



## Role Played by Management in Resource Allocation and Strategy in the Public Sector- the Case of Malawi Police Service

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### ABSTRACT

The research focuses on the role of management in resource allocation and strategy. It was supported by four theories: Maslow hierarchy of needs, ERG theory, two factor theory and resource based theory. Pragmatism, inductive approach, descriptive research design, quantitative and qualitative methods were used. The results showed that there is no clear policy used by the Malawi Police Service when allocating resources. It is recommended that police officers should be allocated according to qualification, deserving younger officers should be allocated in strategic positions, anti-corruption policies should be established, anti-sexual favors should be established, and anti-nepotism policies should be established. The findings from the research will help the Malawi Police Service in resource allocation and strategy while achieving organizational goals.

**Key words :** Resource allocation, strategy, Malawi Police Service

### Introduction

Resource allocation is the process of managing and allocating assets to achieve organizational goals. It is divided into two categories: tangible and intangible resources. The Malawi Police Service which is mandated to enforce law and order so that the country is at peace and attract investors must allocate its resources strategically with the aim of curbing crime. Lehner (2004) stated that organizations are able to meet its objectives when they implement strategies successfully. However, in Malawi Police Services the resource allocation strategy has not been implemented evidenced by Police Nurse officers being conducting Patrols while Police Hospitals have shortage Nurses. Strategic management is the process of planning, monitoring, analyzing and assessment of all that are necessary for an organization to meet its goals and objectives. Strategic formulation is the process of deciding the necessary actions in ensuring that organizational objectives are achieved. Strategic formulation is the process of determining organization goals and developing strategies to achieve them.

Implementation is the process of mobilizing and motivating employees and managers to put formulated strategies into action. Strategic evaluation is the measure of the effectiveness of a given strategy in achieving its objectives. The objective of the study is to evaluate the role played by management in resource allocation so that the findings can help to address the problem of resource allocation.

### Literature review

Andrew (2016) found that Canadian Public Service had improved by strategically implementing its plans through strong leadership and clear communication. Klimenko and Kalgin (2018) observed that strategic management implementation helps an institution to cut down costs and enhance performance. Shah (2016) found that implementation of the strategy helps forms to be viable in the market. Khan (2017) found that strategy implementation is a challenging phase that requires more attention from the top managers and leaders of the firm. Adrian (2001) argued that resource allocation decisions in the public sector are made through a political process in which technical analysis is not the most important consideration. In Kenya, research has shown that adoption and organizational strategy implementation positively influence performance. Organizations need to apply relevant leadership skills to accomplish various organizational goals. In South Africa, a study by Nienaber (2015) found that there are still gaps in terms of performance despite numerous strategies. Atambo (2018) said that institutions must have strategic plan to improve service delivery. Gakobo (2017) stated that resource allocation affects strategic implementation.

### Research methodology

Research Methodology is the process of gathering data relevant to a study. It includes research philosophy, research approach, design, time frame, population, sample size, sampling techniques, procedures, instrumentation, and producers for data collection and data analysis. Research questions are the driving force of each philosophy, and pragmatism is adopted to test the relationship between rank, responsibility, and remuneration. Research approaches are deductive, induction, and abduction. Deductive and inductive research approaches are used to identify theories and prepositions.

Inductive research is concerned with collecting and developing theory as a result of research data analysis. The research used both Qualitative research

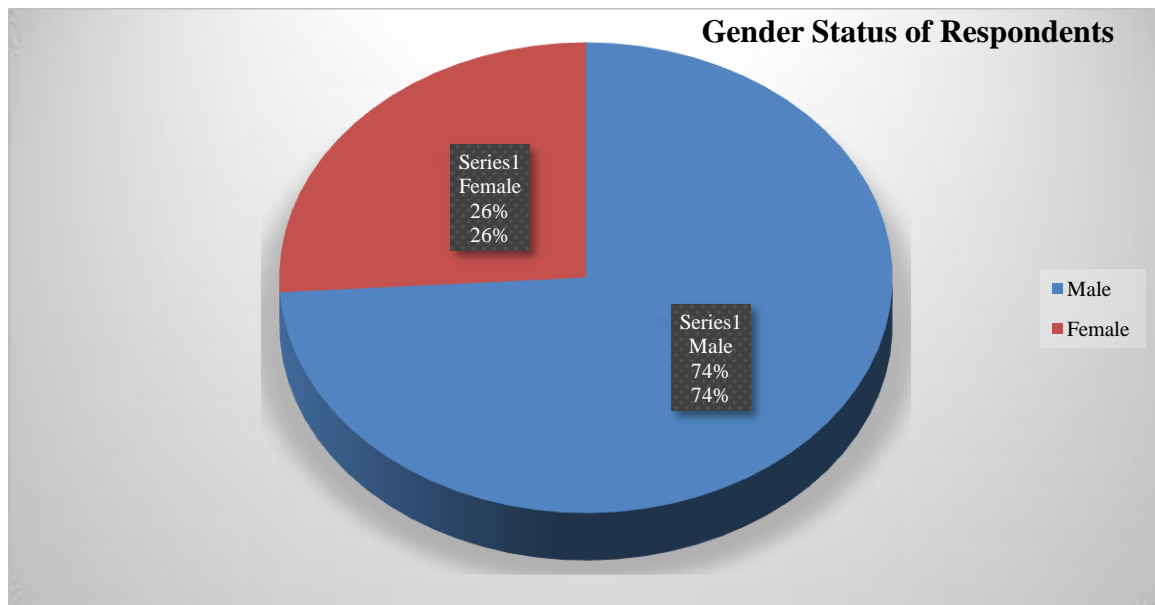
method which is used to gain an understanding of the underlying reasons, opinions and motivation and Quantitative research method which is used for data collection as it qualifies the problem under review. Research design and strategy is a plan which gives a strategy thoughtto the research. Primary data was collected using questionnaire while secondary data were collected using Police Magazine and Books.50 police officers were sampled randomly. The study was administered to both commissioned and non-commissioned officers.

