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Effects of Resources Allocation as Strategic Change Management Practice on the Performance at the Directorate of Criminal Investigation in Nakuru County, Kenya

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Abstract:

The study aims to assess the effect of resource allocation as strategic change management practice on performance at the directorate of criminal investigation in Nakuru County, Kenya. The study was based on the resource-based theory, institutional theory, and Kanter Theory of Change Management. The researcher employed a descriptive research design which described the phenomenon as they are. The study's target population comprised all employees in the directorate of criminal investigation in Nakuru County, a total of 137 employees. The researcher adopted a census study. Data were collected through self-administered questionnaires and then analyzed using descriptive statistics. The analyzed data was presented in the form of tables, frequencies, percentages, and charts. The results indicated that resource allocation is a key determinant in implementing strategic change management practices in any organization, including the DCI.

Keywords: Resources allocation, strategic change management practice, performance, criminal investigation

1. Introduction

In the rapidly changing business environment, organizational Strategic change management is being used by most organizations to achieve competitive advantage. This concept of organizational strategic change became known in the 1980s at regional and global levels when many private organizations were confronted with the need to change how things are done to survive. Beer and Nohria (2012) noted that businesses can realize maximum returns in profitability, productivity, and sustainable competitive advantage through the effective combination of soft and hard approaches to organizational strategic change plans. All these have made it necessary for Policing Institutions to adjust their operations to fit within the environment.

Resource allocation is an aspect of strategy implementation that involves human resource allocation, financial resources allocation, and physical and technological resources allocation (Endrejat, Baumgarten & Kauffeld, 2017). Human resources with the relevant knowledge and expertise, adequate financial to different departments, allocation of the physical resources like equipment, machinery, instruments, and offices, and technological allocation, which includes relevant technology and systems, will help actualize the formulated strategies. Information, communication, and technology (ICT) makes access to information easy for organizations.

Ganley (2017) states that resources make organizations run, and allocating these resources to an organization should be done carefully. Allocating these resources can be tough, but an organization can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution. Murithi (2019) argues that resources are needed to implement strategic plans and strategies successfully. It is very difficult to implement a strategy when resources are not available. Resources will include human resources, training, remuneration, finances, etc. Resources have to be available for strategy implementation.

Sterling (2019) noted that the resource allocation process must consider the aggregate deployment of resources in light of the organization's strategic goals, not just in relation to new ideas or initiatives under a common filter. This is because a company's actual strategy is manifest consideration. Factors that affect resource allocation ultimately comprise a company's strategy stream continuously from these intended and emergent sources. Regardless of the source, however, they must flow only through the stream of new products, processes, services, and acquisitions to which resources are allocated. The resource allocation process acts like a filter determining which intended and/or emergent initiatives get funding and pass through and which proposals are denied resources.

According to Kenya Police (2004), a key role of the police in Kenya is to provide a favorable environment for economic development and a rising in the populace's standard of life. Kenya's National Police Service is well anchored in

the Kenyan constitution CAP 14(4) of the constitution of Kenya, where its establishment and responsibilities are well-explained. Foran (1962) noted that the history of the Kenya police can be traced from 1880 to 1920. It has been called different titles and has undergone many transformative phases since the British colonization of Kenya. Currently, the Kenya police service is under the governance, superintendence, and authority of the Inspector General of Police (IGP) as the senior most officers and is deputized by two officers. Many other high-ranking personnel in the service have been entrusted with the responsibilities of leading departments and directorates. Directorate of criminal investigations is mandated to investigate, analyze, and store. Criminal intelligence is mandated to undertake investigations into all serious crimes, including homicide, narcotics crimes, human trafficking, money laundering, terrorism, economic crimes, piracy, organized crimes, and cyber-crime, among others, maintain criminal records, and conduct forensic analysis, and execute the directions given to the inspector general by the director of public prosecutions according to article 157(4) of the constitution.

