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STRATEGIC CHANGE MANAGEMENT PRACTICES AND ORGANISATIONAL PERFORMANCE OF THE COUNTY GOVERNMENT OF MARSABIT, KENYA

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Abstract: **The purpose of this study was to evaluate the effect of strategic change management on organisational performance Marsabit County Government. The study was be guided by the following specific objective; to examine the effect of resource allocation on organizational performance in county government of Marsabit. The study employed the following theories applicable to the study; Kurt Lewin's Three Step Planned Change Model, Dennison Culture Profile Theory, Kanter Theory of Change Management. This study adopted descriptive research design. The target population of the study was be 100 from the County government of Marsabit with a sample size of 70 respondents which is 70% of the target population. Data collection instrument were structured questionnaires. The study used primary and secondary data. Primary data was collected using interviewer administered questionnaires while secondary data was obtained from scholars published journals. This study adopted a multiple regression analysis to the test the significance levels of one variable over another. Analysis of variance (ANOVA) was used. Data obtained were analysed using Statistical Package for Social Sciences (SPSS) version 25 program. The study concluded that strategic resource allocation had a significant effect on organizational performance in county government of Marsabit. The study recommended thatThe organization should allocate financial resources for strategic change management since the aggregate deployment of resources considered should be in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration. This study will be significant to the researchers, government bodies and to the strategic leaders.**

Keywords: **strategic change management, organisational performance, Statistical Package for Social Sciences (SPSS), strategic leaders.**

1. INTRODUCTION

The business environment of the twenty-first century is defined by fast change brought about by developments in the economic, political, social, and technological spheres. The ability of an organization to respond, function, and adapt to any strategy changes determines the company's viability. Whether it occurs on a personal level or within an organization, change is a necessary process. In a world of new technologies, shifting demographics, changing economies, fluctuating consumer preferences, reforming governments as well as dynamic competition organizations have no choice but to decide as to which direction to change (Payne, et al., (2022). Just as living things, organizational change is unconditional. An organization has to constantly align itself with the external environments through reacting to external event or through realigning the business in which it operates in (Delaby2021). When compared to 20 or 30 years ago, complexity, connectivity, interdependence, and speed have increased dramatically. This has resulted in a drastically different environment that calls for novel approaches to change (Worley &Mohrman, 2014). Change management (CM) is the study of how employees inside changing organizations survive as well as the theory and practice of reforming organizations to adapt and thrive in a dynamic

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environment (Payne et al., 2022). Kalshoven (2011) argues that we are in a world that changes constantly as are the organizations in which we work in. The society usually faces both planned and unprecedented environmental changes.

Change management is the course of consistently reinventing the association's direction, structure, and abilities to aid the changing requirements of external and insider clients and environment (Siddiqui (2017). It is the term used to allude to the change or progressing individuals, groups, organizations and projects go through one state onto the next (Lambertson, 2018). At the point when this term is applied to organizations, it might allude to a course of progressing the scope of the business so that it can meet changing requirements and targets (Belyh,2019).

Organizational change seeks better alternatives of utilizing the capabilities and resources so as to enhance the organization's ability of increasing productivity and improve stakeholder returns (Lambertson, 2018). Whether the intended change is from a less participative, corporate culture or along some other dimension, the process tends to follow a certain pattern (Gordon, 2011). Relevant theories advanced in support of this study are the Kurt Lewis's Three Step Planned Change Model as well as Kanter's Theory of Change Management. According to Kurt Lewin (2004), successful change process requires generation of motivation for change before real change can occur and this occurs through a series of steps. Kanter's theory postulates that the way an organization operates is a function of the way employees derive their attitudes and behaviours. According to Kanter (1983), the models of change management are targeted at the senior management in an organization.

Organizational change has been researched on broadly in literature (Dunphy and Stace, 1988; Burke and Litwin, 1992; Boonstra, 2004; Jashapara, 2004; de Mind and Meyer, 2010) as referred to in S. Karnouskos, (2017). There are a few sorts of progress, e.g., incremental change, where small adjustments are required, discontinuous change where a significant change is expected, anticipatory change where a change is started yet without a prompt need to answer, reactive change, which is an immediate reaction by an association to an adjustment of the environment, radical change when change affects the entire system of an association and redefines the essential system of an organisation including the procedure, structure, individuals, processes and core values. Incremental change will be change that happens constantly in associations, for example, changes in association structure, presentation of new innovation and critical adjustments of staff practices (Nagresh, et al, 2019).

