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## EFFECT OF PHYSICAL RESOURCES ON SERVICE DELIVERY IN KENYATTA NATIONAL HOSPITAL

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### ABSTRACT

The prevailing economic and social conditions have adversely impacted on the delivery of health care services in the country. One of the core values is provision of adequate resources which aims at enhancing effective implementation of the Hospital's service delivery strategies. However, Kenyatta National Hospital is still facing challenges in its endeavour to provide quality health care due to un conducive work environment, shortage of some specialized skills and inadequate succession planning which had led to inefficiency, poor service quality or customer dissatisfaction in the hospital. Therefore, this study sought to determine the effect of physical resources on service delivery in Kenyatta National Hospital in Nairobi City County. This study adopted a descriptive research design. The unit of analysis was Kenyatta National Hospital and the unit of observation was 911 hospital staff members who were drawn from 10 departments. Stratified sampling method was used to group the respondents into 10 departments. The respondents were selected using simple random sampling method. The study sample size was 278 respondents. Data was collected using a structured questionnaire. Data was analysed using descriptive statistics using mean and standard deviations. The study established that physical resources had a positive and significant influence on service delivery. The study concluded that the hospital had adequate and quality physical resources that enhance their operations process. The study recommended that the hospital should enforce and improve policies to procure appropriate and high-quality physical services from reputable suppliers at all times.

**Keywords:** Physical resources, Service delivery

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### INTRODUCTION

Resources are critical to an organization's presence, stakeholder management, expansion, and operation. Resources can be inputs to manufacturing processes or other materials held by the organization (Helfat & Peteraf, 2003). According to Demerouti, Bakker, Nachreiner and Schaufeli (2015) organizational resources are critical to the company's success as it develops staff skills, reduces job stress, and contributes to their growth and development. Mayer and Salomon (2016) see that strategic leaders need to understand what combination of resources and skills are important, unusual, costly to emulate, and difficult to replace, as this will allow the company to gain competitive advantage. Therefore, organizational resources help organizational managers to carry out their jobs effectively.

Venkatraman (2014) observes that resources are often expressed as organizational contexts and that the importance of equity and strategy is related to the efficient alignment of resources in environmental contexts and high performance will be present when this achievement is achieved. As a result, Black and Boal (2016) finds that better performing organizations have a greater balance between their resources and day-to-day business operations. Therefore, it is important to fit strategic resources with the organizational management activities.

There exist service delivery challenges among organizations across the globe. Haile (2018) noted some of the challenges facing public organizations include low provision in skilled based training, low salary scale and low incentives. Other challenges among institutions in Kenya, according to Bourbonnais (2013), include insufficient or low distribution of funds, insufficient infrastructure, equipment, and staffing. Quality of service has become a necessity in providing patient satisfaction in the United States of America, for example, in the healthcare industry, because delivering quality service directly affects customer satisfaction, reliability, and financial viability of service businesses. Quality of service in health care can be divided into two categories: technical quality and operational quality (Dean & Lang, 2008). While the quality of technology in the field of health care is defined primarily by the technical accuracy of diagnostic procedures and procedures or compliance with professional specifications, the quality of performance refers to the manner in which health care services are delivered to patients.

Health professionals play a critical role in the delivery of health care around the world. In many European countries, the performance of health care workers, including trained nurses, closely links the productivity and quality of organization provision to health care organizations. As indicated by Moody (2008) in Latin America, the assets of individuals or Health laborers are the most crucial parts of medical services frameworks. There are various complex purposes behind the crumbling of African wellbeing frameworks; nonetheless, the essential driver is the disregard of wellbeing laborers. Representative limit in emerging nations is lacking to assimilate and convey wellbeing intercessions given by numerous new wellbeing programs, like the Millennium Development Goals, over 1,000 years.

Achieving high service delivery through the continuous operation of firms has been the beginning of the work of management scientists from the time of Taylor (1865 - 1915) and his contemporaries such as Henry Fayol. A successful generation of corporate leaders realized that the delivery of superior services must be based on a measurable process. Managing the organization's better service delivery at a sustainable level can be achieved successfully in a number of ways, some of which are management purposes and management systems (Armstrong, 2001). Installation management can sometimes be a major challenge for managers, and this can affect service delivery.

