DRIVING STRATEGY INTO ACTION: HOW STRATEGIC RESOURCES SHAPE STRATEGY IMPLEMENTATION IN KENYAN AIRLINE FIRMS

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ABSTRACT

The airline industry in Kenya is vital due to its contribution to massive job creation and contribution to the country's Gross Domestic Product. However, they continuously face challenges associated with strategy implementation. These limitations are linked to a weak alignment between strategy and execution as a result of inadequate strategic resources. The goal of this study was to examine the effect of strategic resources on strategy implementation among the airline firms in Kenya with less than 15 percent of strategies being successfully implemented. The study was based on Resource-Based View Theory and adopted a post-positivism paradigm in which an explanatory research design was utilized. The study targeted 634 managers across 80 registered and operational airlines, from which a sample of 209 respondents was selected through stratified sampling technique. Quantitative data were analysed using descriptive statistics and multiple regression analysis. The findings revealed that strategic resources had a positive and statistically significant effect on strategy implementation ($\beta = 0.643$, $p = 0.000$). It was thus concluded that effective strategy implementation in Kenyan airline firms is contingent on strategic resource availability. The study recommends that airline managers should align strategic resources with strategy implementations in all stages of strategy development and implementation.

Keywords: Strategic Resources; Strategy Implementation; Kenyan Airlines.

INTRODUCTION

The role of Kenya's airline industry cannot be underscored further owing to its contribution to economic growth and development. The industry is credited for its influence in trade, tourism by enabling movement of people and goods across the world thereby contributing to economic growth and development (Mubanga & Lesa, 2024). The strategic implementation of business initiatives within this sector is essential for obtaining a competitive edge and attaining sustained growth (Anene, 2021). Despite the importance of the sector, it grapples with poor strategy implementation where an estimated 60 to 90 percent of strategies fail to achieve their intended outcomes (Kalyal et al., 2020) and only less than 15 percent of strategies being successful implemented. This sub-optimal implementation of strategies hinders the airlines' ability to gain competitive advantage over the global players thus inhibiting their performance (Anene, 2021). As a result, understanding the strategic factors that affect strategy implementation is vital for these firms to achieve their strategic goals and sustain performance in the dynamic sector (Bastola, 2022).

Previous literature supports that among the major factors that affect successful implementation of strategic plans is the availability of strategic resources. Strategic resources encompass financial, human, and technological assets that are essential for implementing strategic plans (Odundo & Mung'ara, 2023). Financial resources provide the necessary capital for investment in technology and infrastructure, human resources guarantee that the company has the required skills and expertise, while technological resources offer the innovative tools and systems needed to enhance operational efficiency (Kyalo, 2023; Zehir et al., 2020). Effective management of these resources is crucial for the effective implementation of strategic initiatives (Odundo & Mung'ara, 2023). The background of strategic resources highlights their importance in overcoming operational challenges and leveraging growth opportunities within the airline sector (Twum, 2021). For instance, adequate financial resources enable organizations to invest in advanced technology and infrastructure improvements, which are vital for maintaining competitiveness and meeting regulatory standards (Vigfússon et al., 2024).

It is worth noting that, as observed by Mapetere et al. (2023), strategic resources determine how effectively an organisation implements its strategies. Drawing from the Resource-Based View, firms that possess strong and well-managed resources are better positioned to translate plans into action. Financial resources provide the funding needed to support key initiatives, allocate budgets and sustain operations during implementation. At the same time, human resources bring the skills, experience, and commitment required to drive execution, while technological resources improve efficiency, coordination, and innovation. When these resources are aligned with organisational goals, they enhance the speed, quality, and overall success of strategy implementation (Odundo & Mung'ara, 2023). However, having resources is not enough but how they are configured and integrated within the organisation makes a significant difference. Studies show that organisations with adequate financial capacity are more likely to implement strategies on time and achieve desired outcomes, while shortages often lead to delays or incomplete execution (Anene, 2021). Similarly, skilled and motivated employees ensure that strategies are understood and properly executed, while effective technological systems support communication, monitoring, and adaptability in dynamic environments (Costa et al., 2024).