Accordingly, to ACMP (2014), change progress must be continuously monitored, tracked, and measured. Proper measurement and monitoring are critical to keeping the change project on track (Munala, et al., 2023). The measurement system requires creating and establishing metrics, using milestones and tools for tracking change progress, assessing, and measuring change benefits and outcomes (Luecke R. 2003).Both reactive and proactive change are possible (Nagresh et al. 2019, 2019). Reactive change is defined as a change made in reaction to a significant internal operational or managerial issue or an external occurrence. Proactive change is when management anticipates the need for change to improve the company's position even while there are no serious concerns present (Aninkan, 2018).

Strategic change management is a dynamic, ongoing activity, according to Kathryn D. (2021). A successful and sustainable approach to change management has been linked in the literature to a number of outcomes including organizational excellence (Goetsch & Davis, 2014), sustainability (Zuber-skerritt & Louw, 2014), and competitive advantage (Ram, Wu &Tagg, 2014). This is because the field of change management has been actively working to understand the value of change. A focus on how the advantages of change management might be realized is necessary because poorly managed change can have a negative influence on an organization's success. According to Phillips, et al., (2023), strategic change management has recently been utilized by most organizations to attain a competitive edge in the constantly changing business environment. The main aspects that have contributed to this dynamism include the introduction of new strategy implementation mechanisms, adoption of new technologies by firms, increased need to resource mobilization and the increasing need for proper organizational leadership. All these have made it necessary for the county governments to adjust their operations in order to fit within the environment.

The Kenyan Constitution 2010 birthed the new devolved government which consists of the forty-seven County Governments together with the national government whose aim is to bring the government closer to the grassroots' level. The county governments strive to downstream resources to the most common citizen with an aim of promoting democratic and accountable exercise of power as well as ensuring local and national resources are shared equitably (African Development Bank Report, 2008). This could be attained through adoption of suitable strategic change management practices.As per Lambertson (2018), the process of change management is extremely important since it is a structured

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process designed to facilitate the transitioning of people, groups as well as an organization's present circumstance to a better and improved state.This mechanism involves the organization defining new values and behaviours, roles and positions among its workers so as to prepare them for the new changes and to cement goal congruence and a common vision between an organization and its customers (Khaw *et al.*2022). The process of re-organizing the business and marketing plan framework of an organization so as to meet the organization's objectives is called strategic change. This change may include altering the organization's policies, mission and vision, target market or even in some cases, the structure of the organization. The problem or situation that different organizations continue to face at the moment, informs the type of change that should be instituted (Kanter, 2012).

Burnes, (2004) holds the opinion that change should be seen as a one-off event, something that falls outside the normal running of the organization and ultimately, a thing that should be tackled on an issue-by-issue basis. Nyelisani, et al., (2019), claims that, organizational change can be seen as a one-off event to the organization management thus can be tackled systematically every occasion it arises. Further to this, Whipp (2007) and Pettigrew agree that such a change is not only just reformative; it is also an interactive and cumulative process.The likelihood for success in organizational and strategic change management practices is influenced by the structure of the organization and culture, especially if the culture is well aligned with the mission and vision of the organization (Schein, 2009). Though culture is resistant to change, it also makes it possible for an organization to embrace change regardless of how fast a product needs to be developed or whether there is an organized reduction in costs. Otherwise, when companies incorporate the ideas and energy aimed as organizational change, then as long as the changes structures are culturally aligned, then the initiatives become more sustainable. Experienced managers responsible for facilitating the change process are often aware of how to manage the change and the best practices of the organizations, and therefore, they do their best to maximize the company's existing culture.

Strategic change management occurrence in an organisation is a precursor of different factors. The dynamic and competitive nature of the business environment demands that the business strategic change management practices needed for attainment of competitive advantage. The firms‟ orientation towards the adoption of strategic change management practices is greatly influenced by factors such as implementation of strategy, leadership and governance as well as resource allocation (Asikhia, et al., 2021).

Hellriegel and Slocum (1974), argue that management of Change requires embracement from leaders as well as staff who are compassionate. Keeping in mind that change is inevitable, the management has to develop a change management plan that guides the workers on which path to take so as to reach to a permanent change.

Change is the act of becoming different or the effect of something being modified (Schnackenberg et al., 2019). To get out of our comfort zone, we have to accept that we will have to accept change (Sidikova, 2011). Armstrong (2019) defined business change as the redesign of company processes, the enhancement of its goods and/or services, and organizational changes to organizational structure and/or culture that are believed required for greater performance in the workplace.

