STRATEGY IMPLEMENTATION: INFLUENCE OF HR ON M-COMMERCE PERFORMANCE IN KENYA'S COMMERCIAL BANKS

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ABSTRACT: *The overall purpose of the study was to establish the strategic role human resources play in influencing the performance of m-commerce performance in Kenya's commercial banks. The study was based on positivism research philosophy. A positivist approach to research is based on knowledge gained from positive verification of observable experience. The research design used was explanatory which provided the plan for answering question on the human resources in strategy implementation affect performance of M-Commerce in commercial banks in Kenya. The actual population targeted and used was 40 commercial banks in Kenya because the banks were accessible. The units of analysis for the study comprised of five managers from different management levels and departments from each of the 40 commercial banks in Kenya. Questionnaires were used for data collection. The collected data was analyzed using inferential and descriptive statistics.The study findings were that there was no relationship between HR and m-commerce performance. The influence of HR on m-commerce performance was negative and statistically insignificant. The study findings indicated insignificant relationship between HR and m-commerce performance and this would mean that the resources in the banking industry are no longer rare, inimitable or not able to be substituted. Most of the resources are common to all banks, and therefore the study concludes HR on its own does not support m-commerce performance. The path coefficient was negative and insignificant at -0.042 level, t-value of 0.478, p-value =0.633.The study informs commercial banks in Kenya, Central Bank of Kenya, and the scholars the importance of improvement in specialized skilled staff to manage strategy implementation, motivation and staff retention strategies would be key in ensuring successful strategy implementation and retention.*

KEY WORDS: HR, Human Resources, strategy implementation, m-commerce performance, Kenya's Commercial Banks.

INTRODUCTION

Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan (Pearson and Robinson (2013). Globally, strategy implementation is taking a new shape by incorporating firm's functional areas such as marketing, human resource management and information systems into the implementation process (Naranjo-Gill & Hartmann, 2006). Well-accepted factors of strategy implementation such as structure, culture or organizational processes are developing as new trends and many organizations are emphasizing them (Olson, Slater, Tomas & Hult, 2005).

Successful strategy development may depend on several factors such as market positioning, business vision, industry competitive analysis, however, successful strategy execution depends on working with and through others. This is achieved through instilling discipline, strengthening and building competitive capabilities and recompensing people in a strategy for getting things done (Hough *et al*., 2011). Similarly, Charles and Gareth (2007), are of the opinion that strategy implementation is tougher, more time-consuming in comparison to crafting strategy because of the wide array of managerial activities that have to be attended to, the many steps that managers ought to systematically take, and the number of issues that must be worked out. It takes follow-through and perseverance to get a variety of initiatives launched and moving and to integrate the efforts of many different work groups into a smoothly functioning whole. Depending on how much consensus building and organizational change is involved, the process of implementing strategy can take several months to several years. It takes still longer to achieve real proficiency in executing the strategy (Hough *et al*., 2011).

According to Hough and Thompson, (2011), executing strategy is a job for the whole management teams not just a few senior managers. Top level managers have to rely, on the active support and cooperation of middle and lower managers to push strategy changes into functional areas and operating units and to see that the organization operate in accordance with the strategy on a daily basis. Hough *et al*., (2011), also indicate that middle and lower level managers are instrumental in getting their juniors to consistently improve on how strategy-critical value chain activities are being performed. And in producing the operating results that allow company performance targets to be met. They state that "well-conceived policies and procedures support strategy execution" (Hough *et al*., 2011). The success of strategy is driven by collaborative human effort and, by internal compound of co-operation and raw brainpower. Firms are not just economic entities, but social entities, in which conscious deliberations by individuals and teams can achieve extraordinary results (Koch, 2011).

Commercial banks in Kenya have experienced many challenges attributed to operating environment changes. There have been several regulatory and financial reforms which have not only brought about structural changes but also attracted foreign banks to the country (Kamau, 2009). The Kenyan government through the minister of finance introduced the second schedule banking Act in December 2012 which increased the minimum core capital requirement from Kshs 250 million to 1 billion. The purpose of this strategic action was to strengthen the banking industry.