Effective service delivery is a critical problem for businesses as they offer free and restructuring programs around the global economy (Prakash, 2015). According to Meesala and Paul (2018), there are a number of factors, affecting sustainable service delivery vary depending on the sector in question. Among other things, they include those related to production costs such as labor costs, fuel, transportation, infrastructure, market data, and training among others. Where human resources are recognized as a driving force, the focus will be on training and development to

improve service delivery. In line with this, employees will acquire the skills needed to strengthen service delivery in organizations.

Firm's resources are the capabilities that empower an organization to drive its businesses in order to face competition (Pettus, 2015). Acquaah (2016) defines firm's resources as the items that are key to a firm's superior performance given the fact that they exhibit varied attributes that enable the organizations to gain as well as sustain their competitive advantage. Firm resources, according to Finney (2016), are resources that play a significant role in achieving an organization's competitive advantage or, more specifically, the primary sources of a firm's profitability. As a result, a firm's resources play an important role in achieving better service delivery, with this evident is the fact that they are the primary source of an organization's profitability. In addition, firm's resources empower an organization to drive its businesses in order to face competition. The various types of firm resources include physical, financial, intellectual and human resources.

Physical resources include the necessary and available resources in order for a business to function Physical resources are essential to the operation of an organization because it is difficult for an organization to function without resources and creativity (Bevans, Fitzpatrick, Sanchez, Riley & Forrest, 2013). According to Chatterjee and Wernerfelt (2016) the significance of good resource management is to ensure that the organization has the appropriate resources in the appropriate location at the appropriate time, so that its project can proceed as planned. Therefore, the availability of resources should be driven by the need of the organization and the organization needs to monitor factors that affect their use in the context of specific programs or services for their delivery.

Service delivery mainly entails a continuous as well as cyclic process used in the delivery and development of a user-focused service (Prakash, 2015). Osei-Frimpong et al. (2015) defines service delivery as a set of standards, principles, as well as policy constraints used in guiding the development, design, operations, deployment, as well as the retrieval of services delivered by an organization. Service delivery as defined by Datuk and Pillay (2016) is an act of providing efficient services to the clients of an organization. This supports the views of Pikkarainen, Pekkarinen, Koivumäki and Huhtala (2018) who argue that service delivery mainly involves the delivery and provision of essential services that meet the needs and requirements of the organization. Service delivery as defined by King (2018) is regarded as a coherent concept that forms service elements established with the goal of meeting the needs and requirements of a group of people.

Kenyatta National Hospital (KNH) was founded in 1901 and is Kenya's largest public-run, educational, and research hospital. Through Legal Notice No. 109 of April 6, 1987, the government converted us into a state-owned enterprise. The hospital's obligation, as stated, is to acknowledge patients alluded by different clinics or establishments both inside and outside of Kenya and to give them particular medical services administrations, just as to give clinical instruction administrations at the University of Nairobi College of Health Sciences, nursing, and other clinical preparing administrations. just as joint effort and investment as a public clinic in reference to public wellbeing arranging.

The third strategic plan for Kenyaatta National Strategic Plan 2013-2018 outlines the Hospital's approach to fulfilling its mandate. According to Legal Notice No. 109 of April 6, 1987, the Hospital's role is to provide specialized health care, facilitate training, research, and participation in national health planning. The hospital took a comprehensive approach to participation in developing this strategic plan. Consultation with staff, management, the Board of Directors, and external stakeholders is part of this process. Unlike the previous Strategic Plan, this one was created in the form of a Balanced Scorecard. This procedure underlines a coordinated arrangement of qualities that interface client, monetary, inside cycles, and worker execution to long haul hierarchical achievement.