Kazmi (2012) in his study on strategic change and firm performance observed that by vision, the change management ought to contain a clear and elaborate objective with which all the staff members would rejoice to defend and identify. An affirmative action of good leadership and management, there must prevail an outline of vision having desired state which will stand to be realized by the mutual collaboration of the employees and all the relevant stakeholders at large. Degnegaard (2010) in his study on organizational change process among manufacturing firms in the UK realized that organizational change can be seen as going from a status quo situation, through a transformation phase, into the new situation which is the desired situation which the architects behind the reform initiative have developed. The drastic change of the business environment requires transformation of mission, vision, core competence, core values, policy framework, management style, structures, management system, renewal mechanism and processes of the organization (Kalyani & Sahoo, 2011). According to a study done by Otley (2009), strategic change management involves utilization of systematic methods that make certain that organizational change that is planned is implemented while keeping operational costs at the minimum, and guided accordingly as planned and in an effective way and ultimately done within time constraints while achieving set objectives. Moreover, she argued that when the change processes are successful, they involve three vital stages; that is the preparation stage where the organization comes up with the needs that require changes. The second stage is the initial change which is also the moment that change is initiated while the third stage that is referred to as the firming or cementing stage involves ensuring that every employee or stakeholder embraces the change process and hence overcoming resistance.

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Over the past years, governments have been known to centralize power. However, a growing number of countries both in the developed and lately developing world have in the last three decades been keen on decentralizing the administrative, political and fiscal functions of the central government to sub national governments and other agencies so as to improve service delivery (Calamai, 2009). These countries include the United Kingdom, the United States, India, the former USSR, Italy, Spain and Australia. Some African countries such as Nigeria and Kenya have also entrenched devolution in their governance structures. In many cases, the quest for devolution has been driven by the need to bring government services close to the people in response to the growing pressure on reforms in the public sector and the desire for more inputs and representation in public affairs‟ management by citizens and equitable distribution of economic and political resources (Cheema &Rondinelli, 2007). Consequently, the global arena is full of illustrations of successful and not so successful experiments in decentralization. It is worth observing from the above illustrations that there are various forms of decentralization. Most importantly, it should be understood that the differences among decentralization frameworks of public functions are not clear cut and as such provide breeding grounds for such issues as role conflict which slow down the devolution process (Davies, 2012). Instead, the frameworks constitute of continuum-ranging from a centralized framework to a federal system. The county governments came up with a county integrated development plan (CIDP) given a five-year term 2013-2017. It is in line with the Kenya vision 2030 which is the blueprint of development in the nation as from 2008-2030. It seeks to transfer the country into a newly industrialized middle-income economy that provides a high quality of life to its citizens by 2030‟. The vision was embraced after the economic recovery strategy for wealth (ERS) was successfully implemented that helped the country to experience a new gross domestic product (GDP) of 6.1% in 2006 up from a low of 0.6% in 2002. It is based on three pillars.

Public institutions have frequently and continuously been forced to adapt in order to provide their constituents with better and more efficient services. According to the World Bank (2012), Kenya's new constitution calls for extensive reforms that include the transformation of the Kenyan state through the creation of new institutions that are transparent and accountable as well as inclusive approaches to governing. Counties in Kenya undertake their operations using very limited resources which have resulted to a lack of equipment, inadequate logistical capacity and weak operational preparedness (Board of Governors Conference, 2016). A study by Denrell (2004) on resources and returns examines the importance of analyzing companies from resource side as opposed to the product side. According to Denrell, resources for example technology, brand names, trade contacts, skilled personnel, machinery, efficient procedures as well as capital form the basis for attainment and sustainability of change initiative that is strong as well as great firm performance.

According to ROK, (2015) the inauguration of the constitution of Kenya, 2010 saw gargantuan changes and transformation not only in the governance structure and system but also in the life of the Kenya citizens. Mwakamba & Theuri, (2016) states that this has fundamentally transitioned institutions largely nationalized into devolved units offering services and goods much closer to the people. It meant that administrative units, economic and social services was devolved closer to the people. This transition brought in both fortunes and challenges in equal measure (UNDP, 2015), with challenges stemming unknown and uncharted environs of the new norm. Even though the new system premised on efficiency, responsiveness, accountability and democracy, little in these areas have been achieved (Ngigi & Busolo, 2019). Instead, the intra-governmental changes have been very slow, scattered and poorly planned (Ngigi, et al., 2019), weak leadership and insufficient utilization of strategic change management principles. This has resulted in cost inefficiencies, loses of funds, defunct projects and corruption (Ndalila, 2016). This mismatch between the expectation of the devolved system and the observed trends has been pinned on strategic change management (Kitsios&Kamariotou, 2017).