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Kenya's Banking Sector

The banking sector in Kenya as at December 2017, comprised of Central Bank of Kenya (CBK), 42 commercial banks and 1 mortgage finance company, 9 representative offices of foreign banks, 13 microfinance banks (MFBs), 3 Credit Reference Bureaus (CRBs), 19 Money Remittance Providers (MRPs), 8 Non-operating bank holding companies and 73 foreign exchange (forex) bureaus. 40 of these banking institutions are privately owned, while the Kenya Government has majority ownership in 3 institutions. Out of the 40 privately owned banks, 25 are locally owned and the 15 are foreign-owned. The locally owned 25 institutions comprise of 24 commercial banks and 1 mortgage financier CBK, Bank Supervision, (2017).

Research Problem

Human resource management is seen as a key aspect for banks because banking is a service industry. The two challenges facing banks that hinder its success is the management both risk and people. It is viewed that efficient and skilled workforce would drive the bank success. (www.bis.org/review/r1200606b.pdf). In addition, the success rate of strategy implementation is estimated at between 10 and 30 percent of the intended strategies (Raps and Kauffman, 2005) Strategy implementation problems is also associated with a longer duration than allocated, unanticipated problems along the project timelines, poor coordination and a fit between human resources and organizations structure (Hambrick and Cannella, 2003).

Kenya's banking industry is undergoing rapid technological changes and has one of the most successful mobile banking models in Africa – the M-Pesa which caters for more than 70 percent of Kenya's adult population (KPMG, 2015). The dawn of mobile technology and other innovations have enabled access to banking services to a broader customer base allowing services to be provided to lower income households residing in rural locations through affordable cellular technology (African Development Bank, 2012). Digital disruption has the potential to shrink the role and relevance of today's banks, at the same time, it has the capability to create better, faster and cheaper banking services for institutions and individuals (Julian, 2014). Bank performance in Kenya has been low at 19% (KCB Research 2015) in comparison with other industries such as telcos (Safaricom's 31% in 2013 (Safaricom Annual Report) and Kenya's insurance industry grew by 20.4% in 2013(the Association of Kenya Insurers 2014). One of the factors that could lead to the poor performance is strategy implementation especially of new innovations such as Mobile commerce. The failure to establish efficient strategy implementation could cause poor performance and limited financial deepening.

Most of the previous studies have limited research on influence of human resources on m-commerce performance. A significant amount of scholarly work focused on strategy formulation, the skill set of human resources as a source of competitive advantage, the impact of technology on managing human resources. However, the influence of human resources on performance of m-commerce performance in the banking sectors have not had a strong focus. Earlier studies on M-Commerce concentrated on customer adoption and end user performance, and not from human resource perspective and this study was intended to close this gap. M-commerce being a new innovation, is expected to present more challenges in implementation. Factors hindering or enhancing its implementation, have not been identified in any of the research reviewed.

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Purpose of the Study

The overall purpose of the study was to establish the strategic role human resources play in influencing the performance of m-commerce performance in Kenya's commercial banks.

Research Objective

To determine the influence of human resource on m-commerce performance in commercial banks in Kenya.

Research Gap

The study addressed the policy gap by establishing that currently HR does not influence m-commerce performance because of the limitation of knowledge among staff and the fear of victimization in case of failure. Hence the need of banks to encourage innovation, motivation and retention policies.

Contribution of the Study

The study contributes to empirical evidence on the influence of effective strategy implementation on m-commerce performance in Kenya's banking sector. The study will be important to the following constituents: Commercial bank strategy leaders, Central Bank of Kenya (CBK), Scholars, Competition Authority of Kenya (CAK), Policy stakeholders and governments.

Study Limitations

There are some inherent delimitations to this study. Since only commercial banks are included in the study, the findings on the influence of HR on M-Commerce cannot be generalized to other firms in other sectors and concerns only commercial banks in Kenya. Since only limited data was collected, the findings did not explore the in-depth and complex nature of technological changes and HR influence on strategy implementation.

LITERATURE REVIEW

This section explains the theories used as the fundamental foundations of the study. The theories used were; agency theory, resource based theory, expectancy theory and activity theory.