Despite this, overreliance on internal resources without considering external factors such as regulation and competition can limit effectiveness. This highlights the need for organisations to not only invest in strategic resources but also ensure they are well coordinated and responsive to the broader operating environment Zubov, 2023. In Kenya's airline industry, strategic resources play a pivotal role because airlines such as Kenya Airways operate in a capital-intensive environment where financial resources are needed for aircraft acquisition, maintenance, fuel and route expansion. Without sufficient funding, even well-designed strategies can stall (Odundo & Mung'ara, 2023). At the same time, human resources such as pilots, engineers and management teams are critical in turning strategic plans into day-to-day operations, while technological systems like booking platforms and maintenance software help improve efficiency and service delivery.

However, having these resources alone is not enough. Their impact depends on how well they are coordinated and aligned with the organisation's goals, as well as how effectively firms respond to external pressures such as strict aviation regulations and intense competition. This means that for airline firms in Kenya, successful strategy implementation is not just about resource availability, but about using those resources in a way that fits the realities of the industry (Anene, 2021). This study therefore sought to determine how strategic resources affect strategy implementation in the airline firms in Kenya

Statement of the Problem

Despite the pivotal role played by airline firms in Kenya in supporting trade, tourism and regional connectivity, many airlines continue to face difficulties in translating their strategies into action plans (IATA, 2024). It is noted that globally, between 60% and 90% of strategies fail to achieve their intended results, with very few organisations reporting successful implementation (Kalyal et al., 2020). In Kenya's airline industry, these challenges have had serious financial and operational consequences. For example, Kenya Airways recorded significant losses following the Project Mawingu expansion, largely due to financial constraints, leadership challenges, and weak stakeholder alignment (Mungai & Bula, 2023). Other airline firms have experienced declining revenues, financial distress, and in some cases bankruptcy or receivership, leading to job losses, reduced investor confidence and broader socio-economic impacts (IATA, 2024). These outcomes highlight how ineffective use and coordination of strategic resources can undermine strategy implementation and organisational performance.

The challenge has become more evident in recent years due to increasing industry complexity. Factors such as rising operational costs, strict regulatory requirements, and growing competition from both regional and international carriers have made strategy implementation more difficult (Mungai & Bula, 2023). Since the airlines operate in a volatile and highly competitive environment, they require substantial financial, human and technological resources to implement their strategies effectively. The sector is highly capital-intensive, with airlines investing heavily in fleet acquisition, maintenance, digital systems and skilled personnel (Njoroge & Munderu, 2021). These strategic resources are expected to support the execution of organisational plans and improve overall performance.

Studies have shown that organisations with adequate financial resources are more likely to implement strategies successfully (Anene, 2021), but these studies often fail to explain how different types of resources work together within such a dynamic environment. This creates uncertainty about the actual influence of strategic resources on strategy implementation in the airline sector. Additionally, existing research has largely focused on individual aspects of resources, particularly financial capacity, without providing a comprehensive understanding of how financial, human and technological resources interact to influence strategy implementation. There is also limited empirical evidence from an industry-wide perspective, since many studies are confined to single organisations. These gaps highlight the need for a more integrated analysis of strategic resources and their effect on strategy implementation among airline firms in Kenya, which this study sought to address.

LITERATURE REVIEW

Theoretical Review

The study was anchored on Resource-Based View (RBV) theory developed by Jay Barney in his seminal 1991 work, explains how firms achieve and sustain competitive advantage through their internal resources (Barney, 1991). The theory emphasizes that organisations perform better when they effectively utilise resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Zehir et al., 2020). In this study, RBV is particularly relevant in explaining how strategic resources such as financial, human and technological resources support strategy implementation (Odundo & Mung'ara, 2023). Financial resources provide the capital needed to execute plans, human resources contribute skills and expertise, while technological resources enhance efficiency and innovation. Together, these resources interact to influence how effectively strategies are implemented and ultimately determine organisational performance (Kyalo, 2023).