Kakucha, Simba and Anwar (2018) concentrated on the effects of authoritative design on essential change the board in Mombasa Region Government. A spellbinding cross-sectional overview configuration utilizing subjective and quantitative methodologies was used. Their review understood that a positive and critical affiliation existed between hierarchical design and key change the board. The review suggested that the district legislatures ought to zero in on hierarchical design since it adds undeniably towards a change the board cycle. Chepkemoi and Moronge (2015) in the study on organizational change management in the public sector in Kenya, argue that in change management one needs to understand major change components such as: what is changing, reasons for the change, those influenced by the change and the change management process. In addition, when the components of shared vision, skills, leadership, resources, incentives are strategy are collectively inherent, there is high possibility of change occurring (Rajapakse, 2015).

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In a review directed by Obonyo and Kerongo (2015) on factors impacting vital change the executives and the presentation of Kenyan Business Banks, the association culture is significantly connected with its administration style, which obviously waspeople focused. A similar assessment figured out that relational expertise with regards to the course of direction and individuals drew in, worked out for vital change the board execution.

In his research within the sugar belt regions, Nafula (2005) noted that proper communication is a necessity that acts in favour of the wider organizational goals, strategic change management inclusive. Therefore, any form of communication done within the required time lime and regularly actually turned the results of the sugar manufacturing companies back to the profitability trends. He further noted that the influence of proper customer service in the supply chain management was one area that customers liked and always failed victims of loyalty regarding the consumption of goods offered by those firms. Ichangi (2011) in his detailed strategic management documentation revealed that the central level management as well as the bottom one is charged with the organization responsibility of originating, defending and ensuring that every organizational member follows the development plans so as to accomplish the entire change management strategy in a gradual and seamless manner. Members in any organization are guided by organizational plans which act as a unifying factor and a bridge to the realization of the implemented strategic change management.

Kamau E. H. (2018) concentrated on impacts of Key Change management practices on Execution in the Telecom Business in Kenya: Instance of Telkom Kenya Restricted and presumed that Telkom Kenya Restricted has been applying key change management practices in its tasks. The essential change management practices took on by Telkom Kenya Restricted included; modern scientific technology, strategic alliances, learning culture and product /service re-engineering. Concerning the impact of strategic change management practices on execution, the research reasons that strategic change management has to a serious degree further developed return on initial capital investment and income of the organization and on normal better by and large benefit and deals excess and benefit figure of the organization.

Strategic change management is one of important areas in strategic management practices. For any firm's success there must be strategic change management applicable. Obudo & Wario, (2015) states that change is an inevitable continuous process which establishes long-term direction as well as performance of organizations for ensuring careful formulation, effective implementation as well as continuous evaluation of strategy in progress. However, evidence suggests that a high proportion of strategic change initiatives fail causing significant resources impact where it is estimated that 15% of every dollar spent on strategic change initiatives is lost (Hughes, 2011; Kuipers, Kickert, & Higgs,2013; Cabrey, Haughey, & Cooke-Davies, 2014). For successful implementation of organizational change to occur it calls for simultaneous changes in multiple organizational dimensions (By & Macleod, 2012). Public organizations have ceaselessly and over and again been faced with the need to change to deliver more productive and better services to their residents. Kenyan 2010 Constitution envisages far- reaching changes encompassing transformation of the country through new institutions that are responsible and transparent, inclusive ways to deal with government as well as a serious focus on equitable service delivery to all residents (World Bank, 2012). The national government requires county governments to rethink on how they embrace their businesses, do an appraisal on the results of copying services and take on ideal techniques that outcome in expanded results (GoK, 2003; Obongo, 2009). County governments in Kenya work in high turbulence and need to situate themselves in an essential way to adjust to the continually changing tasks in their public service delivery to the residents. Numerous studies on corporate strategy have reported a correlation between strategic change management and performance in many commercial and non-profit organizations (Baini&Mwasiaji, 2018; Walter & Vincent. 2018). Poorly formulated strategy and improper implementation practices have been identified as the primary causes of dismal performances in many organizations (Riany, Were and Kihara, 2018). In Kenya, some firms continue to perform below stakeholder expectations. According to Walter and Vincent (2018), many of these firms have for quite some time either continuously reported poor performance, for instance Kenya Airways, Pan Paper Company and Mumias Sugar Company, while other including Uchumi Supermarkets collapsed and closed its operations (Riany, 2021). Even state-owned Institutions of higher learning that deals with knowledge creation and dissemination have reported financial distress and delays in implementing various development projects provided for within their respective strategic plans (Njue & Ongoto, 2018; Mathooko and Ogutu, 2014).