The agency theory

Agency relationship is defined as a contract under which one or more person (principals) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent (Jensen & Meckling, 1976). The expectation of the principal is that the agent will act in the best interest of the principal. However, due to opportunistic behaviour, the agent may not necessarily act in that way (Padilla, 2002). As a result, institutions adopted new policies, aligning incentives, discouraging self-interest behaviour by managers, and reducing agency costs. (Zajac & Westphal, 2004). when principal agents delegate some decision making responsibility to the agents, agents use their power to promote their own well-being by choosing actions which may or may not be in the best interest of principals (Barnea, Haugen & Sanbet, 1985; Bomwich, 1992; Chowdhury, 2004).

Resource Based View

Two of RBV's assumptions are that firms within an industry or in a strategic group could be heterogeneous with respect to the kind of resources that they control. Secondly, it assumes that resource heterogeneity is long lasting because the resources used to implement firms' strategies are not perfectly mobile across firms and are difficult to accumulate and imitate. Heterogeneous resources are considered the necessary conditions that to contribute to competitive advantage (Barney, 1991; Peteraf & Barney, 2003). Barney, 1991; Conner, 1991; Teece, Pisano & Shuen, 1997), argue that RBV is an efficiency-based explanation of performance differences. The achievement of performance is attributed to resources having intrinsically different levels of efficiency, in the sense that they enable firms to deliver greater benefits to the organization.

Expectancy Theory

Based on the work of Vroom (1964), Expectancy Theory suggested that people will only carry out a task with the expectation that their action will help them achieve a required result. The theory deals with motivation and management. Expectancy theory assumes that behavior is a result of choosing among alternatives with the purpose of maximizing pleasure and minimizing pain. Vroom (1964), suggested that the relationship between people's behavior at work and their goals which lead to their performance is based on individual factors such as personality, skills, knowledge, experience and abilities

Activity Theory

Activity Theory (AT) is a theoretical framework for the analysis and understanding of human interaction through their use of tools and artefacts. Activity Theory is relevant in conditions that have significant historical and cultural context and where the participants, their purposes and their tools are in a process of rapid and constant change, such as in the banking industry. The key concept of Activity Theory arises through an understanding of human consciousness as it has been shaped by experience and the subjectivity of human awareness. (Hashim and Jones, 2007). "Activity theory is a conceptual framework based on the idea that an activity is primary, that doing precedes thinking, that goals, images, cognitive models, intentions, and abstract notions like "definition" and "determinant" grow out of people doing things" (Morf and Weber, 2000. Researchers recognize this theory as being holistically rich in terms of understanding how people do things together with the assistance of tools in dynamic environments (Crawford and Hasan, 2006; Hakkinen and Korpela, 2006; Huang and Chen, 2007).

Conceptual Framework

The conceptual framework of this study focused on the relationship between variables that influence the implementation of M-Commerce in Kenya's commercial banks. The independent variables in this study was Human Resources (HR) and the dependent variable was m-commerce performance. The hypothesized relationship between human resources and m-commerce performance was that human resources does not significantly influence m-commerce performance in Kenya's commercial banks. The study conceptual framework illustrated in figure 1.0.