**Research finding**

*Demographic information analysis.*

The demographic information of the respondents was based on gender, age, rank, marital status, Religion, years saved and academic qualification.

**Figure1. Gender Distribution**



37 were Males Police officers representing 74% while female officers were 13 representing 26%. The Government of Malawi should encourage recruitment of female Police officers so that the gender should balance.

**Table 2. Age Distribution**

10 representatives of officers aged 20-29, 20 representatives aged 30-39, 13 representatives aged 40-49 and 7 representatives aged 50-59.

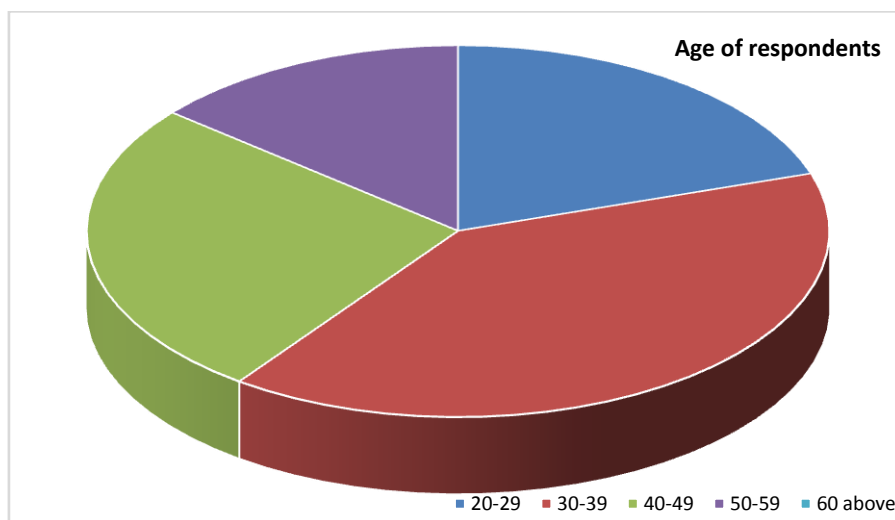


Figure above indicates that 10 respondents were in the range 20-29 representing 20%, the ages of 30-39 were 20 representing 40%, the ages of 40-49 representing 26% were 13 while the ages ranging from 50-59 were 7 representing 14% but there was no one above 60 years as officials were forced to retire as mandatory retirement age. It shows that the respondents were matured enough to establish the challenges faced by Police officers in resource allocation and strategy.

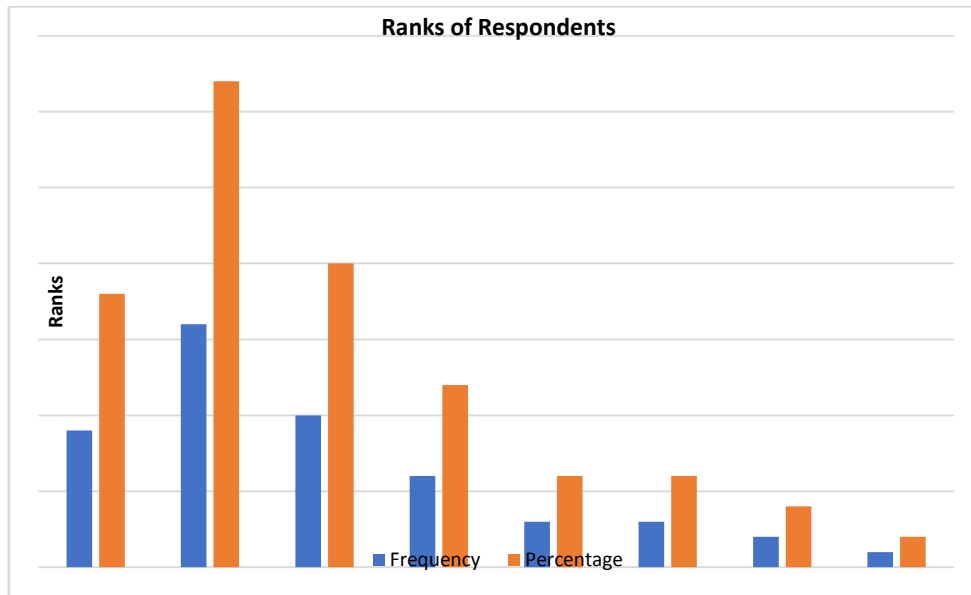
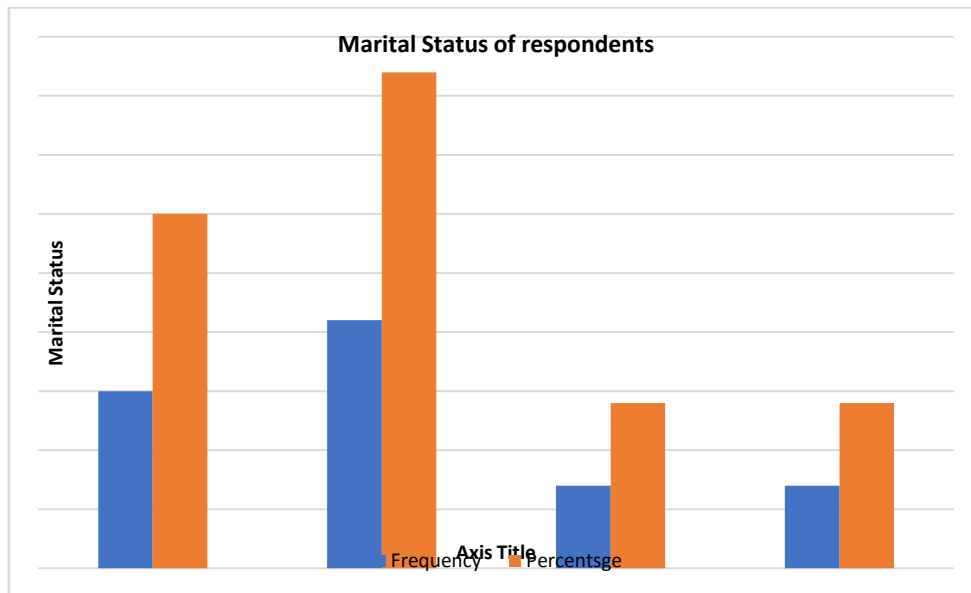