The challenge of managing behavioural and systemic change has been a significant issue in the Kenyan county governments. The devolved units have stayed important in guaranteeing unmatched productivity in help conveyance (Jelagat, 2013). Except if strategy is converted into measures that employees can understand then it will be difficult to accept its

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functionality. Mwakamba and Theuri (2016) in their research on the change management strategies in effective devolution in the county government of Taita Taveta established that directive strategy as a change management system impacted devolution while the educative methodology and the participative procedure were exceptionally powerful in the devolution cycle in the region. Subsequently the study sought to examine the effect of resource allocation on organizational performance in county government of Marsabit.

2. STRATEGIC RESOURCES ALLOCATION

Resource allocation is fundamental to strategic management (Maritan C. et al., 2017). A resource can be regarded as a means used by the organisation in supporting itself and acquiring wealth as represented by intangible and tangible assets (Ngui et al., 2019). According to Ainuddin (2007), it is defined as a source or supply where benefits are derived. The role of resources in strategy can be seen in the definition of strategy. Originally, the word strategy was derived from the Greek word strategos, meaning general; therefore, it can be described as an "art of the general (Steiner et al., 2012). Correspondingly, the determination of the main long-term aims and targets of the firm, with implementation of methods of activities and assigning of the critical resources to execute these aims, can be also considered as a definition of strategy (Sterling, 2013).

Resources in an Organization are assets that a firm has that can be drawn during the creation cycle. Resources in an Organization are assets critical investment for most organizations. Subsequently, associations strive to use them ideally for productivity and supportability. However, managers frequently center around keeping resources in an organization occupied with work and relegate errands disregarding representative abilities or interests. As indicated by PMI's (2017)., pulse survey, "43% of tasks spike the spending plan, and 49% can't stick to cutoff times." The research additionally uncovers that just 26% of associations use resource management for fruitful asset allocation."(PMI 2017). Asset portion is a fundamental stage in the resources in an organization are resource planning process, and an effective asset the board framework accomplishes something similar. This article will cover the idea, difficulties, significance, and effective asset distribution techniques. Akeyo(2016) asserts that supportive budgets and adequate resource allocation is considered a priority during the strategic plan implementation, the support given to project managers determines the success of working through others, projects should be implemented in line with organization's strategy and project managers should be well informed of the organization's strategy.

The demand for resources is likely to continue to grow in the coming decades. The aggregate deployment of resources must be considered in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration. Factors that affect and ultimately comprise a company's strategy stream continuously from these intended and emergent sources. Regardless of the source, however, they then must flow through a common filter the resource allocation process. This is because a company's actual strategy is manifest only through the stream of new products, processes, services and acquisitions to which resources are allocated. The resource allocation process acts like a filter that determines which intended and/or emergent initiatives get funding and pass through, and which proposals are denied resources (Sterling, 2013).

Thomas (2012) stated that there are two features of strategy: strategic position and structure plan. According to Katz, the strategic position is the real association or the real connection between the organization and its environment at an exact moment of time. Steiner, Miner and Gray (2012) added that obtaining resources earlier, specifically "tangible or intangible" assets that will situate the organization in a beneficial position in the future, is considered as a "strategic position". On the other hand, the structure plan is the proposed relation in the future, which includes a number of corporate goals as well as activities that are necessary to achieve these goals (Sterling, 2013). Katz expressed the notion that the group of people, at an exact moment of time, who enforce a collection of resources inside a competitive environment, can be called an "enterprise's strategic posture".

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Ganley (2010) states that resources make organizations to run effectively, 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 (2009) states that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources will include the human resources, time frame, remuneration, and finances in terms of sufficient funds. Resources have to be available for strategy implementation.