The Kenyan government has initiated strategic changes in the police service dubbed the national police service reforms, which include changes in policy framework and reorganization, provision of good and affordable houses for police officers, and interlinking of the police service and officers with communities and neighborhoods. The key components of the current reforms are:

- Reorganized national police service,
- Harmonized command structure,
- New uniforms for general duty police,
- Strengthened formed police units,
- New policy on house allowance for officers of all ranks, and
- Integration of police officers with communities and neighborhoods

The directorate of criminal investigation in these reforms will remain, but some designations and positions have been abolished. In particular, the positions of DCI Regional Commander, DCI County Commander, and DCI sub-county Commander have been abolished. The officers who initially used to work in the DCI will continue doing so but under the immediate supervision of Regional Police Commander, County police commander, Sub-county police commander, or Officer in charge Police Station who will be the ward commander in charge of a police station and its posts and patrol bases. There will be no distinction between the regular police and the administration police. In addition, DCI used to source its officers from the regular police, but with the new reforms, officers from Administration police may be seconded to serve at the DCI. The reforms are to be implemented immediately.

1.1. Statement of the Problem

Adjustments in organizations today have become a common issue that requires proper handling and running if the organization remains in existence (Beer & Nohria, 2000). Adaptations to environmental forces, both internal and external, as well as local and international, influence the processes, outputs, and overall performance of an organization (Nadler, 2006). The apex of the change management practices has culminated in awareness of environmental forces that are demanding, ever-changing, non-forecastable, and often detrimental for firms that are unwilling to react to change (Burnes, 2000). The practice of change management involves assessing all aspects of an organization and putting up measures directed at rescuing the firms' financial and operational endeavors (Bainbridge, 1996).

According to KHRC (2006), the desire for changes in the police service became popular in the early 2000s when activist groups, including civil and human rights activists, the general public, and the international community became concerned with the inhuman manner in which the police officers were handling the citizens. After the new constitution was promulgated, the Administration police and the Kenya police were brought together. The government initiated an aggressive process of changing the two departments, including redesigning their roles and activities.

Auerbach (2003) says that, like all organizations, police institutions should come up with new methods of operation to carry out their duties relevantly in today's world. Similar to many reform programs in the government sector, changes require the government to redesign its public institutions to enhance the delivery of services to the citizens. According to Kiraithe (2011), the Kenya police department is perceived to be generally anti-change, and it holds onto old-age organizational cultures which hinder successful change initiatives within the service. Some of the recognized factors included old technological gears, rigid governance structures, poor leadership, outdated ways of doing things, work allocation strategy, poor communication on change management, and a rigid organizational structure.

In his study on the management of strategic change in Kenya's police, Kiraithe (2011) postulated that despite a few weaknesses in the planning stage, the main challenge came in the implementation stage. Major weaknesses were noted in communication, mobilizing for change, and stakeholder management. He recommended that for successful management of change in general and strategic change in particular, Kenya Police needs to embark on a deliberate process to acquire or build capacity for change management. The study recommended further research to establish what competencies are required for the successful application of management of change in the police service. The researcher aimed to analyze the degree to which the already identified factors hinder the performance of police institutions. In particular, it sought to analyze how resource allocation affects the performance of criminal investigations in Kenya.

1.2. Research Question

How does resource allocation as a strategic change management practice affect performance in the directorate of criminal investigation in Kenya?

2. Literature Review

2.1. Theoretical Review

The study was guided by two theories:

- The resource-based theory, and
- Kanter Theory of Change Management

2.1.1. Resource-Based Theory

The resource-based theory explains how to create and achieve a competitive advantage. It was developed in the late 1980s and early 1990s as a result of studies conducted by several scholars, including:

- Wernerfelt (1995), who published *The Resource-Based View of the firm*,
- Prahalad and Hamel (1990), whose major works are on *The Core Competence of the Corporation*,
- Barney (2001), who wrote on *Firm Resources and Sustained Competitive Advantage*, and many others

According to Lynch (2009), Resource Based View (RBV) advocates that the institution's critical source of significant competitive advantage comes from the organization's historically developed resources rather than the environment in which it operates. The effective deployment, mutual interaction, leverages & use of the organization's bundle of valuable heterogeneous resources enables an organization to outperform its competitors.

