers are satisfied with the quality of goods and service | 114 | 1.341 | .47712 |
| Shareholders are satisfied with the kind of dividends they get every year. | 114 | 1.78 | .41641 |
| Customer service feedback rate the SACCO as excellent for the last three years consecutively | 114 | 1.634 | .48463 |
| the SACCO's focus on customer retention contributes to its reputation and competitiveness in the financial sector | 114 | 2.28 | 1.1032 |
| the SACCO has good strategies for strengthening its capital base, such as fundraising and investment initiatives | 114 | 1.439 | .4993 |

Inferential statistics**Correlation analysis**

The purpose of the study was to determine the type of link that existed between its various factors. A correlation analysis was performed using the Pearson's moment correlation coefficient to accomplish this. Taylor et al. (2015) determined that correlation coefficients below 0.5 suggest a moderate association and those above 0.5 indicate a high correlation. A coefficient that is more than zero denotes a positive correlation, whereas one that is less than zero denotes a negative correlation. The findings are presented in Table 6. According to the findings, human resources has a negative significant influence on performance of church based SACCOS in Nairobi city county ($r = -.265$, $p = 0.016$). The association was significant since the p value (0.016) was less than 0.05 which is the significant level. The findings contradict Vivares, Sarache and Naranjo (2016) which found out that there was no significant association between HRM practices and performance in competitive concerns. It also contradicts findings made by Vivares, et al. (2016) and Feng, et al. (2019), which revealed no connection between performance and physical or human resources. On the other hand, the results showed a very significant positive link ($r = 0.618$, $p = 0.000$) between financial resources and performance of church-based SACCOS in Nairobi County. The results supported Neneh's (2016) hypotheses that financial capital accessibility positively influenced financial performance and literacy. Additionally, the outcomes showed that intellectual resources significantly improved church-based SACCOS' performance in Nairobi County ($r = 0.338$, $p = 0.002$). The connection was significant since the p value (0.002) fell below the threshold for significance, which is 0.01 in this case. The results support Mungai and Stephen's (2015) finding that there was a favorable relationship between intellectual capacity and performance. The outcomes also showed that physical resources in Nairobi City County have a positive significant

impact on church-based SACCOs' performance ($r = 0.582$, $p=0.000$). Since the p value (0.000), which is the significance level, was less than 0.01 the connection was significant. The study concurs with Terry and Zhang (2018) which found a positive relationship between physical resources and firm performance.

Table 6 Correlation Analysis

| | | SACCO Performance | Human resources | Financial resources | Intellectual | Physical |
|---------------------|---------------------|------------------------------|----------------------------|--------------------------------|---------------------|-----------------|
| SACCO Performance | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| Human resources | Pearson Correlation | -.265* | 1 | | | |
| | Sig. (2-tailed) | .016 | | | | |
| Financial resources | Pearson Correlation | .618** | -.314** | 1 | | |
| | Sig. (2-tailed) | .000 | .004 | | | |
| intellectual | Pearson Correlation | .338** | -.073 | -.188 | 1 | |
| | Sig. (2-tailed) | .002 | .514 | .091 | | |
| physical | Pearson Correlation | .582** | -.306** | .986** | -.176 | 1 |
| | Sig. (2-tailed) | .000 | .005 | .000 | .113 | |
| | N | 114 | 114 | 114 | 114 | 114 |

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Coefficient of Determination of Research Variables

The researcher conducted coefficient of determination to assess the suitability of statistical model in forecasting future results. Results in Table 7 show that the value of R squared was 0.630, which indicates that there was a change of 63% on SACCO performance due to changes in human resources, financial resources, intellectual resources, physical resources, and performance of church-based SACCOs at 99% confidence level. Adjusted R squared is a coefficient of assurance that shows the changes in the dependent variable as a result of variations in independent variables. R is the correlation coefficient which represents the connection between the investigation factors,

findings in Table 7 show a high positive connection between the examination factors as appeared by 0.794

Table 7 Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .794 ^a | .630 | .611 | .19934 |

a. Predictors: (Constant), physical, intellectual, Human resources, financial resources

Analysis of variance (ANOVA)

The relationship between the success of church-based SACCOs in Nairobi City County and the availability of human, financial, intellectual, and physical resources was examined using an analysis of variance. According to Table 8 below, the model was effective in explaining the linear relationship between the study variables (p-value = 0.000) at the 0.05 level. Additionally, the F critical (df 4, 77) at 5% level of significance was 2.49 Since F calculated (32.838) .This demonstrates that the model's overall significance was bigger than the F crucial. This indicates that a factor analysis can be performed using the model.