### **STATEMENT OF THE PROBLEM**

The Government of Kenya has been engaged in various initiatives to ensure accessibility of quality health services by its citizens. Among the initiatives taken include the Kenya Health Policy 2012 – 2030, Vision 2030 and Incorporation of the Universal health coverage in the 'Big Four Agenda'. The Kenya Health policy 2012-2030 aimed to ensure efficiency, equity and in the delivery of health-care services, there is a need for social accountability (Ministry of Health, 2012). The Universal Health Coverage under the "Big Four Agenda" focuses on accessibility essential services required by 2022 (Ministry of Health, 2019).

Despite having this biggest health facility in Kenya, in 2018 Kenyans rated hospitals as the worst performers in terms of service delivery, according to a new consumer survey (mSurvey, 2018). The survey by mSurvey, a consumer feedback company revealed that hospitals, particularly public ones, experienced the sharpest decline, moving from -4 to -10 in the Customer Loyalty Industry Benchmark Quarter Two 2018 ranking. The poor rating was largely attributed to the speed of attending to patients, inadequate facilities and equipment as well as negligence. Ndambuki (2013) observed that hospital staff at KNH took much time to respond to the clients. For instance in August 2018 services were disrupted after 4700 employee in Kenyatta National Teaching and referral Hospital downed their tools and went on for a strike.

Ngure (2018) acknowledges that the environment in which Kenyatta National Hospital (KNH) operates is constantly changing and presents new opportunities and challenges. The current economic and social conditions have had a devastating effect on the delivery of health services in the country. One of the core values is provision of adequate resources which aims at enhancing effective implementation of the Hospital's service delivery strategies. However, Choge (2020) recognizes that KNH still faces challenges in its quest to provide quality health care due to the inefficient work environment, lack of specialized skills and inadequate succession planning which had led to inefficiency, poor service quality or customer dissatisfaction in the hospital.

Haider, Ahmad, Farooq, Rasheed and Parveen (2014) study examined the role of organizational resources and service delivery and The results suggested that the environment and resources affect the service environment which in turn affects the performance of the service and the performance that ultimately contributes to job satisfaction, customer satisfaction and reliability. However, the telecommunication sector of Pakistan was the study context. Walter and Vincent (2018) study investigated the relationship between organizational resources and service delivery in Kenyan State Corporations and The findings report a statistically significant relationship between the organization's integrated resources and service delivery. However, this study was

conducted using a brief descriptive survey. Simon, Alala, and Janet (2019) investigated the effects of resource allocation on regional government service delivery in North Rift, Kenya, and discovered that resource allocation had a significant impact on regional government service delivery in North Rift, Kenya. The study's focus, however, was on regional governments. Therefore, this study examined the effect of physical resources on service delivery in Kenyatta National Hospital in Nairobi City County.

## **LITERATURE REVIEW**

### **Theoretical Literature Review**

The study was guided by the Resource Dependency Theory (RDT) by Pfeffer & Salancik (1978) that states the organization needs money to support its long-term life. The organizations can only get certain services from their own context, and that other organizations also want the same support in this environment. The theory is concerned with how external resources the organization uses like raw materials affect organizational behavior. It is predicated on the notion that resources are critical to corporate success and that access to and management of resources is the foundation of power.

Resources are often managed by organizations, and policies need to be carefully considered to retain free access to resources. Firms' shift approaches for accessing capital raise their degree of reliance on the environment / other organisations (Fink et al., 2006). Once research on this hypothesis is analyzed, it can be seen that the philosophy of social change and ideas linked to control were used (Pfeffer, & Salancik, 1978). Power is an actor's ability to acquire control over other people's resources in the context of resource dependence theory. From that definition, the disproportionate power emerging as a result of the resource-based relationship creates pressure on the resource-dependent organization and brings with it the demand-acceptance requirement. In this sense, resource supply instability is one of the most important of the environmental challenges confronted by organizations. The three sub-factors within the spectrum of resource dependency are the accumulation of resources, the instability of the availability of resources and the interconnection of resources (Fink et al, 2006).

Pfeffer and Slancik (1978) defines resource dependence as the aspects of power and authority that are common in the organizations ' environment; the insecurity of resource availability as scarcity, shortage or excess of essential resources and resource interconnectivity as the number and type of relationships or interactions between organizations; As mentioned within the framework of this research, resource dependence theory can help to determine the extent of shifts in resource availability, resource characteristics and resource allocation ambiguity which are the fundamental reasoning behind successful organizational management.