Empirical studies support the importance of these resources in achieving strategic objectives. Adequate financial resources enable timely execution of strategies, while skilled human resources ensure alignment between organisational goals and capabilities (Ding, 2024). Similarly, technological resources such as IT infrastructure improve efficiency, innovation, and responsiveness in strategy implementation (Costa et al., 2024). However, RBV has been criticised for focusing mainly on internal resources while giving limited attention to external factors such as market dynamics and regulatory requirements (Mubanga & Lesa, 2024). Additionally, although the theory remains foundational, its traditional framework does not fully capture the complexities of modern, dynamic industries like airlines (Mapetere et al., 2023).

Empirical Review

The study reviewed existing literature related to strategic resources with a view to identify research gaps. Zehir et al. (2020) explored the transformation of human resource management and its impact on overall business performance, focusing on the role of big data analytics and AI technologies in strategic HRM. The study employed a quantitative research design, surveying 389 firms across multiple sectors. Structural equation modelling revealed that strategic HRM practices, enhanced by big data and AI, significantly improved strategy implementation success. However, the study did not explore how human resources interact with other strategic factors in the context of strategy implementation. This gap is echoed by authors like Ding (2024), who emphasize the critical importance of aligning HRM practices with regulatory frameworks so as to realize the set organizational objectives. Therefore, there was a requirement for a more comprehensive analysis of human resources and its effects on strategy implementation, which this study sought to address.

Anene (2021) examined the determinants of strategy implementation and their effect on performance in Kenya's aviation sector using a descriptive research design. The study focused on 150 employees at Kenya Airways, from which a sample of 109 respondents was selected through stratified random sampling. Data were collected using questionnaires and analysed

through descriptive and inferential statistics. The findings revealed a strong and significant positive relationship between financial resources and strategy implementation, highlighting that adequate financial capacity plays a critical role in enabling successful execution of strategies in the airline industry. However, the study had notable limitations. It primarily focused on financial resources without examining how it interacts with other factors. Additionally, its focus on a single airline limited the ability to generalize findings across the industry. Supporting this, Zubov (2023) argues that effective strategy implementation in aviation requires not only financial resources but also the ability to navigate regulatory pressures and global competition. This points to the need for a more comprehensive, industry-wide analysis that integrates financial resources with external factors, a gap that the current study seeks to address.

Bastola (2022) explored strategic factors influencing organizational performance within the aviation industry. This research highlighted the constantly evolving dynamic of the airline firms and how it is affected by various strategic elements including technology and external environment. The study underscored the significant relationship between external environmental conditions and organizational performance, noting that airline firms are particularly sensitive to these strategic factors. Bastola emphasized that the unique characteristics of airline sector firms necessitate a critical approach to analysing these factors, as they can lead to substantial fluctuations in performance. Specifically, leadership and technology emerged as the most influential strategic elements, playing a crucial role in shaping organizational outcomes. However, the study did not explore how these factors interact with other strategic factors among the airline firm's context. This gap showed the necessity for a more integrated analysis that incorporates the regulatory framework, which this study aimed to address.

Kyalo (2023) examined the impact of resource allocation on strategy implementation in Kenya's tourism industry, focusing on government tourism agencies. This study adopted a descriptive research design, focusing on 98 senior managers across five government tourism agencies. Data collection was conducted via questionnaires, with analysis performed using both descriptive and inferential statistical techniques. The research has implications for the airline firms due to its close ties with tourism. The results showed a strong positive association between financial resource allocation and strategy implementation, emphasizing the importance of adequate budget allocation in implementing strategic plans. However, Kyalo's (2023) study, while highlighting the importance of financial resource allocation in strategy implementation, lacks an integrated analysis that incorporates other strategic factors in the context of strategy implementation. As emphasized by Flouris and Oswald (2006) in their book 'Designing and Executing Strategy in Aviation Management', effective strategy execution in the airline sector industry requires balancing financial, technological, and regulatory elements to ensure corporate

Odundo and Mung'ara (2023) examined the influence of strategic resources and the organizational environment on the organizational performance of sugar manufacturing firms in Western Kenya. The research employed a descriptive survey approach, targeting 265

managers from 12 sugar manufacturing firms. Results indicated that human resource capabilities significantly influenced organizational outcomes. However, the study did not examine how human resources interact with other strategic factors in strategy implementation. This gap is highlighted by authors like Zubov (2023), who emphasize the necessity of aligning human resource practices with regulatory frameworks to optimize strategic outcomes. Therefore, there was a need for a more integrated analysis of human resources within the regulatory context like airline firms, which this study aimed to address.