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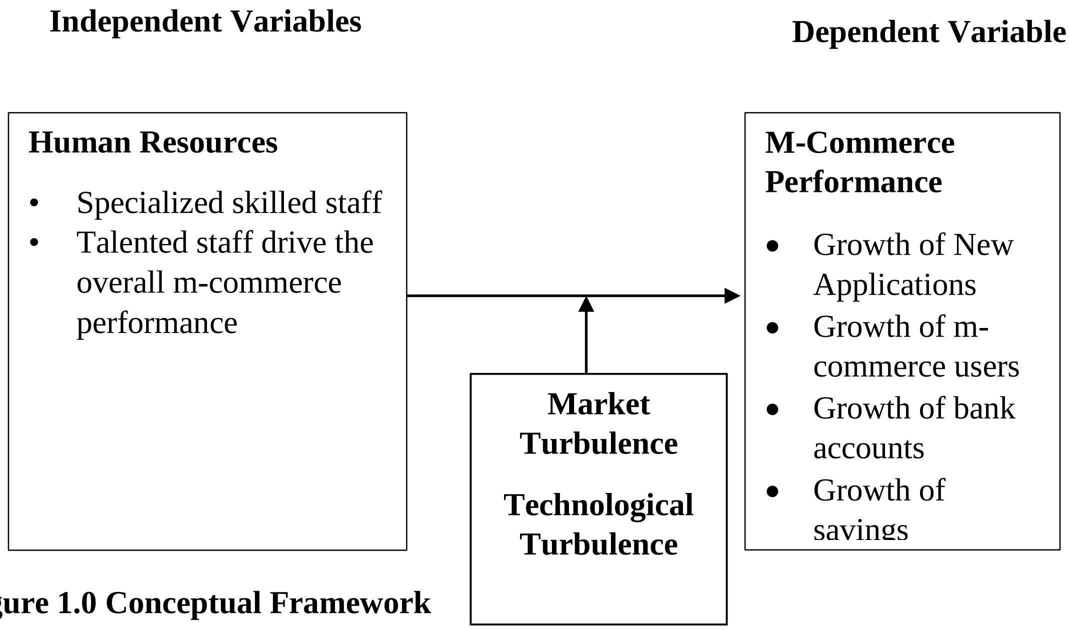

Figure 1.0 Conceptual Framework

Human Resources

Human Resource (HR), can be defined as people, labour, intellectual capital, human capital, or employees of an organization (Boudreau & Ramstad, 2007). The organization of HR in an organization becomes critical to strategic success and competitive advantage of an organization (Gabcanova, 2011). HR function should be positioned and designed as strategic business partner that leads in both strategy formulation and implementation (McKnight, 2005).

Empirical Literature Review

In the dynamic business environment, human resources are a very important source of competitive advantage. Human Resource is viewed as the main contributor to sustained competitive advantage because HR develops competencies that are specific to the organization (Caliskan, 2010). The management of the HR function in an organization, has a significant relationship with the organization's results, which is also supported by resource based view (Caliskan, 2010). An organizations competitive advantage in resource-based view, is a function of resource capabilities (Barney, 1991; Peteraf, 1993; Wernerfelt, 1984). The main aim of HR variable in this study is to investigate the influence of HR on m-commerce performance in commercial banks in Kenya. Human resources are the linkage between the overall strategic activities which includes strategy implementation and m-commerce performance in commercial banks. This is because every activity that needs to be undertaken will be driven by the staff, who are the human resources in the organization. It is presumed that the way an organization manages its human resources would have a relationship with the organization's performance.

Human resources are considered the most important resources in an organization, with competition raging in all sectors. How people are managed is important because all other resources can be easily copied, but the human resource is important in that how they are managed would determine the performance, sustainability and competitive advantage of any organization (Pfeffer, 1994). The resource-based view (RBV) theory illustrates that valuable and rare organizational resources can be difficult to replicate, and thus leading to sustained

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advantages in organizational performance (Alavi, Wahab, Muhamad and Shirani, 2014). In this study, RBV highlighted the link between strategy, internal resources and performance of an organization. The application of the theory on the relationship between employee and organization, led to the conclusion that positive work perceptions was the rationale of employee doing something in return to preserve the positive relationship with the organization. Methodology employed was structural equation modelling as a statistical method of research.

A study by Vermeeren, Kuipers and Steijn, (2014) seeking to find out if leadership style made a difference, linked HRM, Job satisfaction and organizational performance. The mediating variable between organizational performance and HRM, was the influence of a supervisor's leadership style on implementation of HR practices. Vermeeren *et al*., (2014), used previous studies with a quantitative research approach and performed tests using structural equation modelling (SEM). The conclusion was that human resource (HR) practices and organizational performance were weakly related in the private sector. This was attributed to the fact that public organizations are more likely than private organizations to have strong commitment to staff training, trade union, and workforce participation in decision making, promotion of equal opportunities and a concern for the welfare of employees to meet their personal and family needs. Based on the data used by the scholars, they conclude that a positive relationship exists between HRM and organizational performance in the public sector,

Riaz (2015), undertook a study to determine the impact of High Performance Work Systems (HPWS) on organizational performance. The assumption was that HPWS results in staff motivation, job satisfaction and organizational citizenship behaviours, which would result in better organizational performance. The study concluded that the relationships between the firm and staff were attributed to positive impact on the firm's performance deriving support from social exchange theory.