The RBV approach is essential for strategic management decision-making. It mainly cites strategic capabilities as the foundation for the firm's superiority instead of seeking to ensure a whole inclusive environmental fit. Resources are the predetermined human, organizational and physical assets required to implement value-creating strategies. Capabilities issue a team of resources with the capacity to execute a task (Grant, 1991). Ideally, an organization's capabilities comprise groups of accumulated skills and knowledge that are actualized through the firm's way of doing things that enable it to utilize its assets and coordinate its activities (Day, 1994). Collis (1994) argues that those skills and knowledge are unsafe when other firms decide to compete on their basis, for instance, through substitution and erosion. Intangible assets are key to the RBV perspective to articulating competitive advantages as they cannot easily be imitated or acquired. Such assets that cannot be touched include skills, ways of doing things, networks, and growth (Hall, 1992). This theory's contribution to this study is that it aids firms in developing unique services that earn the firm more revenues, thus leading to organizational growth.

2.1.2. Kanter's Theory

Kanter published his theory in 1983. He postulated that the way an organization operates is a function of how employees derive their mental frameworks and how they behave. According to Kanter (1983), the change management models are targeted at the senior management in an organization. Moreover, both academicians and practitioners can develop these models (Carrol & Hatakenaka, 2001). The practitioner models are designed in such a way as to rely on illustrative opinions and anecdotes, thus making solid and well-informed recommendations to managers.

In addition to that, these models also provide detailed instructions concerning ways in which organizational change may be initiated. Carrol and Hatakenaka (2001) hold the opinion that transformational change has the capability of contributing to employee resistance. In fact, some employees showed a great reluctance to embrace change and thus tended to maintain the status quo regarding behavior patterns. Moreover, some proposed changes failed to challenge current work habits and organizational cultures, such as processes and employee relationships.

Kanter's theory fits into this study since it is recognized that change in some organizations faces complex ramifications of a different order when compared to other organizations, especially those adopting a hierarchical structure. In fact, there is a likelihood that success will depend on sensitivity to different perspectives, implementation quality, and the level of support obtained from influential organization members alongside principle that is sound and influences change (Weimer & Vining, 2006). This implies that positive and transformative change provides an essential impact that is evidenced in the state-owned firms and the civil service.

2.2. *Effect of Resources Allocation on Performance at Criminal Investigation in Kenya*

Gitau, Abayo, and Kibuine (2020) conducted a study on the influence of organizational resource allocation and strategy communication on the organizational performance of selected supermarkets in Nairobi County. The study adopted a descriptive research design, and it targeted 27 supermarkets operating in Nairobi County and its management staff, which included the operations and human resource managers. The target respondents were 54, two from each of the supermarkets. The researcher collected information using structured questionnaires. The study established that monitoring and control of strategies had the largest effect on organizational performance, followed by strategy communication, organizational resource allocation, and, lastly, senior management support. This study concluded that strategy implementation had a positive and significant effect on organizational performance. However, the study was conducted in selected supermarkets in Nairobi County, while the current study was conducted in the directorate of criminal investigation, Nakuru County.

Sadiq (2019) conducted a study on the effect of resource allocation strategy on the performance of water services boards in Kenya. The researcher used a stratified random sampling technique to select a sample size of 150 employees from the population of the employees of water services boards. Primary data was collected using semi-structured questionnaires. The questionnaires were administered with the help of research assistants in each and every department. Factor analysis was done to establish the appropriateness of the questionnaire constructs. Both descriptive and inferential

statistics were used. The study findings indicated that strategic staff development, strategic financial resources, strategic infrastructural development, and strategic technological deployment positively influenced the performance of water Services Boards. Nonetheless, the study used a stratified random sampling technique to select a sample size of 150 employees from the water services boards. In contrast, the current study used a census technique to select a sample of 137 respondents from the directorate of criminal investigation, Nakuru County.