Kyalo (2023) examined the effect of resource allocation on strategy implementation in Kenya's tourism industry, specifically focusing on Kenya Government Tourism Agencies. research design was employed in the study, with 98 senior managers from five government tourism agencies as the target population. Questionnaires were used to collect data, which was then analysed using descriptive and inferential statistical techniques. The results showed a moderate positive association between technological resource allocation and strategy implementation. However, the research did not investigate how technological resources interact with strategy implementation in the line industry. This gap underscored the need for a more integrated analysis of technological resources within the regulatory framework, which this study sought to fill.

Mubanga and Lesa (2024) examined the drivers of strategy implementation at Copperbelt University in Zambia using a quantitative approach with 285 respondents. Their findings showed that financial resource allocation had a strong and statistically significant effect on strategy implementation, highlighting the importance of adequate financial support in ensuring successful execution of strategic plans. This underscores the critical role of financial resources not only in educational institutions but also in sectors such as airline firms, where strategy implementation depends heavily on resource availability. However, the study focused mainly on financial resources and did not consider how they interact with other factors. Zubov (2023) further notes that effective strategy implementation in aviation requires not only sufficient financial resources but also the ability to manage regulatory demands and global competition. This points to the need for a more integrated approach that considers multiple factors influencing strategy implementation, a gap that the current study seeks to address.

These studies underscored the critical role of strategic resources in strategy implementation across various sectors. However, they revealed a significant gap in understanding how these strategic resources interact with other strategy factors, particularly in highly regulated industries such as airline firms. The aim of this study was to bridge this gap by examining the effect of strategic resources on strategy implementation among the airline firms in Kenya.

RESEARCH METHODOLOGY

This section outlines the research methodology that was employed to evaluate the influence of strategic resources on strategy implementation among the airline firms in Kenya. The study adopted the post-positivist research philosophy, which assumes that an objective reality exists but can only be understood imperfectly through empirical investigation (Saunders et al., 2019).

Explanatory research design was adopted in the study aimed at identifying causal relationships between the variables. The study population consisted of 634 management staff within these 80 registered and operational airline operators in Kenya (KCAA, 2024). Stratification was applied to categorize the airline operators based on the nature of their services to ensure representativeness across different segments of the aviation industry and to enhance the accuracy of the study findings. This target population consisted of 15 commercial passenger services operators (managed by 147 managers), 53 chartered flights operators (managed by 392 managers), 3 cargo flights operators (managed by 40 managers), 4 balloon services operators (managed by 21 managers), 3 aerial survey services operators (managed by 18 managers), and 2 medical and humanitarian flights operators (managed by 16 managers); as provided by individual airline organizations, totalling to 634 managers. These managers are directly involved in strategy formulation and implementation within their respective organizations, which was the primary focus of the study (Hollweck, 2016).

Multi-stage stratified random sampling approach was then used to determine the appropriate sample size for the investigation. Cochran (1977) formula was used to select 209 managers comprising of 50 managers from commercial passenger services operators, 130 managers from chartered flights operators, 12 managers of cargo flights operators, 7 managers from balloon services operators, 6 managers from aerial survey services operators, and 4 managers from medical and humanitarian flights operators, totalling to 209 respondents. Cochran's formula was selected for its robust statistical framework and extensive application in academic research (Sunza & Simba, 2021; Mati & Atikiya, 2022), especially in studies requiring precise sample sizes for proportions.