A study by Pratono and Mahmood (2015), explored the relationship between organizational performance and organizational resources, based on small business (SME) in Indonesia. The study was a contribution to the development of resource-based theory, utilizing the role of dynamic capability. Their findings were that there was no direct effect of business orientation on organizational performance. That reward alone was not sufficient to drive excellent performance, but that other factors such as marketing capability, employee compensation, business cycle time frame and risk aversion (Andersén 2010) would transform the reward philosophy to performance.

Huselid (1995) used Tobin's Q method in his study to comprehensively evaluate the links between Human Resource practices and firm performances. He showed that these practices have an economically and statistically significant impact on both intermediate employee outcomes (such as turnover and productivity) and corporate financial performance. In his attempt to examine the importance of a firm's relationship between human resource management and financial performance, Cetin (2010) performed correlation and regression analyses and established that Human resource management does not have any statistically significant effect on a firm's financial performance. The effect of human resource on financial performance is dwarfed by both marketing and manufacturing performances.

Sels, Winne, Delmotte, Macs, Facms & Forrier (2006), contradicted Celtin (2010) study by stating that there exists a strong effect of intensive Human Resource Management on the profitability of small and medium sized companies while using the structural equation modelling on his study to determine the influence of HRM on operational and financial performances of SMEs. Bussin and Modau (2015) used correlation and multiple regression analyses to argue that it is evident that the relationship between Human Resource remuneration and organisational financial performance has been experiencing a decline. This was attributed to the 2008 global financial crisis due to a shift away from performance-related elements of remuneration contracts by company chief executives, creating a disconnect between CEO remuneration and organisational performance.

Using the descriptive statistics method, Khalumba (2012) in her study to determine the influence of Human Resource Management Practices on the Financial Performance of Commercial Banks in Kenya concluded that the major human resource management practices that affected the financial performance of commercial banks included human resource planning, recruitment and selection, reward management, training and development, career planning and employee relations. Ojo, (2015), in his study on impact of strategic human resource corporate performance in selected Nigerian banks, sought to establish if there was a relationship between strategic human resource practice and corporate performance in the Nigerian banking industry. The study concluded that the strategic human resources practices enhance corporate performance and that there was a positive relationship that existed between strategic human resource practice and corporate performance.

A study on human resource development in relation to performance of the banking industry in Ogun State Nigeria, revealed that significant positive relationship between expenditure on human development and financial performance existed. More than 50 percent of financial performance indicators were attributed to human capital expenditure. The same results also indicated that training programmes have positive effect on the performance of staff. In addition, the results also showed that the new generation banks spent more on human resource development compared to old generation banks. The old generation banks' trainings and duration were low and most trainings were in-house. (Ololade, Eleyowo, Abiodun, & Olalekan, 2015).

The HRM environment can be an important determinant of productivity in the service sector than in the manufacturing sector, given the much larger share of total production costs accounted for by employment and the much more extensive direct contact between employees and customers in services (Bartel, 2004). Delery and Doty, (1996) in their survey of senior human resource executives in U.S. banks, sourcing for information on human resource policies used for loan officers, used a cross-sectional framework that ignored the role of bank fixed assets and found a positive correlation between bank's returns on assets and equity and the existence of profit-sharing and employment security for loan officers, controlling for the size and age of the bank.

Another study by Harker and Hunter (2000), indicated that the management of a well aligned technology, human resources, and other assets, plays an important role in the banking industry. This author however discredits previous studies firstly because they were done cross-sectionally, and secondly because the study was done at the headquarters' level. Their argument is that the managers at the headquarters level can affect the banks performance but much of the banks activities occur at the branch level, hence he focused his study at the branch level. The conclusion of the study was that branch-level performance in the banking industry can be influenced by specific human resource management-related actions.