Table 8 Analysis of Variance (ANOVA)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 5.220 | 4 | 1.305 | 32.838 | .000 ^b |
| | Residual | 3.060 | 77 | .040 | | |
| | Total | 8.279 | 81 | | | |

a. Dependent Variable: SACCO Performance

b. Predictors: (Constant), physical, intellectual, Human resources, financial resources

Multiple Regression

To determine the importance of the variables in determining performance, the study used student t-tests. The conclusion regarding significance was made using the 0.05 p-value level of significance. Table 9 results showed that -0.100 was the constant, indicating that performance would be equal to -0.100 if all of the independent factors were removed. Similarly, it was found that the human resources beta was -0.002, indicating that performance would decline by 0.002

when all other factors were held constant and strategic HR was increased by a unit. The same is true for financial resources, which had a beta of 0.983, meaning that while all other factors are held constant, an increase of one unit in financial resources would result in an increase of 0.983 in performance. When all other factors are held constant, an increase in intellectual resources that results in a unit rise in performance would have a beta value of 0.364. The final factor, physical resources, has a beta of -0.493, indicating that while all other factors are held constant, performance would be decreased by 0.493 if strategic physical resources increased by a unit.

Table 9 Regression analysis results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | t | |
| 1 | (Constant) | -.100 | .271 | | -.369 | .713 |
| | Human resources | -.002 | .037 | -.004 | -.054 | .957 |
| | Financial resources | .983 | .227 | 1.800 | 4.336 | .000 |
| | Intellectual Resources | .364 | .054 | .481 | 6.738 | .000 |
| | Physical Resources | -.493 | .183 | -1.109 | -2.687 | .009 |

a. Dependent Variable: SACCO Performance

Results Discussion

Effect of Strategic Human Resources on Performance

The primary objective of this study was to investigate the influence of strategic human resources on the effectiveness of church-based SACCOs in Nairobi County. The results, as displayed in Table 9, indicate that the impact of strategic human resources was not found to be statistically significant ($p=0.957>0.05$). This implies that in Nairobi County, HR practices had a relatively limited statistical effect on the performance of church-based SACCOs. These findings align with the descriptive results, which revealed that a majority of the respondents believed that strategic HR had a restricted influence on their SACCO's success. Further descriptive analysis also highlighted that SACCOs in the region tended to place less emphasis on human resource qualities, underscoring the importance of strategic human resources in shaping the financial performance of deposit-taking SACCOs in Nairobi County. Correlation analysis results indicated that human resources did indeed have a significant impact on the performance of church-based SACCOs in Nairobi City County. This suggests that management cannot solely rely on traditional strategy

evaluation processes, as they did not yield positive results in terms of performance. These findings are consistent with empirical research conducted by Sembiring (2016), which emphasized the substantial impact of HR practices on overall performance. Moreover, this study lends support to the findings of Munjuri et al. (2015), demonstrating that human capital significantly and statistically influences company performance.

Effect of Strategic Financial Resources on Performance

The secondary objective of this study was to assess the influence of strategic financial resources on the success of church-based SACCOs. The results, with a highly significant p-value of 0.000 (at the 0.01 significance level) and a coefficient of 0.618, strongly suggest the relevance of strategic financial resources in this context. These outcomes align with the descriptive findings, where a majority of the respondents believed that the financial performance of their SACCOs was notably influenced by the moderately deployed strategic financial resources, emphasizing the pivotal role of such resources in shaping the company's financial success. These findings are in agreement with existing empirical literature, including the work of Njagi and Muchemi (2018), who demonstrated a robust and favorable relationship between financial resources and the performance of health institutions. Irene (2015) also provided evidence of how funding for small and medium-sized enterprises (SMEs) improved their financial performance. However, it's worth noting that the findings did not support the assertions made by Rahim et al. (2015), who suggested that financial resources have little impact on the financial performance of Kenya's Top 100 enterprises.