This study relied on primary data and utilized a semi-structured questionnaire as the tool for data collection. The data was quantitative in nature and analysed using SPSS software. Descriptive statistics, including means, standard deviations and frequencies, provided initial insights and summarize the data. To establish the relationship between variables, correlation analysis (Pearson's coefficient) measured the strength and direction of associations, while multiple regression analysis determined the predictive effect of independent variables on the dependent variable. The robustness of the model was measured using the coefficient of determination R^2. The fitness of the model was determined using the F-statistic while the significance of the study variables was determined using P-Values at 0.05 significance level.

RESEARCH FINDINGS

This section presents the research findings and discussions based on descriptive and inferential analyses of the data collected consistent with the research objective. Out of the targeted sample of 209, the study realised a response of 154 generating a 73.68% response rate.

Descriptive Statistics for Strategic Resources

The study aimed to assess respondents' perceptions on strategic resources among the airline firms in Kenya. The descriptive results allowed for a refined understanding of respondents'

perception about specific attributes of strategic resources. The results, summarized in Table 1, provide valuable insights into the effectiveness and perception of these practices

Table 1: Descriptive Statistics for strategic resources

Statement	Mean	Std. Deviation
Our organization has skilled employees to execute strategies effectively	4.260	0.823
Managers ensure employee roles are clearly aligned with the company's strategic goals.	4.039	0.942
My organization's systems support strategic implementation.	4.020	0.745
Our organization effectively allocates financial resources to achieve strategic objectives	3.968	0.874
My organization adopts new innovative tools to stay competitive.	3.896	0.958
Our organization invests in employee training to enhance strategic execution	3.890	0.960
Our organization has the necessary system capabilities to support strategic implementation.	3.890	0.821
Our organization effectively integrates advanced systems to enhance strategy implementation.	3.825	0.901
Our organization invests a significant portion of its budget in strategic growth initiatives	3.760	0.936
Our organization has sufficient financial resources to support strategic initiatives	3.747	1.039
Our organization's economic stability helps mitigate risks and seize opportunities	3.740	0.955
A high percentage of employees report strong motivation in achieving strategic goals.	3.721	0.980
Budget limitations hinder strategy implementation in my organization	3.721	1.069
Our organization implements at least one new technology or system annually to maintain competitiveness.	3.708	1.188
Aggregate mean score and standard deviation	3.870	0.942

Valid N (listwise)=154

Source: Survey Data (2025)

The descriptive statistics in Table 13 present respondents' perceptions regarding strategic resources within the Kenyan airline industry. The aggregate mean score of 3.87 (SD = 0.94) indicates that respondents generally agree that their organisations possess and utilise strategic resources to support strategy implementation, though the mean falls below the 4.0 threshold, suggesting moderate rather than emphatic agreement. Among all constructs examined, strategic

resources rank above leadership styles (M = 3.83) but below communication channels (M = 3.96) and stakeholder engagement (M = 4.00). The varying mean scores across the fourteen individual items reveal strengths in human capital competence and organisational systems, contrasted with challenges in financial sufficiency, employee motivation, and technological consistency.

Regarding human resources as the foremost strategic resource, the highest-rated item indicates that the organisation has skilled employees to execute strategies effectively (M = 4.26, SD = 0.82), falling within the strongly agree range. This signifies that respondents overwhelmingly perceive their workforce as possessing the requisite competencies to drive strategic execution. The relatively low standard deviation indicates strong consensus on this point. This finding aligns with the Resource-Based View advanced by Jay B. Barney (1991), which posits that valuable, rare, and inimitable human capital constitutes a primary source of sustainable competitive advantage. In the aviation context, where operational complexity and safety-critical requirements demand exceptional competence, this perception of workforce quality represents a meaningful strategic strength. This is further reinforced by the indication that managers ensure employee roles are clearly aligned with the company's strategic goals (M = 4.04, SD = 0.94), indicating effective leadership in translating strategic objectives into individual role expectations.