Figure3. Rank Distribution

9 were constables representing 18%, 16 were sergeants representing 32%, 10 sub inspectors representing 20%, 3 inspectors representing 6%, 3 were A/superintendent representing 6%, 2 Superintendent representing 4% while 1 Assistant Commissioner of Police. It shows that the research was dominated by non-commissioned officers who in most cases are not decision makers that they do not have an influence on how resources should be allocated strategically

Figure.4 Marital status distribution



From the table which shows that 15 Police officers who took part in the research were single representing 30%, 21 respondents were married representing 42%, 7 were divorced officers representing 14% while 7 were widowed representing 14% . This data show that spouses plays a big role in helping how to allocate resources be it financial resource or human resource as majority of the respondents were married officers.

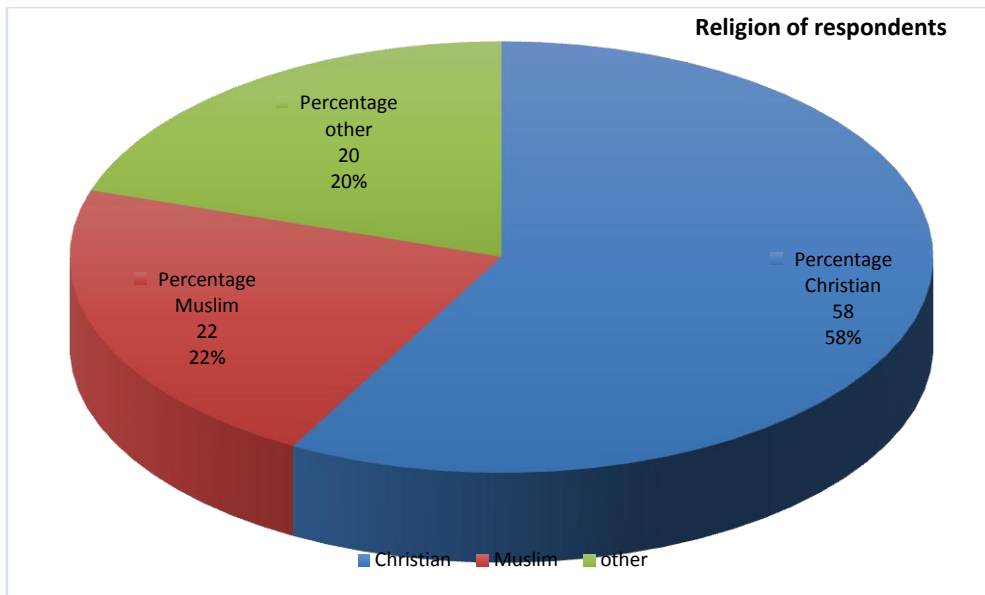


Figure5. Religion Distribution

Majority of respondents are Christians who were 29 representing 58% while Muslims were 11 representing 22% and 10 were from other religions like Rastfalism, Hindu representing 20% .