### **Empirical Literature Review**

Gaster (2015) conducted a study in Bangladesh, the study aimed at determining whether physical resources such as technological devices have an effect on the service delivery of firms. Previous literature which are related to the study were used in obtaining the research findings, the following literature entailed firms in Bangladesh. The findings indicated that, incorporation of both computer hardware and software resulted in achievement of the quality of services delivered. This is because usage of technology increases the speed of delivering services,

minimizes error since most work is done digitally and finally serves a lot of customers within a short period of time. To summarize, embracing technological devices and innovations in service delivery should be adopted by institutions for efficient and effective service delivery and performance. The study presented a contextual gap as it done in Bangladesh.

Borman and Oppler (2018) conducted research with the goal of assessing the impact of physical resources on service delivery among Canadian firms. A total of 30 institutions were involved in the study, whereby questionnaires were administered for ensuring data collection. According to the study's findings, the service quality of a health institution remains fundamental in the achievement of the fruitful operations of the organization amid the factors that characterize the operations of an organization, an aspect that is related to the physical resources of an entity. Despite a firm's physical resource capability and their crucial attributes, there is a minimal level of contribution to the organization in a case where the resources primarily lack the technical support gained from the element of human resources at the managerial level. The research therefore established that firm's physical resources continue to undermine and limit the provision of proper healthcare services in Canada. The study focused on Canadian firms thus presenting a contextual gap.

Muchiri and Maundu (2016) conducted a research in Nairobi that focused on the impact of physical resources on service provision in Nairobi County. Qualitative research design was adopted, whereby 50 stakeholders of the health care systems in Kenya were involved. Data were collected on the management of questionnaires from the above stakeholders and analyzed via SPSS. Respondents in particular suspect that resources mainly include business premises, equipment, and other institutions that play an important role in influencing service delivery. However, some respondents claimed that the firm's physical resources were inadequate. May only provide a competitive advantage in the event that they are obtained through sufficient extents. Physical resources play a major role in healthcare institutions. Public healthcare institutions should invest in putting up structures such as fully functioning laboratories in order to offer superior service to its citizens, in addition cutting edge medical equipment's and constant drug supply should be purchased and fully utilized to revamp its core mission of providing quality healthcare, all these activities facilitate the process of effective service delivery. The study used qualitative data that may not provide conclusive findings due to the small sample used.

Kaseje (2016) assessed how a financial resources, physical resource contributes to the efficiency of service delivery in Embu County, Kenya's public healthcare facilities. The study examined how firms physical resources empower an organization to drive its businesses in order to face competition and the efforts that point out to the need of ensuring service delivery strategies of an organization are efficient. The study adopted primary data collection technique, whereby sample populations of 30 stakeholders were involved. According to the findings, the firms physical resources may not significantly improve the service delivery of an organization given their limitations in meeting the conditions established for a sustainable competitive advantage that include inimitability, rarity, as well as non-substantiality, making it easier for competitors to duplicate the services of a firm. In conclusion, efficient service delivery by the firm is not determined by its physical resources but by other uniqueness of the firm. However, the study context was Embu County, Kenya's public healthcare facilities.

## RESEARCH METHODOLOGY

This study adopted a descriptive research design. The unit of analysis was Kenyatta National Hospital and the unit of observation was 911 hospital staff members who were drawn from 10 departments. Stratified sampling method was used to group the respondents into 10 departments. The respondents were selected using simple random sampling method. The study sample size was 278 respondents. Data was collected using a structured questionnaire. Data was analysed using descriptive statistics using mean and standard deviations.

## FINDINGS

The study sought to determine the descriptive statistics on physical resources on service delivery in Kenyatta National Hospital. The descriptive results are presented in Table 1.