Steiner, Miner and Gray (2012) added that obtaining resources earlier, specifically "tangible or intangible" assets that will situate the organization in a beneficial position in the future, is considered as a "strategic position". On the other hand, the structure plan is the proposed relation in the future, which includes a number of corporate goals as well as activities that are necessary to achieve these goals (Sterling, 2013). Katz expressed the notion that the group of people, at an exact moment of time, who enforce a collection of resources inside a competitive environment, can be called an "enterprise's strategic posture". Many researchers have highlighted the importance of focusing on internal strengths and weaknesses as a source of competitive advantage, resulting in a better and more favourable situation. For instance, Barney (2006) reported that strategic alternatives must be driven from an analysis of the exclusive skills and capabilities of the firm rather than the firm's external environment; further "analysing a firm's skills and capabilities can be a source of more accurate expectations.

Othman & Arshad (2015) studied effect of organizational resources and constant advantage of cooperative organizations in Malaysia. The sample of this study consisted of 39 cooperative societies registered in Malaysia. The study used content analysis approach looking at the annual reports and business statements. Interpretation of data integrated descriptive statistics for endless and dependent variables. In the sample study, the results of regression analysis exhibited factors that influenced performance on total reserve, net profit with gross profit in turn to cooperatives. Result showed broad positive relationship for performance as measured by total reserve. The study found that organization's competitive edge derived from within. It noted that resources that were rare, valuable, organized and hard to substitute of an organization were its core source of advantage (Barney,1991). The import on how inimitable and diverse resources are compared to those of their rivals. To realize competitive edge, organizations have to cautiously evaluate inner strengths and weaknesses and be able to exploit these resources. A competitive edge can be like to use the organization's tangible resources like slack of organization in increasing inventions.

Hrebiniak (2011) identified how changes in the external environment can justify the resources and capabilities required as the steady base from which the firm can determine its identity. Hrebiniak (2011) also emphasized that a business should be described based on its capabilities to provide stronger strategy, rather being described according to the requirements it aims to satisfy. Therefore, it is important for strategists and executives to understand that investigating a firm's internal assets provides a more reasonable analysis for formulating strategies than concentrating on what the firm should do to meet demand (Lo´pez, 2005). The resource allocation process is a complex, diffused process that occurs at every level, every day, in all companies. For example, a saleswoman must decide which customer to call on today, and which customer she will not visit. When meeting with the customer, she must decide which products to emphasize in the conversation, and which to ignore. Every day that an engineer who is a member of multiple product development teams comes to work, he or she needs to decide which of those projects to work on that day, and which to put on the back burner. Senior managers regularly decide which projects or capital investments to fund, and which ones to kill. Each of these types of decisions, occurring at all levels of the organization every day, comprises its resource allocation process (Lo´pez, 2005).

Kenyan counties undertake their operations using very limited resources which have resulted to a lack of equipment, inadequate logistical capacity and weak operational preparedness (Board of Governors Conference, 2016). A study by Denrell (2004) on resources as well as returns examines the importance of analysing companies from resource side as opposed to the product side.

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According to Denrell, resources for example technology, brand names, trade contacts, skilled personnel, machinery, efficient procedures and capital form the basis for attainment and sustainability of change initiative that is strong and great firm performance. The resources of firms are assets, organizational processes, capabilities, information, attributes and knowledge managed by the firm which lets it come up and implement strategies which better its effectiveness as well as efficiency. Important characteristics of a resource are that it should have value, not easily substitutable, not easily imitated and rare. Organizations with poor resource endorsement usually face many challenges at the beginning of each change initiative. For easy management of the change process, organizations should commit a given amount of resources to support the initiative failure to which it will miserably fail (Sugarman 2010).

In Bartoli and Blatrix's opinion (2015), the definition of performance should be achieved through items such as evaluation, piloting, efficiency, effectiveness and quality. Performance shows how well an organization has utilized the resources at its disposal ingenerating wealth for the shareholders. According to Wheleen and Hunger (2001), firm performance is the final result of a firm operating within the specified period (Delaneyand Huselid, 1996). Organizational performance is measured using several variables including: quality of service delivered, quantity of output productivity, research and development, level of absenteeism and annual turnover (Hamon, 2003). Organization performance checks the efficiency of management in the utilization of resources entrusted to them by the shareholders in generating wealth within a given time period (Berger and Patti, 2002). It is measured by ratios at different points in time to establish how well the resources of the firm have been applied in generating wealth. Different ratios have been applied depending on the purpose of the measurement. According to Berger and Patti (2002), ratios indicate if the firm is utilizing the resources at its disposal in achieving the objective set by the owners of a business of making them wealthier. The ratios are used to standardize measurement so as to enable comparison across the industry, same firm over a period of years or other firms in other industries.