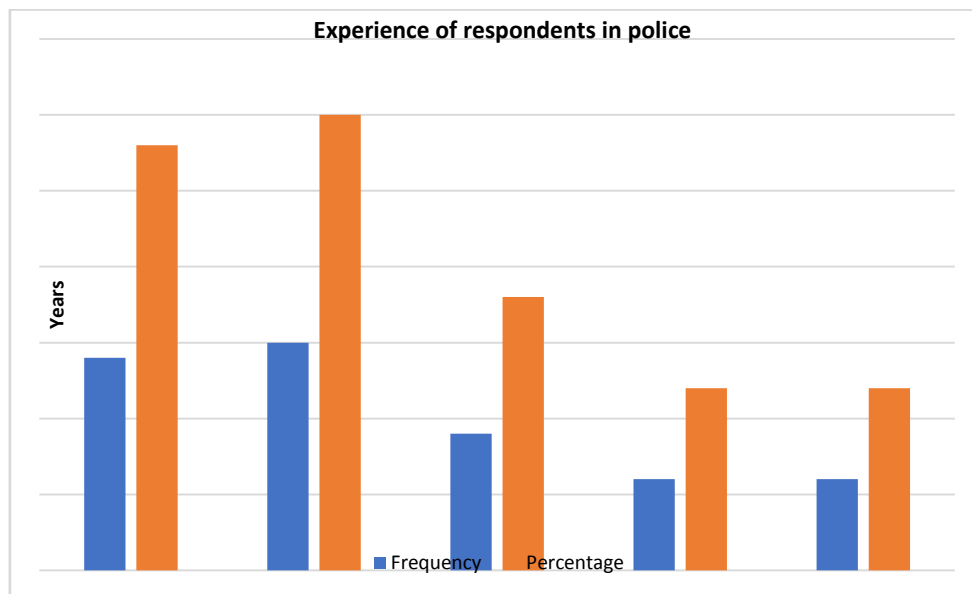


Figure6. Experience of respondents

It shows that 28% of the respondents representing 14 sample Police officers had worked for 5-10 years, 30% representing 15 respondents worked for 11-15 years, 18% representing 9 respondents worked for 16-20 years, 12% of the respondents representing 6 respondents worked for 21-25 and 12% representing 6 respondents had worked for 26 years and above. It reveals that the respondents were well experienced that whatever they said on resource allocation was out of experience.

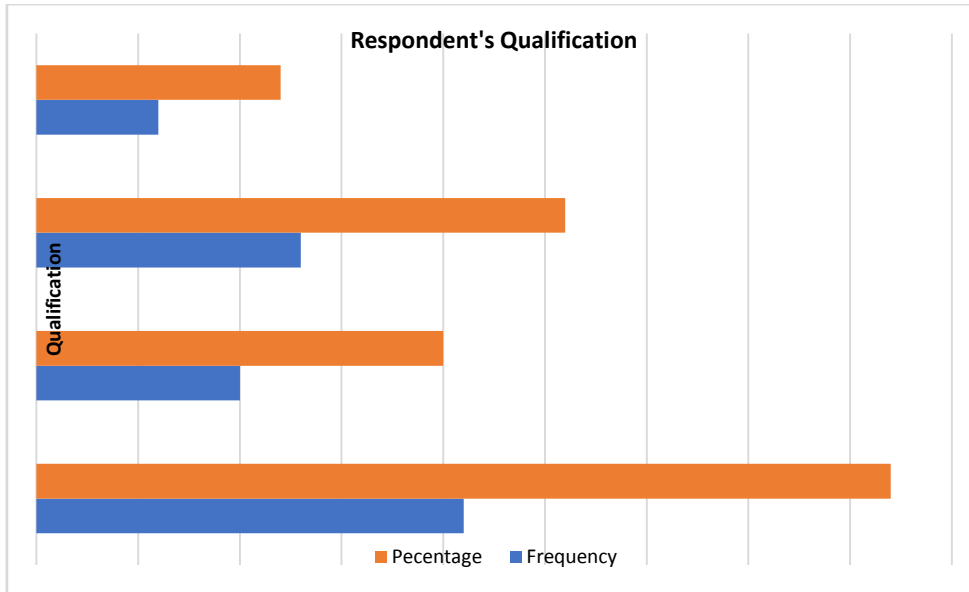


Figure7. Qualification Distribution

21 respondents representing 42% had Malawi School Certificate of Education which is an entry requirement when joining Malawi Police Service, 10 respondents representing 20% had Diplomas, 13 respondents representing 26% had Degrees while 6 respondents representing 12% had Master's Degree. The information reveals that the respondents could easily understand the challenges in resource allocation.