Mulandi and Kabui (2022) studied the effect of resource allocation on service delivery by waterworks development agencies in Kenya. A census of all the agencies in Kenya was done, while a sample of 80 employees across these agencies responded to the questionnaire. Primary data were collected through questionnaires; data were cleaned up and coded into the Statistical Package for Social Sciences. Descriptive statistics measures of central tendency were used to analyze and interpret the data, while skewness and kurtosis were used to confirm the normal distribution of data. Results from the evaluation revealed that resource allocation had a significant effect on service delivery. According to the findings, the dependent variable and resource allocation had a strong positive and significant association (service delivery). As a result, this study established that resource allocation influenced the delivery of services by Kenya's waterworks development agencies positively and significantly. Nonetheless, the study focused on the waterworks development agencies in Kenya, while the current study will be conducted in directorate of criminal investigation, Nakuru County.

Wanjiku and Anyieni (2022) conducted a study on the effects of resource allocation on the performance of Nyandarua County Assembly. The study was anchored on resource-based view theory and applied the descriptive research design. Data were collected from the management team and members of the Nyandarua county assembly and thereafter entered into SPSS for analysis. The study findings revealed that the e-performance of the Nyandarua county assembly was associated with resource allocation. The Pearson correlation analysis results indicate that resource allocation had a positive and strong effect on performance.

Lemarlani, Ochieng, and Mwaura (2017) studied the effects of resource allocation on strategy implementation at Kenya police service in Nairobi County. A descriptive research design was used for the study. The study used a stratified sampling technique to select a sample of forty-nine police officers of the rank. Primary data were collected by the use of questionnaires. Findings indicate that there exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation, followed by financial resource and strategy implementation. Technological and human resources also registered strong and positive correlations. However, the study used a stratified sampling technique to select a sample of forty-nine police officers of the rank, while the current study will use a census technique to select a sample of 137 respondents from the directorate of criminal investigation, Nakuru County.

Kavindu and Kimencu (2020) studied the effects of resource allocation in strategy implementation and performance of Nairobi city-county government in Kenya. The study used an explanatory research design. The units of observation were 161 staff working in 10 departments in Nairobi City Government. Slovin's Formula was used to estimate the sample size, and stratified random sampling was used to select 114 participants from the entire population. The research used both primary and secondary data. Secondary data was obtained from the annual reports (commission on revenue allocation annual report and county public service board annual report) of Nairobi City Government, while semi-structured questionnaires were employed to collect primary data. Quantitative data was generated from closed-ended questions, while qualitative data was generated from open-ended questions. The study revealed that resource allocation has a positive and significant influence on the performance of the county governments. However, the study used an explanatory research design, Slovin's Formula was used to estimate the sample size, and stratified random sampling was used to select 114 participants from the entire population as opposed to the current study, which used a descriptive research design and adopted a census technique to incorporate all the 137 employees from the criminal investigation, Nakuru, County.

2.3. Research Gap Summary of Reviewed Literature

Sadiq (2019) conducted a study on the effect of resource allocation strategy on the performance of water services boards in Kenya. Nonetheless, the study used a stratified random sampling technique to select a sample size of 150 employees from the water services boards, while the current study used a census technique to select a sample of 137 respondents from the directorate of criminal investigation, Nakuru County. Mulandi and Kabui (2022) studied the effect of resource allocation on service delivery by waterworks development agencies in Kenya. Nonetheless, the study focused on the waterworks development agencies in Kenya, while the current study will be conducted in directorate of criminal investigation, Nakuru County.