Many firms are struggling to implement their corporate strategy. Raps and Kauffman (2015) expounds that the problem is shown by the indecisive low-level performance which is approximately 10% to 30% of envisioned strategies. Additionally, Bititci et al. (2015) argued that as the strategy enters the execution stage, the majority of organizations suffer damage before understanding expected benefits. The difficulty of successful implementation calls for the managers to have patience, tenacity, and energy. Success in the implementation phase requires an integrative viewpoint (Raps and Kauffman, 2015). Scholars of strategic management continue to measure business performance using a wide variety of operationalizing schemes as part of their objective to develop performance connections of the strategic behavior of organizations (Mugambi and K'Obonyo, 2017).

Organizational performance is concerned about the general efficiency in an association as far as stock turnover, clients, benefit and piece of the pie. The idea of authoritative execution is center to organizations in light of the fact that the significant goal of organizations is to create gains. Iravo et. al., (2013) express that one of the significant inquiries in business has been the reason a few associations succeed and why others come up short and this has impacted a concentrate on the drivers of hierarchical execution. Fwaya (2006) sees execution as an equation for the evaluation of the working of an association under specific boundaries like efficiency, representative' resolve and viability. Nzuve and Nyaega (2012) thought that Presentation the executives and improvement is at the core of key administration on the grounds that a ton of vital reasoning is outfitted towards characterizing and estimating execution. Awino (2011) affirms that for an association to find success it needs to record significant yields and recognize execution drivers from the top to the lower part of the association. Odhiambo (2009) recognized three ways to deal with execution in an association which are the objective methodology, which expresses that an association seeks after positive recognizable objectives. This approach depicts execution concerning the fulfilment of these objectives. The subsequent methodology is the frameworks asset approach which characterizes execution as a connection between an association and its current circumstance. This idea characterizes execution as per an association's capacity to get the restricted and esteemed assets in the climate. The third methodology is the cycle point of view which characterizes execution concerning the way of behaving of the human asset of an association (Waiganjo et. al., 2012). Kiragu (2005) features execution as far as four points of view which are the monetary, client, inner cycles and creativity. The monetary point of view distinguishes the critical monetary drivers of improving execution which are net revenue, resource turnover, influence, income, and working capital (Odhuno and Wadongo, 2010).

According to Fwaya (2006), performance is a formula for evaluating how effectively, productively, and morally an organization is operating under specific conditions. Because much strategic thinking is focused on defining and measuring performance, Nzuve and Nyaega (2012) asserted that performance management and improvement is at the core of strategic management. According to Awino (2011), in order for a company to be successful, it must generate high returns and pinpoint performance drivers from top to bottom. Odhiambo (2009) states that the first methodology portrays execution in quite a while of the fulfilment of these objectives. The subsequent methodology is the frameworks asset approach which characterizes execution as a connection between an association and its current circumstance. This idea characterizes execution as per an association's capacity to get the restricted and esteemed assets in the climate. The third methodology is the cycle viewpoint which characterizes execution concerning the way of behaving of the human asset of an association (Waiganjo et. al., 2012).

According to Kiragu (2005) performance can be divided in terms of four perspectives which are the financial, customer, internal processes and innovativeness. The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital (Odhuno and Wadongo, 2010). The customer focus describes performance in terms of brand image, customer satisfaction, and customer retention and customer profitability. Internal processes involve the efficiency of all the systems in the organization while innovativeness is concerned with the ease with which a firm is able to adapt to changing conditions.

3. METHOD

This study adopted a descriptive research design. The target population for the study comprised of management and a supervisory cadre within county government of Marsabit, Kenya. Since the study population is small, the study worked with entire population which is census. Data collection instrument applied questionnaire. A structured questionnaire was administered to the respondents. Piloting was done to test the validity and reliability of data collection instrument. The data was reduced, organized, coded, edited, classified using a table and analyzed to bring out the meaning under each of the factors. The objective was to construct a systematic account of what has been recorded, and by so doing construct a theory around the problem statement. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analysed descriptively using IBM Statistical Package for Social Sciences (SSPS 23). Pearson correlation analysis was used to test the relationship between variables. ANOVA and multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1 Discussions

The specific objective of the study was to examine the effect of resource allocation on organizational performance in county government of Marsabit. The respondents were requested to indicate their level of agreement on various statements relating to the effect of resource allocation on organizational performance in county government of Marsabit. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in table 4.1.