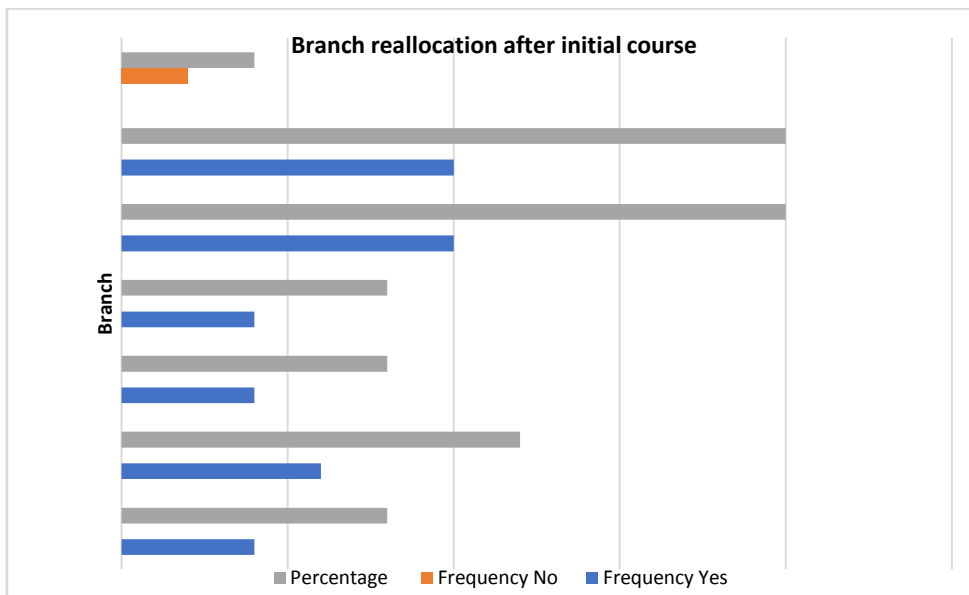


Figure8. Distribution of respondents according to a branch after initial training

Data from the graph shows that a large number of sampled officers were reallocated to different Branches after first allocation soon after completing the police initial training research was dominated by offices from investigation branch which is a mother branch, 14 respondents representing 28%, followed by criminal investigation branch and community Police having 10 respondents representing 20% respectively, traffic branch had 6 respondents representing 12%, Police Mobile Service and Administration Branch had 4 respondents respectively representing 8% and Band Branch had 2 respondents representing 4% who said that they were not allocated to any Branch as they said they take 18 months to train a Band personnel so if allocated to other Branches they feel losing man power as they are a few Band men.

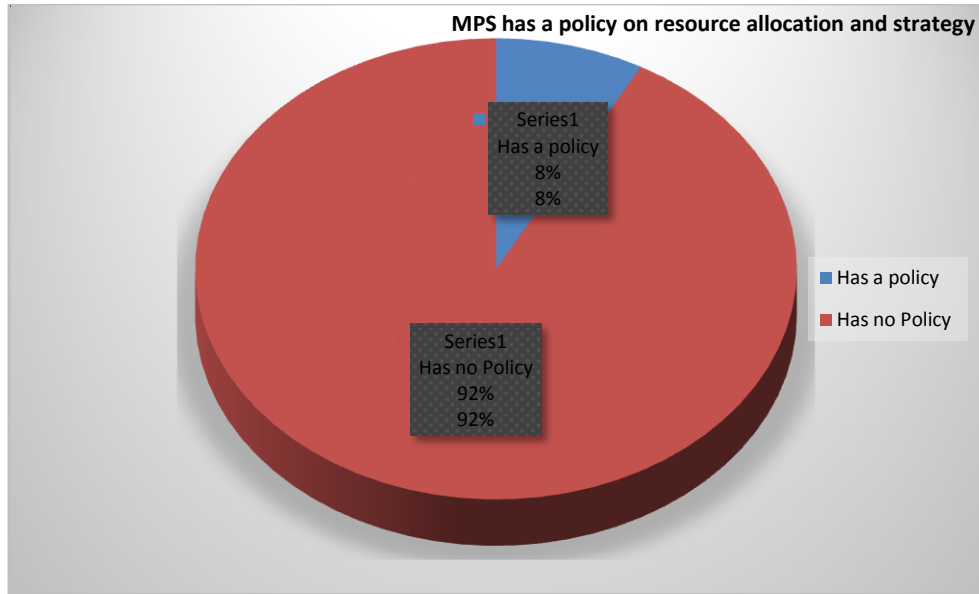


Figure 9. Distribution of respondents on whether MPS has a policy on resource allocation and strategy

Data above shows that majority in the Malawi Police Service do not believe that it has a policy it uses when allocating resources as seen that 46 respondents representing 92% said that the Malawi Police Services uses an established Policy when allocating resources and only 4 representing 8% said Malawi Police Service has established Policy in resource allocation.

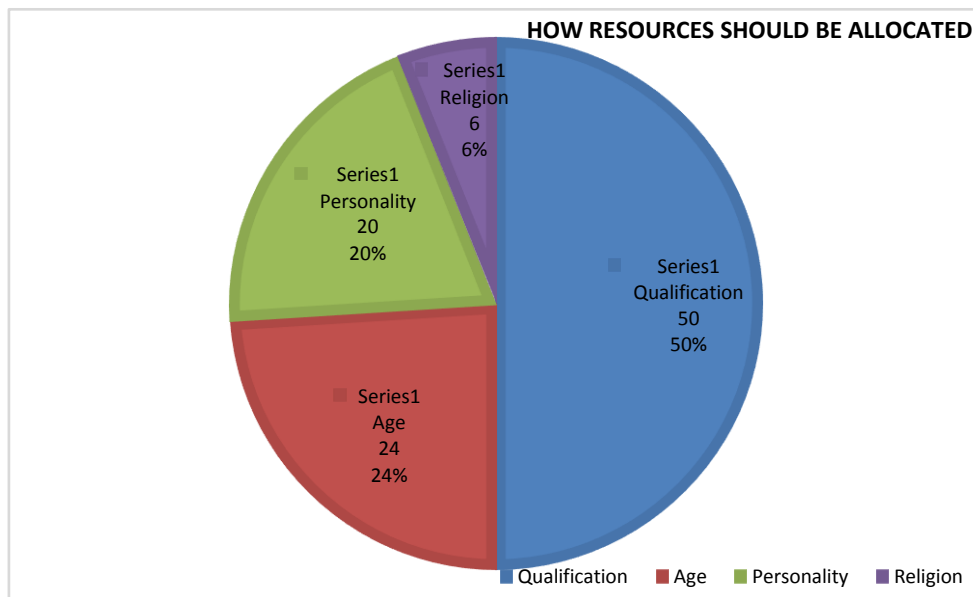


Figure10. Opinion of respondents on how resources should be allocated

Majority of the respondents said that Police Officers should be allocated based on their qualification as represented by 50%