**Table 1: Physical Resources**

	Mean (M)	Standard deviation (SD)
There is sufficient bed capacity at the hospital	4.45	0.54
There is a well-developed Infrastructure such as communication systems and information technology	4.59	0.41
The hospital has invested in adequate medical equipment	3.95	1.05
The health hospital has invested in Technological innovation such as electronic health record system	3.57	1.43
Furniture is adequate for the staff and patients	3.99	1.01
The hospital has enough ambulances for emergencies	4.05	0.95
There are adequate clinical units (Hospitalization wards emergency care wards, outpatient care units)	4.44	0.56
There are adequate support units (staff offices, cubicles, operating rooms and waiting rooms)	4.63	0.37
<b>Aggregate mean</b>	<b>4.66</b>	<b>0.34</b>

**Source: Research Data (2022)**

The results as illustrated in Table 1 show that the respondents strongly agreed that physical resources influences service delivery in Kenyatta National Hospital as shown by aggregate of 4.66 and a standard deviation 0.34. This finding corresponds with the findings of a study done by Gaster (2015) in Bangladesh, the study aimed at determining whether physical resources such as technological devices have an effect on the service delivery of firms and the findings indicated that, incorporation of both computer hardware and software resulted in achievement of the quality of services delivered.

The respondents strongly agreed on the statements that; there are adequate support units (staff offices, cubicles, operating rooms and waiting rooms) (M=4.63, SD=0.37) and that there is a well-developed Infrastructure such as communication systems and information technology (M=4.59, SD=0.41). This finding is consistent with the findings of Kaseje (2016) study that assessed how a financial resources, physical resource contributes to the efficiency of service delivery in Embu County, Kenya's public healthcare facilities and according to the findings, the firms physical resources may not significantly improve the service delivery of an organization given their limitations in meeting the conditions established for a sustainable competitive

advantage that include inimitability, rarity, as well as non-substantiality, making it easier for competitors to duplicate the services of a firm.

The respondents agreed on the statements that; there is sufficient bed capacity at the hospital (M=4.45, SD=0.55), there are adequate clinical units (Hospitalization wards emergency care wards, outpatient care units) (M=4.44, SD=0.56), The hospital has enough ambulances for emergencies (M=4.05, SD=0.95), furniture is adequate for the staff and patients (M=3.99, SD= 1.01) and that the hospital has invested in adequate medical equipment (M=3.95, SD=1.05). The findings agree with the findings of Muchiri and Maundu (2016) research on the the impact of physical resources on service provision in Nairobi County and found that Physical resources play a major role in healthcare institutions. Public healthcare institutions should invest in putting up structures such as fully functioning laboratories in order to offer superior service to its citizens.

**Model Summary of Regression Analysis**

**Table 2: Model Summary of Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 <sup>a</sup>	.735	.724	1.542

**Source: Research Data (2022)**

Table 2 shows that the coefficient of correlation was 0.724, indicating that the physical resources had a strong link with the service delivery. This indicates that independent variable studied explain about 72.4% variations (adjusted R square = 0.724) on service delivery with the remaining 27.6% described by factors not included in the model.

**Coefficient of Determination of the Variable**

**Table 3: Coefficient of Determination of the Variable Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.791	1.110		0.713	.000
	Physical resources	.872	.134	.186	6.507	.000

**Source: Research Data (2022)**

As indicated in Table 4.11, the t-value of physical resources (t = 6.507, p< 0.05) was significant (p < 0.05). Thus, the equation predicting the influence of the physical resources on service delivery took the form;

$$Y = 0.791 + 0.872X_1; \quad \text{Where } Y = \text{Service delivery and } X_1 = \text{Physical resources}$$

Further, it was observed that the regression model presented two implications; first, holding the physical resources studied at zero, the service delivery in Kenyatta National Hospital would be 0.791 units. Second, a unit change in physical resources results in a 0.872 change in service delivery.



## CONCLUSIONS

The study concluded that the hospital has adequate and quality physical resources that enhance their operations process. In addition, the hospital should ensure constant supply of health care materials that enable quality treatment thus improving the service delivery with the hospital.

## Recommendations

The study recommended that the hospital should enforce and improve policies to procure appropriate and high-quality physical services from reputable suppliers at all times. The management of the hospital should implement and improve the policies on physical assets repairs, such as lab equipment and emergency services equipment etc.

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