A meaningful decline however, emerges when one moves from foundational skills to the developmental and motivational dimensions of human capital. The item indicating that the organisation invests in employee training to enhance strategic execution (M = 3.89, SD = 0.96) scores 0.37 points below the skills item, suggesting that whilst current skill levels are high, ongoing investment in training is perceived as less adequate. This raises a sustainability concern, as skills not continuously refreshed may erode in an industry characterised by rapid technological and regulatory change. More consequentially, the item indicating that a high percentage of employees report strong motivation in achieving strategic goals (M = 3.72, SD = 0.98) scores 0.54 points below the skills item, representing the largest internal discrepancy within any resource category.

Concerning organisational systems and technological resources, the findings reveal a coherent but progressively declining pattern. The item indicating that the organisation’s systems support strategic implementation (M = 4.02, SD = 0.75) is the third highest-rated item and has the lowest standard deviation of any item in the table, indicating the strongest consensus across all fourteen statements. This suggests that foundational systems infrastructure is widely perceived as conducive to strategy execution. However, a clear gradient emerges as items move from basic to advanced technology concepts. System capabilities (M = 3.89, SD = 0.82) score lower than general systems support, advanced system integration (M = 3.82, SD = 0.90) declines further, and annual technology implementation (M = 3.71, SD = 1.19) is the lowest-rated item in the entire table with the highest standard deviation. This descending trajectory from general support (4.02) to annual implementation (3.71) suggests that Kenyan airlines have established adequate foundational systems but face increasing challenges as technological demands become more sophisticated. The very high standard deviation for annual technology

implementation (1.19) indicates a substantial digital divide within the industry, with some firms maintaining regular technology renewal while others struggle to modernise, consistent with Dynamic Capabilities Theory advanced by Teece et al. (1997), which emphasises the importance of continuous technological reconfiguration for sustained competitive advantage.
The financial resource dimension consistently produces the lowest cluster of mean scores, revealing a critical dichotomy between allocation competence and resource sufficiency. On the allocation side, the item indicating that the organisation effectively allocates financial resources to achieve strategic objectives (M = 3.97, SD = 0.87) approaches 4.0, indicating that financial management practices are viewed as reasonably competent. However, items relating to financial availability score considerably lower. The item indicating that the organisation has sufficient financial resources to support strategic initiatives (M = 3.75, SD = 1.04) reveals a perception of financial insufficiency, with the standard deviation exceeding 1.0 for the first time, indicating considerable divergence likely reflecting the heterogeneous financial positions of different airlines.

This financial constraint narrative is most explicitly expressed in the item indicating that budget limitations hinder strategy implementation in the organisation (M = 3.72, SD = 1.07), a negatively framed item where agreement indicates recognition of a barrier. The high standard deviation suggests that some airlines, likely larger carriers or those with government backing, face fundamentally different financial realities compared to smaller private operators. This observation aligns with the work of Hrebiniak (2006), who identifies inadequate financial resources as a primary barrier to effective strategy implementation.

Correlation Analysis

To establish the direction and strength of the relationship between strategic resources and strategy implementation of among airline firms Kenya, the study conducted correlation analysis. The decision on the strength of the relationship was based on Dancey and Reidy (2004) recommendations that a correlation coefficient of 1 indicates perfect correlation, 0.7 to 0.9 means strong correlation, 0.4 to 0.6 indicates moderate correlation while a correlation of 0.1 to 0.3 indicates a weak while a correlation of zero indicates absence of correlation. Table 2 presents Pearson's correlation coefficients.

Table 2: Correlation Analysis

	Strategy Implementation	Strategic Resources
Strategy Implementation	1	
Strategic Resources	.643**	1
Sig	.000	

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

Source: Survey Data (2025)

The results in Table 2 indicated that the Pearson correlation coefficient between strategy implementation and strategic resources reveal a moderate, positive and statistically significant relationship between the two variables ($r = 0.643$, $p < 0.001$). this is in line with the standard

interpretation criteria adopted by Dancey and Reidy (2004) that a correlation coefficient ranging from 0.50 to 0.69 indicate a moderate relationship. The p-value ($p < 0.001$) which is below the conventional significance threshold of 0.05, indicates that the observed relationship is statistically significant. This implies that strategic resources are significantly and reliably associated with strategy implementation. These results are consistent with the conclusion that strategic resources determine how effectively an organisation implements its strategies as presented by Mapetere et al. (2023). Besides the results concur with the findings of Kyalo (2023) who opined that strategic resources significantly influence strategy implementation.