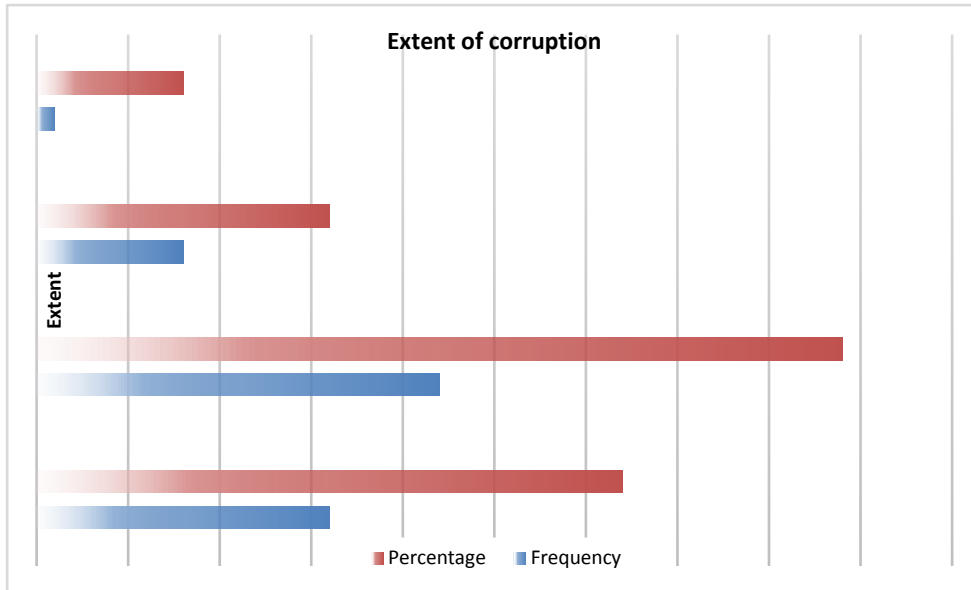


Figure 11. Extent of corruption when allocating resources in the Malawi police services

Figure 11 shows that 16 respondents representing 32% said that corruption is very large when allocating resources in Malawi Police Services while 22 respondents representing 44% said corruption is large when allocating resources in the Malawi Police Service, 8 respondents representing 16% said that corruption is less when allocating resources in the Malawi Police Services while 4 respondents representing 8% said there is no corruption when allocating resources. From the generated data it shows that there is corruption when allocating resources and that the high command needs to have policies so that corruption does not happen when allocating resources.

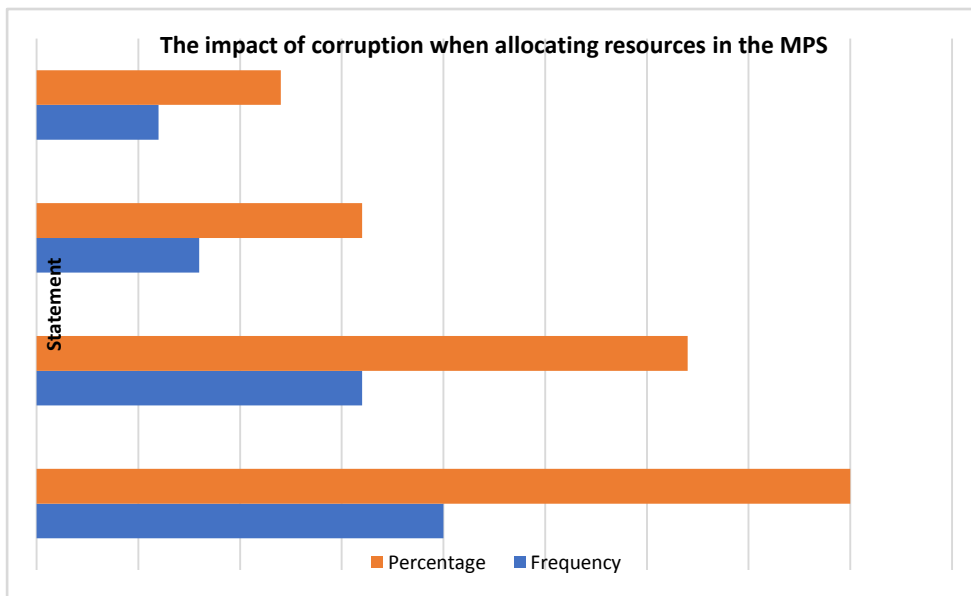
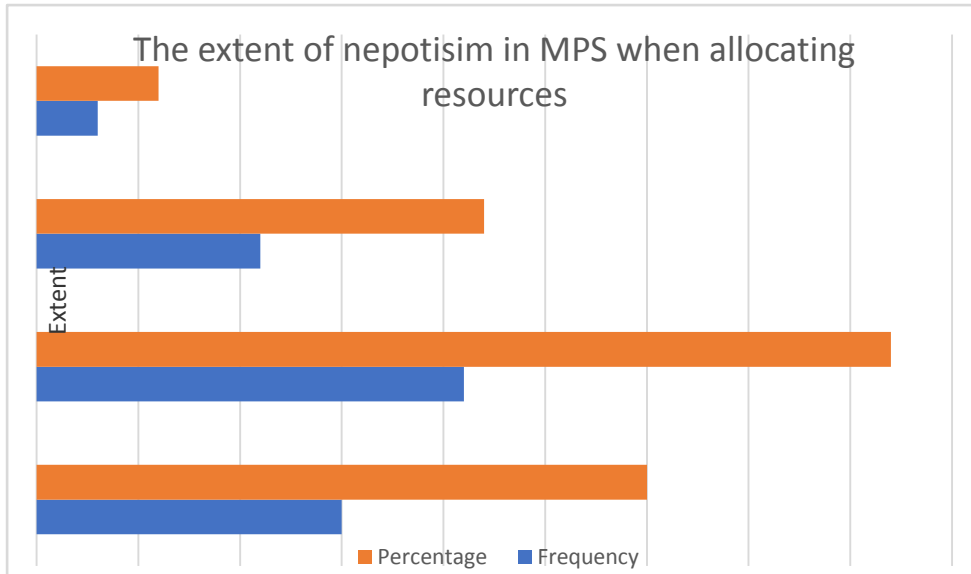