Most of previous studies focused on relationship between HR and employee performance (Shitsama 2011; Kuvaas & Dysvick, 2010; Shitsama, 2011 & Muli, 2014). Other empirical research also on the relationship between human resource management and firm performance focused mainly on manufacturing. Bartel, (2004), extended his study to the service industry with the justification that it had the majority of workers and studied the banking sector, from a branch level perspective and concluded that the incentive dimension of high performance work system had a positive and statistically significant relationship with branch level performance, which was observed through sales of loans, which was strong under different stipulations. The fixed effects indicated a positive effect of quality of communications, an opportunity to participate in the dimension of a high performance work system.

RESEARCH METHODOLOGY

The study adopted a positivism research philosophy because positivism research philosophy assumes that one can test hypothesis without interfering with the phenomenon itself (Saunders Lewis and Thornhill, (2012). In addition, explanatory research was used. Explanatory research design was used in order to establish causal relationship between information systems and m-commerce performance. The target population, for the study were the 40 licensed commercial banks in operation as at the end of December 2015. The rationale for using all the operating commercial banks was to ensure that all banks' views were represented in the final results. The units of analysis for this study comprised of five managers from different management levels of all the 40 commercial banks in Kenya. The rationale for choosing the selected managers was because they were responsible for the strategy implementation and this team is assumed to have a clear understanding of how strategy implementation would influence M-Commerce performance. In addition, these are the staff that monitor the implementation in their various business units.

RESEARCH FINDINGS AND DISCUSSIONS

Out of 210 study tools distributed, 178 were returned which represented a response rate of 84.76 percent. A response rate above 50 percent of the total sample size is justified for gathering of sufficient data that can be generalized to represent the opinions of respondents in the target population of a study (Graham, 2005). The response rate at 84.76 percent for this study was therefore acceptable. The study sought to investigate the influence of human resources on m-commerce performance in Kenya's commercial banks.

The study presented descriptive statistics for information systems and results for factor analysis, correlation, ANOVA and SEM. The study findings on respondents' views on how human resources affect performance of m-commerce in Kenya's commercial banks is summarized in table 1.0. 95 percent of the respondents agreed that HR recruits specialized skilled staff to manage the m-commerce strategy. On HR4 that banks have unique staff that are

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responsible for the performance of m-commerce was agreed on by 88 percent of the respondents. HR 5 on banks talented human resources was agreed on at 87 percent, with 12 percent being neutral and 1 percent disagreeing. HR 6 and HR 7, on staff not being highly mobile across banks and being risk averse to new untested innovations was agreed on at 67 percent. However, there were respondents who disagreed at 28 and 26 percent for HR6 and HR 7 respectively

Table 1.0 Frequency Distribution for Human Resources

No.	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)
HR1	Human resource recruits specialized skilled staff to manage the m-commerce strategy	1	0	4	38	57
HR2	Human resource train staff to support the growth of m-commerce new applications	1	1	3	67	28
HR3	The bank's human resources rewards excellence in m-commerce development	0	2	3	70	25
HR4	Bank has unique staff that are responsible for the performance of m-commerce rather than the industry's structural characteristics	0	2	10	63	25
HR5	The banks talented human resources drive the overall m-commerce performance of the bank	0	1	12	68	19
HR6	Bank's human resource are not highly mobile across banks hence the cause for high m-commerce performance	1	4	28	53	14
HR7	Bank's human resources are risk averse to new untested innovations for fear of punishment	1	6	26	55	12

To reduce the items of Human Resources influence, factor analysis was used. The results for human resources influence showed that KMO had a value of 0.5 and Bartlett's test, p=0.002.

Table 1.1 KMO and Bartlett's Test for Human Resources Influence

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.5
Bartlett's Test of Sphericity	Approx. Chi-Square	10.008
	df	1
	Sig.	.002

Print ISSN: 2053-5686(Print), Online ISSN: 2053-5694(Online)

Exploratory factor analysis using PCA with promax rotation revealed that out of the five items, only two items (HR1 = 0.769, HR5= 0.803), returned factor loadings that were above the acceptable threshold of 0.5. Items HR 1, and HR 5 were retained for measurement estimation model.