Regression Analysis Results

The study adopted simple linear regression analysis was adopted as the primary analytical technique for testing the study's hypotheses and determining the combined and individual influence of the strategic factors on strategy implementation. According to Creswell and Creswell (2018), multiple regression is appropriate when the objective is to examine how several independent variables jointly predict a dependent variable.

Table 3: Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.643	0.413	0.409	0.29159

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.093	1	9.093	106.944	0.000[b]
Residual	12.923	152	0.085		
Total	22.016	153			

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.140	0.185		11.568	0.000
	Strategic Resources	0.550	0.053	.643	10.341	0.000

a. Dependent Variable: Strategy Implementation
b. Predictors: (Constant), Strategic Resources
Source: Survey Data (2025)

The regression results in table 3 indicate that the correlation coefficient (R= 0.643) indicating a moderate positive relationship between strategic resources and strategy implementation. The coefficient of determination (R^2=0.413) suggesting that the model predicted 41.3% of variations in the regressed variable. Effectively, strategic resources influenced 41.3% of variations in strategy implementation. Results also indicated that the model was statistically significant in predicting strategy implementation ($F(1,152) = 106.944$, $p<.001$). Coefficient results indicated that the constant was 2.140 indicating that if strategic resources are held constant at zero, strategy implementation would be 2.140 suggesting that there would be low level of strategy implementation. In addition, results showed that strategic resources significantly and positively influence strategy implementation ($\beta = 0.643$, $p < 0.05$). The results

indicate that a unit increase in strategic resources leads to a 0.643 increase in strategy implementation suggesting that organizations with higher levels of strategic resources are more likely to achieve better strategy implementation outcomes.

These results are consistent with Kyalo (2023), who found a strong positive association between financial resource allocation and strategy implementation in Kenya's tourism sector. Similarly, Mubanga and Lesa (2024) reported that resource allocation was a critical factor in implementing strategic plans at Copperbelt University in Zambia, showing strong statistical significance. Additionally, Odundo and Mung'ara (2023) revealed that human resource capabilities significantly influenced organizational outcomes in sugar manufacturing firms in Western Kenya. These consistencies suggest that strategic resources, including financial, human, and technological assets, are universally pivotal across industries. The results also empirically support the Resource-Based View (RBV) theory (Barney, 1991), demonstrating that firms' unique strategic resources contribute to effective strategy implementation. Despite the context- specific focus on Kenyan airlines, the findings indicate that lessons from other sectors can be applied to enhance resource management in the airline industry.

Conclusion

The study sought to determine the effect of strategic resources on strategy implementation among the airline firms in Kenya. It was established that strategic resources have a positive significant effect on strategy implementation among the airline firms in Kenya. The findings demonstrate that strategic resources significantly affect implementation of strategies, with increases in resources leading to corresponding improvements in strategy execution when other factors remain constant. This confirms that strategic resources are a critical determinant of implementation effectiveness within Kenya's airline sector, highlighting their essential role in translating organizational strategy into practice.

Recommendations

The study recommends that Airlines should invest in strategic resources such as advanced technology. While existing systems are perceived as supportive, there is a clear gap in the consistent implementation of new technology and the adequacy of advanced system capabilities; therefore, organizations must prioritize and systematically integrate and continually update these systems across the board to fully leverage technology as a strategic resource. Concurrently, it is crucial to reinforce and leverage human capital strengths, given the strong consensus on skilled employees and effective strategy implementation, meaning that airlines should continue to cultivate and empower their workforce through targeted professional development programs that specifically enhance digital literacy and technical skills, thereby strengthening their primary resource and effectively bridging identified technological gaps.

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