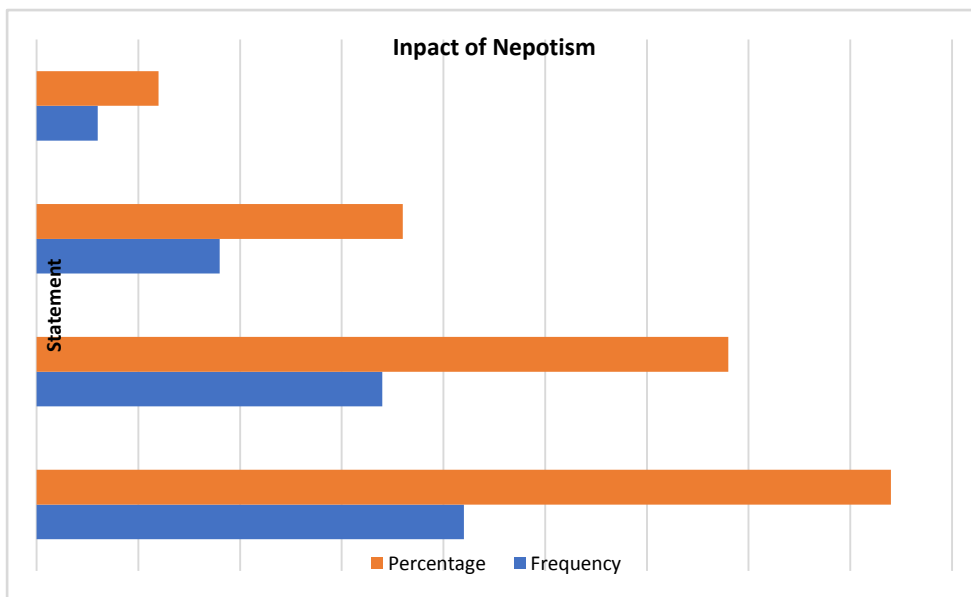
Figure 12. The Impact of corruption when allocating resources in the MPS

According to the data above 20 respondents representing 40% said that they strongly agree that corruption is the driving force in poor resource allocation, 16 respondents representing 32% said that they agree that corruption is the driving force in poor resource allocation while 8 respondents representing 16% they did not agree and 6 respondents representing 12% strongly disagreed. Majority of the respondents said that bribery is a rare phenomenon among Police officers while majority of the Police officers said that corruption is evil and the data showed that at work place there is a need to have anti-corruption policies to facilitate strategic resource allocation.



**Figure13. Extent of nepotism when allocating resources in the MPS**

From the data above it shows that 15 respondents representing 30% said that nepotism happens at a very large extent while 21 respondents representing 42% said that nepotism happens at a large extent while 11 respondents representing 22% said that nepotism happens less and 3 respondents representing 6% said nepotism does not happen.



**Figure14. Impact of Nepotism when allocating resources in MPS**

According to the data above it shows that nepotism affects resource allocation and strategy as 21 respondents representing 42% strongly agreed while 17 representatives representing 34% agreed that nepotism affects resource allocation, 9 representatives representing 18% disagreed while 3 respondents representing 6% strongly disagreed. Majority of the nepotism said that nepotism does occur when allocating resources and majority also said there is a need to put anti-nepotism policies when allocating resources.