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2.4. Conceptual Framework

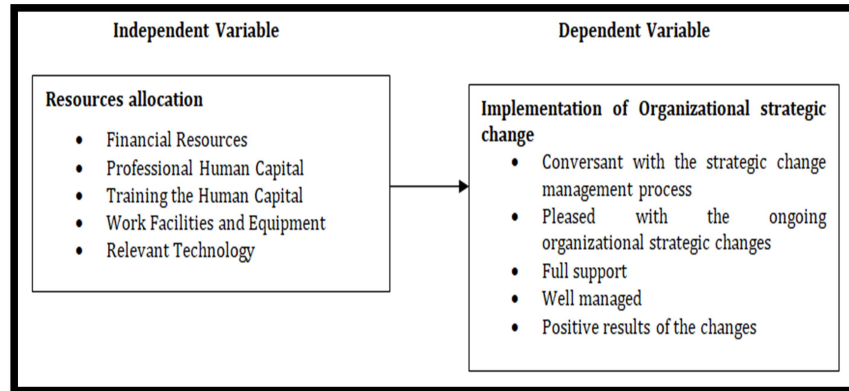


Figure 1: Conceptual Framework

3. Research Methodology

The descriptive research design was employed as it was suitable for collecting data on the effects of resource allocation on performance in the criminal investigation in Kenya. The study targeted 137 employees in the directorate of criminal investigation in Nakuru County. The employees were drawn from eight police divisions: Nakuru division, Naivasha division, Molo division, Njoro division, Gilgil division, Kuresoi division, Bahati division, and Rongai division. Considering that the target population was manageable census technique was used to incorporate all the 137 targeted participants. The researcher personally delivered the research questionnaires to the respondents. The pre-test was carried out in Kericho County, where fourteen questionnaires were distributed to directorate of criminal investigation employees. To determine the instruments' internal consistency, Cronbach's coefficient Alpha was utilized. The information gathered in this study was quantitative in nature. Following data collection, data cleaning was performed. The data was then coded and entered into the SPSS software application. To describe the characteristics of study variables, descriptive statistics (standard deviation and mean) were computed.

4. Findings

4.1. Response Rate

The chapter focuses on data analysis, results in presentation, and discussion of the findings. The study thus administered 137 questionnaires for data collection. However, 108 questionnaires represented 79 percent overall successful response rates. Respondents were also assured of the confidentiality of the information provided.

4.2. Education Level

Information regarding the respondent's education level was sought, and the findings are displayed below.

Education	Frequency	Percentage
O' Level	62	57
A Level	19	18
Graduate	18	17
Others	9	8
Total	108	100

Table 1: Education Level
Source: Research Data (2022)

The data indicates that the majority of the respondents (57%) had an education level at o-level. Eighteen percent had an A-level grade which indicates that this was the aged population, part of 38% as indicated above, in the institute. From the analysis, seventeen percent of the respondents were graduates. This indicates that a quarter of the employees in the directorate of criminal investigation, Nakuru county, were graduates.

4.3. Organization Culture on Organization Performance

Organization Culture	5	4	3	2	1	N	Mean	Std
DCI has enough financial resources to implement organizational strategic changes	60	36	1	3	0	108	4.22	0.453
There is enough professional human capital at DCI to support the implementation of strategic change	54	42	3	1	0	108	4.46	0.321
There is a need to train the human capital at DCI on the implantation of organizational strategic change management issues.	47	49	4	0	0	108	4.20	0.432
Work facilities and equipment are necessary for implementing organizational strategic change at DCI	55	39	6	0	0	108	4.02	0.521
Technology is a key support in the implementation of organizational strategic change at DCI	48	47	3	2	0	108	4.26	0.231

*Table 2: Organization Culture on Organization Performance
Source: Research Data (2022)*

According to the findings in table 2, the majority of participants (mean=4.22; standard deviation=0.453) agreed that DCI has enough financial resources to implement organizational strategic changes. Furthermore, the majority (std dev= 0.321 mean=4.46) believe that there is enough professional human capital at DCI to support the implementation of strategic change. Furthermore, it was agreed with a (mean= 4.20; standard deviation=0.432) that there is a need to train the human capital at DCI on the implantation of organizational strategic change management issues. Based on the results, most respondents (mean=4.02; standard deviation=0.521) agreed that work facilities and equipment are necessary to implement organizational strategic change at DCI. Based on the results, the majority (mean=4.26; standard deviation=0.231) agreed that technology is a key support in the implementation of organizational strategic change at DCI.