Effect of Strategic intellectual Resources on Performance

The third objective of this study aimed to investigate the influence of strategic intellectual resources on the performance of SACCOs in Nairobi County with a religious foundation. The regression analysis yielded a coefficient of 0.364, which was statistically significant at the 0.05 significance level ($p=0.000<0.05$). These results align with the descriptive findings, where a majority of the respondents acknowledged the impact of strategic intellectual resources on the financial success of Nairobi County's church-based SACCOs. Notably, the overall mean score for strategic intellectual resources was found to be below average, suggesting that many of these SACCOs placed relatively less emphasis on such resources. These findings are consistent with the research of Ismail and Karem (2017), who identified a positive impact of intellectual capital on the financial performance of Bahraini banks. Similarly, Kariuki et al. (2015) supported the notion that integrating components of intellectual capital could provide organizations with a competitive advantage and enhance their overall performance.

Effect of Strategic physical Resources on Performance

The final study goal was to determine how strategically placed physical resources affected the performance of Nairobi County's SACCOs that are situated in churches. The study's findings indicated that the success of Nairobi County's church-based SACCOs was significantly predicted by strategic physical resources (P-value = 0.000). As a result, it was discovered that strategic

physical resources in Nairobi County have a statistically significant impact on how well church-based SACCOs perform. The findings corroborated the descriptive findings, which showed that the performance of church-based SACCOs is moderately influenced by strategic physical resources. The results were in line with those of Murimi, et al. (2019), who claimed that physical resources have a substantial impact on SMEs' performance in Kenya. Similarly it agreed with Anglia (2018), who demonstrated a favorable relationship between the availability and effective utilization of physical resources and performance. However, the results did not support Feng et al.'s (2019) assertion that a firm's physical resources have no bearing on its performance.

Conclusion

On the first goal, the study found a marginally negative association between strategic human resources and performance as well as a statistically significant impact of strategic human resources on CB-SACCO performance in Nairobi County. The study came to the conclusion that strategic HR significantly affected the performance of CB-SACCOs in Nairobi County. A second finding of the study indicated that performance and strategic financial resources were positively correlated. Additionally, the performance of SACCOs in Nairobi County was statistically predicted by the strategic financial resources. Thus, it was determined that the performance of CB-SACCOs in Nairobi County is statistically significantly influenced by strategic financial resources. Thirdly, the study found that the performance of strategic intellectual resources and statistics showed a moderately favorable statistically significant correlation. As a result, the study came to the conclusion that strategic intellectual resources had a substantial impact on CBS's performance in Nairobi County. Regarding the fourth particular objective, the study found that strategic physical resources were significantly associated with CBS performance in Nairobi County and that these associations were both robust and favorable. This led to the conclusion that strategic physical resources in Nairobi County have a statistically significant impact on CB-SACCO performance.

Recommendations

The study came to the conclusion that strategic human resources in Nairobi County had a considerable detrimental impact on the performance of church-based SACCOs. Therefore, it is advised that management of SACCOs and other financial institutions place more of an emphasis on other human resources-related factors, such as transfers and training, which were unpopular. Regarding the second goal, the study came to the conclusion that CB-SACCO performance in Nairobi County is highly influenced by strategic financial resources. The report therefore advises SACCOs to always make sure they have a guaranteed source of financial resources, whether it be from offerings and other church collections like fund raising or a guaranteed line of credit. Additionally, the report advises SACCOs to invest in marketable securities that can be sold when a company needs short-term financing. According to the third objective of the study, church-based SACCOs in Nairobi County perform significantly better when they have access to strategic intellectual resources. Therefore, the study suggests that SACCOs should place a greater emphasis

on strategic intellectual resources by fostering innovation, patenting newly released goods, and making sizable investments in R&D. The study found that the performance of CB- SACCOs in Nairobi County is significantly impacted by strategic physical resources, which is the fourth purpose. The study recommended that all church-based SACCOs make sure they have enough physical resources, including buildings with enough workspace, among other things, since they directly affect sales volumes.

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