From the results, the respondents agreed that the organization allocates financial resources for strategic change management. This is supported by a mean of 3.936 (std. dv = 0.708). In addition, as shown by a mean of 3.828 (std. dv = 0.925), the respondents agreed presence of well-trained human resource and adapted information technology in its day to day operation supports strategic change management. Further, the respondents agreed that monitoring and auditing all the resources allocated by the government and other donor agency enhances goal achievement. This is shown by a mean of 3.742 (std. dv = 0.821). The respondents also agreed that supportive budgets and adequate resource allocation is considered a priority to determines the success of strategic change management. This is shown by a mean of 3.738 (std. dv = 0.809). With a mean of 3.610 (std. dv = 0.981), the respondents agreed that the aggregate deployment of resources must be considered in light of the organization’s strategic goals, not just in relationship to new ideas or initiatives under consideration. The respondents also agreed that proper utilization of physical resources that are available enhances strategic change management with a mean of 3.211(std dv 0.893).

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Table 4.1: Resource Allocation on Organizational Performance

	Mean	Std. Deviation
The organization allocates financial resources for strategic change management	3.936	0.708
Presence of well-trained human resource and adapted information technology in its day to day operation supports strategic change management	3.828	0.925
Monitoring and auditing all the resources allocated by the government and other donor agency enhances goal achievement	3.742	0.821
Supportive budgets and adequate resource allocation is considered a priority to determines the success of strategic change management	3.738	0.809
The aggregate deployment of resources must be considered in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration	3.610	0.981
Proper utilization of physical resources that are available enhances strategic change management	3.211	0.893
Aggregate	**3.742**	**0.865**

4.2 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (organisation performance in the county government of Marsabit) and independent variables (resource allocation).

4.2.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (resource allocation) and the dependent variable (organisation performance in the county government of Marsabit) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak as shown table 4.2 below

Table 4.2: Correlation Coefficients

		organisational performance	Resource allocation
	Pearson Correlation	1	
Organisational performance	Sig. (2-tailed)		
	N	55	
	Pearson Correlation	.898**	1
Resource allocation	Sig. (2-tailed)	.000	
	N	55	55

Further, the results revealed that there is a very strong relationship between resource allocation and organizational performance in county government of Marsabit ($r = 0.898$, p value $=0.000$). The relationship was significant since the p value 0.000 was less than 0.05 (significant level).

4.2.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (resource allocation) and the dependent variable (organizational performance in county government of Marsabit).

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921	.848	.849	.10120

a. Predictors: (Constant), Resource Allocation

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The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.848. This implied that 84.8% of the variation in the dependent variable (organizational performance in county government of Marsabit) could be explained by independent variables (resource allocation).

4.2.3 ANOVA

Table 4.4: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	12.027	1	3.018	97.35	.000[b]
1	Residual	6.568	54	.031		
	Total	18.595	55			

a. Dependent Variable: Organizational Performance in County Government Of Marsabit

b. Predictors: (Constant), Resource Allocation

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 97.35 while the F critical was 2.412. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of resource allocation on the organizational performance in county government of Marsabit.

Table 4.5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	0.205	0.038		5.395	0.000
	Resource allocation	0.379	0.104	0.380	3.644	0.003

a Dependent Variable: Organisational Performance

The regression model was as follows:

$Y = 0.205 + 0.379X_3 + \varepsilon$

According to the results, resource allocation has significant effect on organizational performance in county government of Marsabit β1=0.379, p value= 0.003). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

The specific objective of the study was to examine the effect of resource allocation on organizational performance in county government of Marsabit. The findings revealed that the organization allocates financial resources for strategic change management. In addition, the findings implied that presence of well-trained human resource and adapted information technology in its day to day operation supports strategic change management and that monitoring and auditing all the resources allocated by the government and other donor agency enhances goal achievement. The findings also revealed that supportive budgets and adequate resource allocation is considered a priority to determines the success of strategic change management and that the aggregate deployment of resources must be considered in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration. The findings also revealed that proper utilization of physical resources that are available enhances strategic change management.

Based on the findings, the study concluded that resource allocation has significant effect on organizational performance in county government of Marsabit β1=0.379, p value= 0.003). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The study recommended that the county government of Marsabit should allocate financial resources for strategic change management since the aggregate deployment of resources considered should be in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration.

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