Table 1.2 Human Resource Component Matrix

No	Statement	PCA component loading	variance extracted (%)
HR1	Human resource recruits specialized skilled staff to manage the m-commerce strategy	0.769	61.917
HR5	The banks talented human resources drive the overall m-commerce performance of the bank	0.803	

Total variance explained results for Human Resources showed that two component items explained 61.917 percent of the total variability.

Reliability Analysis on Huma Resource Influence on M-Commerce Performance

HR construct was evaluated for reliability before SEM analysis. A coefficient alpha of 0.781 was achieved denoting that the measuring scale was reliable. Results are presented in table 1.3.

Table 1.3 Reliability Test for Human Resources Items

No	Statements	Cronbach's Alpha
HR1	Human resource recruits specialized skilled staff to manage the m-commerce strategy	0.781
HR5	The banks talented human resources drive the overall m-commerce performance of the bank	

Correlation Analysis between Human Resources and M-Commerce Performance

The study evaluated the relationship between human resources and m-commerce performance to determine if there was a correlation. The findings suggested that human resources and m-commerce performance were positively and significantly related. The results are presented in table 1.4.

Print ISSN: 2053-5686(Print), Online ISSN: 2053-5694(Online)

Table 1.4 Correlation between Human Resources and M-Commerce Performance

		M –Commerce Performance	Human Resource
M –Commerce -Performance	Pearson Correlation	1	.161*
	Sig. (2-tailed)		.032
	N	178	178
Human - Resource	Pearson Correlation	.161*	1
	Sig. (2-tailed)	.032	
	N	178	178

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

Chi Square Test on Human Resources Influence on M-Commerce Performance

Chi Square test was used to test the strength of association between Human Resources and m-commerce performance. The results indicated that there was a strong association between human resources and m-commerce performance. The results are presented in table 1.5.

Table 1.5 Chi Square Test on Human Resource Influence

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1116.286[a]	948	.000
Likelihood Ratio	375.855	948	1.000
Linear-by-Linear Association	4.727	1	.030
N of Valid Cases	178		

a. 1038 cells (99.8%) have expected count less than 5. The minimum expected count is .01.

ANOVA on Human Resource Influence on M-Commerce Performance

ANOVA test was done to test the relationship between human resource influence and m-commerce performance. The results of the study indicated that there is a positive and significant relationship between human resources influence and m-commerce performance. The results are presented in table 1.6.

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Table 1.6 ANOVA between Human Resources and M-Commerce Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.621	1	4.621	4.692	.032[b]
	Residual	173.357	176	.985		
	Total	177.978	177			

a. Dependent Variable: M-commerce performance

b. Predictors: (Constant), Human resource

SEM Results for Influence of Human Resources on M-Commerce Performance – Unmoderated

The study sought to establish the influence of human resources on m-commerce performance and tested the following hypothesis.

H_4: There is no relationship between human resources and m-commerce performance in Kenya's commercial banks.

In order to ascertain the relationship of the construct under study, the path coefficients generated from the SEM was used to determine the direction and strength of the relationship, while t-statistics provided information on the significance to the relationship between human resources and m-commerce performance. Path coefficient was negative (β=-0.042) and insignificant (t =0.478, p=0.633). The relationship was insignificant because it did not meet the threshold of t-value being >1.96 and p-value=<0.05The hypothesis was not supported. The results are presented in table 1.7.

Table 1.7 Relationship between Human Resources and M-Commerce Performance

	Path	Path coefficient	Standard Error	T Value	P Value	Decision for Hypothesis
Un-moderated	HR -> MC-P	-0.042	0.087	0.478	0.633	Not Supported
Moderated	HR -> MC-P	-0.041	0.083	0.491	0.624	Not supported
	HR*Market-> MC-P	-0.049	0.112	0.443	0.658	Not supported
	HR*Technology	0.06	0.106	0.564	0.573	Not supported

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Hypothesis Testing for the Relationship between Human Resources and M-Commerce Performance - Moderated

Model moderation with market turbulence reflected an insignificant relationship (t=0.443, p= 0.658). Similarly, moderation with technological turbulence also reflected insignificance with (t = 0.564 and p-= 0.573). Thus the hypothesis was not supported and conclude that the moderators failed to moderate the variables. In this regard therefore, the influence of HR on m-commerce performance was negative and statistically insignificant.