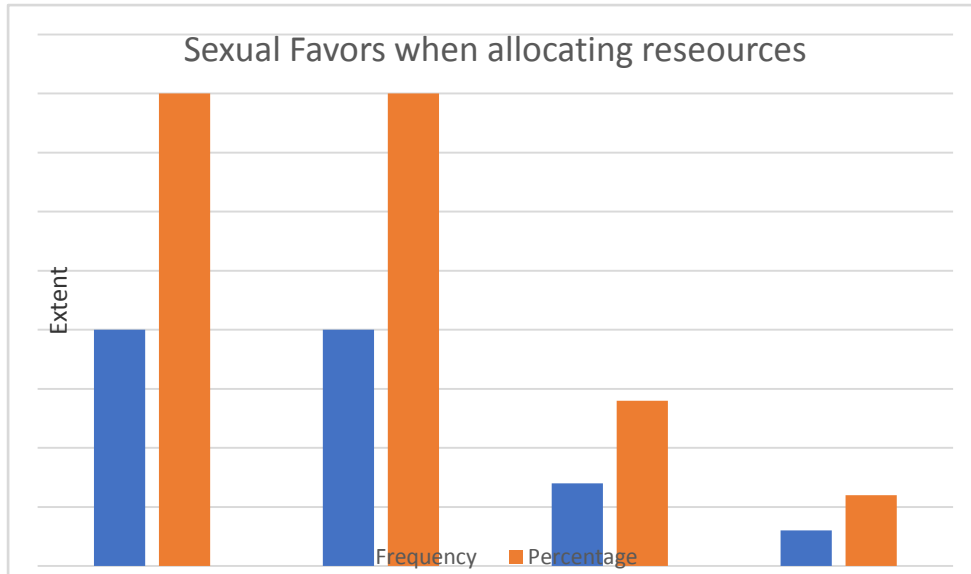


Figure15. Extent of Sexual favours when allocating resources in the MPS

From the data above it shows that 20 respondents respectively representing 40% respectively strongly agreed and agreed respectively that sexual favours happens when allocating resources in the Malawi Police Service, 7 respondents representing 14% said that it happens at ales extent while 3 respondents said that it does not happens. This might be the reason why HIV/AIDS is rampant among Police officers. Table above shows the views of respondents on the impact of sexual favours when allocating resources in Malawi Police Service.

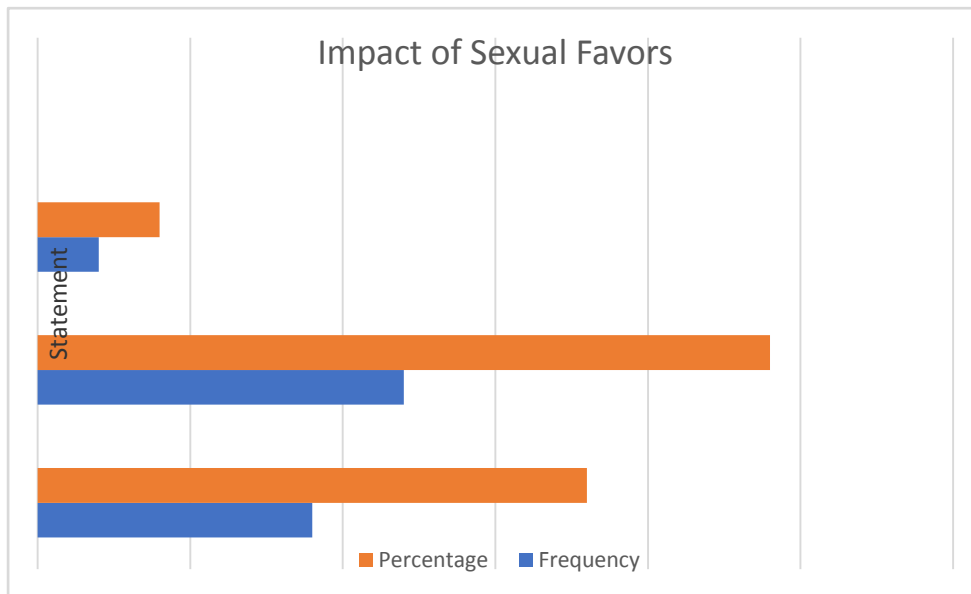


Figure16. The impact of sexual favours when allocating resources in the MPS

Data from above shows that 18 respondents, representing 36% said they strongly agree that sexual favours affects resource allocation and strategy, 24 respondents representing 48% said that sexual favours affects resource allocation, while 4 respondents respectively representing 8% disagreed and agreed. It might be that the respondents who said they disagreed and strongly disagreed afraid of their spouses that if they can know what happens at work can be divorced.

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## Conclusion

The research found that Malawi Police Service do not have a clear strategy when allocating resources, which affects service delivery. It was found that corruption is the driving force in resource allocation, nepotism plays a big part, sexual favours play a big part, and aged personnel are allocated in strategy. This makes Malawi Police Service not achieve its mission statement. The research identified challenges related to the role of management in resource allocation, such as allocating aged officers to strategic positions, misallocation of resources, sexual favours, nepotism, and corruption. However, the study concluded that police officers should be allocated according to qualifications and period saved.

Recommendations were made to allocate officers to branches based on qualifications, years saved, capabilities, transparency, and no discrimination. Future research is needed to investigate the role of management in resource allocation and strategy.

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