Resource allocation is believed to affect how a firm will invest and even take advantage of the arising opportunities; hence an organization must aim at effectively allocating its resources in a cost-efficient and differentiated manner from its competitors for increased performance and competitive advantage (Emma, 2015). McConnell, Brue, and Flynn (2017) indicate that resources are sources or supplies from which benefits are produced. Resources are materials, money, staff, and other assets necessary for the effective operation of an organization.

4.4. Performance of Directorate of Criminal Investigations

The researcher sought to establish the state department of the directorate of criminal investigations in Nakuru County. Table 3 displays the findings.

Performance of DCI	5	4	3	2	1	N	Mean	Std
Employees are satisfied with the working conditions	40	54	3	3	0	108	4.177	0.912
The institutions can timely deliver criminal and investigation services	46	47	5	2	0	108	3.984	1.032
The directorate of criminal and investigation officers reports are available on time	41	51	7	1	0	108	4.145	0.921
The courts are satisfied by the quality of directorate of criminal and investigation reports	46	46	6	2	0	108	4.563	0.608

Table 3: Performance of Directorate of Criminal Investigations

Based on the findings in table 3, most participants agreed with a (mean=4.177; std dev= 0.912) that employees are satisfied by the working conditions. The findings further indicated that most respondents agreed with a (mean =3.984; std dev=1.032) that the institutions can timely deliver criminal and investigation services. The study findings are consistent with the findings of Bakotic and Babic (2013). They discovered that overall job satisfaction between employees working in normal working conditions and those in difficult working conditions did not have any statistically significant difference. Employees in normal working conditions are more satisfied with working conditions than those in difficult working conditions.

Furthermore, most of the respondents agreed with a (mean= 4.145; standard deviation=0.921) that the directorate of criminal and investigation officers reports are available on time. Furthermore, the majority agreed with a (std dev=0.608; mean=4.563) that the courts are satisfied by the quality of directorate of criminal and investigation reports.

4.5. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Resources Allocation	.233	.081	.245	2.877	.006

Table 4: Regression Coefficients

Dependent Variable: Performance of Criminal Investigation in Kenya.

The goal was to determine the effects of resource allocation on performance in criminal investigations in Kenya. According to the results, the p-value was 0.006, which is less than the 0.05 level of significance. Holding other independent variables constant, the findings showed that a 0.233 improvement in performance in the directorate of criminal investigation in Kenya would result from a unit increment in resource allocation. According to the findings, performance and, more particularly, employee performance is directly impacted by resource allocation. A healthy culture addresses these issues by striking the right balance based on the values of the resources.

$$Y = 2.026 + 0.233X_2 + \varepsilon$$

5. Conclusion and Recommendations

According to the study findings, the DCI has enough financial resources to implement organizational strategic changes. The study further revealed that there is enough professional human capital at DCI to support the implementation of strategic change. Moreover, the study revealed that there is a need to train the human capital at DCI on the implantation of organizational strategic change management issues. In addition, the study revealed that work facilities and equipment are necessary for implementing organizational strategic change at DCI. Further, the study revealed that technology is a key support in the implementation of organizational strategic change at DCI. From the findings, the study revealed that resource allocation is believed to affect how a firm will invest and even take advantage of the arising opportunities; hence an organization must aim at effectively allocating its resources in a cost-efficient and differentiated manner than its competitors for increased performance and competitive advantage. According to the results, the p-value was 0.006, which is less than the 0.05 level of significance. Holding other independent variables constant, the findings showed that a 0.233 improvement in performance in the directorate of criminal investigation in Kenya would result from a unit increment in resource allocation. According to the findings, performance and, more particularly, employee performance is directly impacted directly by resource allocation. A healthy culture addresses these issues by striking the right balance based on the values of the resources.

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