Justification of Study

The acquisition and implementation of m-commerce has great implications for the operations of banking. However, despite the potential benefits to be gained from the use of M-Commerce, the technology has not been fully adopted by Banks in Kenya. There is no formal framework that exists to support m-commerce in the country. This limitation is attributed to the absence of enabling legislation and low utilization of digital transactions (Andiva, 2015). Generally, financial institutions have been reluctant to establish payment gateways. There has been a call for banks and the government to implement online payment processing systems and mapping systems that will facilitate m-commerce transactions. This study, therefore sought to fill the knowledge gap by the evaluation of human resource as one of the obstacles of m-commerce strategy implementation. The results contribute to the building of empirical evidence on the influence of HR on m-commerce performance.

CONCLUSIONS AND RECOMMENDATIONS

The study sought to investigate if there was a relationship between HR and m-commerce performance. This study found that there was no relationship between HR and m-commerce performance. The influence of HR on m-commerce performance was negative and statistically insignificant as illustrated in table 1.7.

Table 1.7 Relationship between HR and M-Commerce Performance

Path	Path coefficient	Standard Error	T - Value	P - Value	Decision for Hypothesis
HR -> MC-P	-0.042	0.087	0.478	0.633	Supported

The study findings are inconsistent with Riaz (2015) study, where HR was found to significantly predict organizational performance as a result of High Performance Work Systems (HPWS), in addition, the exchange relationships between firms and staff were noted to have a positive impact on organizational performance deriving support from social exchange theory. Consistent however with the researcher's study is the study by Husselid (1995), whose study showed that HR practices have an economically and statistically insignificant impact on both intermediate employee outcomes and corporate financial performance.

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Consistent with the researcher's study, is a research undertaken by Cetin in (2010). using correlation and regression analyses, it was established that human resource management does not have a significant effect on a firm's financial performance. The study concluded that the effect of human resource on financial performance was not positive as compared to influence from both marketing and manufacturing performances. However, a study by Khalumba (2012), in Kenya's commercial banks, demonstrated that HR had a significant influence on the financial performance of commercial banks in Kenya.

This study contradicts RBV's theory that the achievement of performance is attributed to resources having intrinsically different levels of efficiency, enabling firms to deliver greater benefits to the organization. Another pertinent point in RBV that is contradicted by this study is premised on RBV's assumption that an organization would have competitive advantage over its competitors through the acquisition of unique resources and capabilities, which most banks do, but the results of the study does not show the relationship (Hitt, 2013). The point of view of the researcher is in support of RVB that an organization's resource is a source of sustained competitive advantage, if it is rare, imperfectly imitable, valuable, and substitutable (Barney, 1991).

The study findings indicated insignificant relationship between HR and m-commerce performance and this would mean that the resources in the banking industry are no longer rare, inimitable or not able to be substituted. Most of the resources are common to all banks, and therefore the study concludes HR on its own does not support m-commerce performance.

This means that HR does not influence strategy implementation because bank staff are mobile, can move from bank to bank, skill sets that are crucial in strategy implementation may be lacking, staff are risk averse to new un-tested innovations for fear of negative consequences in case of failure and banks reward for performance may not be linked to strategy implementation. The study therefore concluded that an improvement in specialized skilled staff to manage strategy implementation, motivation and staff retention strategies would be key in ensuring successful strategy implementation.

Implications of Study

The main implications and contributions of this study are to policy makers and bank management. By identifying influence of HR on m-commerce performance, this study was able to clarify to what extend HR influence m-commerce performance. This information contributes to the existing body of empirical evidence within the Kenyan context.

Suggestions Further Research

From the above limitations and since only the five top management members from each unit in a bank were interviewed, it is conceivable that another study be done which expands the sample to examine the perception of the other members of staff from other levels of management and bank support in an effort to see if it will yield different results.

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