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**DETERMINANTS OF PUBLIC RESOURCE MANAGEMENT AT  
THE INDEPENDENT CONSTITUTIONAL COMMISSIONS OF  
KENYA: A CASE STUDY OF THE NATIONAL LANDS  
COMMISSION**

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**ABSTRACT**

**Purpose of the Study:** To determine the degree to which legitimate and administrative structures by the National lands commission in Kenya has affected the management of public resources this is in addition to management capacity, administrative structure and costs.

**Statement of the Problem:** In the recent past, there has been gigantic arraignment of state officials, including Heads of State across Africa, due to mismanagement of public assets, irreconcilable situation, maltreatment of office, defective business practices and helpless obtainment rehearses, every one of these being moral issues that are inserted in the lawful and administrative structures. A more intensive glance at the Kenyan perspective, and with regard to the National Lands Commission postulates that issues to do with regulatory framework, management capacity, administrative structures as well as costs if well-handled could ensure effective utilization of public resources.

**Methodology:** The targeted the national lands commission workers selected from different divisions within the institution. The research design in this study was a descriptive. A stratified random sampling technique was used to choose a sample size of 38 from a target population of 125. A 5-point Likert scale questionnaire was utilized as the primary study tool. Primary data was gathered via the use of questionnaires that were distributed through the links as Google forms.

**Result:** The findings revealed a coefficient of determination of 0.709, implying that management capacity, regulatory frameworks, administrative structure and costs management jointly explain 70.9 percent of the variation in public resource management at the Kenya National Lands

Commission. The findings also revealed that management capacity had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .202$ ,  $p=.026<.05$ ), regulatory framework had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .362$ ,  $p=.000<.05$ ), administrative structures had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .341$ ,  $p=.003<.05$ ) and finally that cost management had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .247$ ,  $p=.003<.05$ ).

**Conclusion:** Management capacity, regulatory frameworks, administrative structure, cost positively and significantly affects public resource management at the Kenya National Lands Commission.

**Recommendation:** Regulatory framework regulating the Kenya National Lands Commission should undertake awareness and outreach programs to improve staff literacy and understanding of the idea of public resource management, which is currently missing in a portion of the workforce.

**Keywords:** *Management capacity, Regulatory frameworks, Administration structure, Costs, Public Resource Management.*

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## BACKGROUND TO THE STUDY

Vivekananda, Schilling, Mitra and Pandey (2014) demonstrated that shrimp producers in southwest Bangladesh destroy embankments in order to get access to more saline water. While this behavior benefits shrimp producers', it jeopardizes the region's environmental security as a consequence of increasing vulnerability to floods and salinization caused by climate change. This example demonstrates the critical importance of considering the environmental security of all local actors, regardless of whether the disruption is natural or human-caused. Glow, Parris and Pyman (2018) concluded in their research of Australian corporate governance that chains of responsibility are unclear, governmental authority has been destabilized and measures to protect the public's interests from damage, such as political advantage, have been either weak or absent. Several agencies had no appropriate procedures in place to evaluate their personal management provisions and encountered considerable opposition to the idea of the establishment of a basic authority to be committed to governance measures and Commonwealth operations.

The issue of openness and accountability is of importance from the regional viewpoint of Eastern Africa. For instance, Beshi and Kaur (2020) showed that in Ethiopia, all the independent factors in terms of openness, responsiveness and accountability were very important when they explained the magnitude of public trust in local governments. Contributors who claimed openness, accountability and receptivity had more trust than supplements in the City Administration. Furthermore, in Tanzania, Poncian and Kigodi (2018) have shown that accountability with government officials has been successful but has not been supported by legal measures. Secondly, although CSOs have been playing a vital role in community outreach and awareness, the government has reluctantly generated opportunities that enable members of Parliament to examine and digest legislation to contribute to the expected improvements or to provide sufficient public feedback.

Oversight over a system by practicing norms, laws, or powers of human organizations is what involves governance (Bevir, 2012). Governance involves organization and cycles for overseeing

related with policy management in execution of government strategy or how sheets deal with an association and material laws and practices (Mendoza, 2014). Corporate administration is the plan and working of corporate strategy, frameworks and functional systems directing authoritative tasks. Corporate administration is the plan of rules, strategies and exercises that are responsible and under direct control of the corporate (GoK, 2015). In proportion to the Organization for Economic Corporation and Development (OECD) (2015), the six ideologies that guide proper administration include; shareholders' rights and key rights for ownership of functions; shareholders' roles; equal treatment of all shareholders; transparency and total disclosure; as well as other crucial roles of the board.

Planning laws create and control complex systems that govern not just spatial development but also land management and financing on a local and national level (Listorti, Basyte Ferrari, Acs, Munda, Rosenbaum, Paruolo & Smits, 2019). As a result, they have an effect on many aspects of a country's life and economic activities. To ensure that planning laws perform their duties as efficiently as possible, they must be reviewed regularly as circumstances and requirements change. From policy validation through post-legislative examination, well-managed review or reform procedures usually include a number of stages (Listorti et al., 2019). It's crucial to have some way of assessing legislative quality and identifying the essential features, or lack thereof, of current instruments.

Capabilities are the abilities of consolidating different assets for unrivaled execution. Now and again, assets should be designed, reconfigured, coevolved, facilitated, and revamped for legitimate abuse consequently prompting unrivaled execution just as upper hand. Firms incapable to innovatively package and influence their assets in manners that make an incentive for their clients endure execution decreases (Hitt, 2011). Capacities guarantee feasible upper hand and to be sure long haul execution on the grounds that new asset setups are constantly ensured as business sectors impact, arise, split, develop, and bite the dust (Martin, 2000). Contrasts in execution of associations may radiate from how distinctively associations consolidate their resources. The legal framework governing extractive industries is included within a broader body of legislation governing government organization and economic activities (Cuvelier, Vlassenroot & Olin, 2014). The structure of state institutions should be governed by the appropriate legal architecture, including how businesses acquire and manage licenses; tax conditions governing payments between enterprises and the state; environmental management; relations between mining projects and neighboring communities; the behavior of government officials active in the sector; and public information and accommodation (Zetzsche, Buckley, Barberis & Arner, 2017).

## **STATEMENT OF THE PROBLEM**

Good governance must be based on effective States, mobilizing civic society and efficient corporate sectors which entails proper management of public resources under their custody. These are the elements which are essential for sustainable development, taking into account the fact that successful States provide a political and legal framework that ensures effective utilization of public resources. There is also wider agreement that accountability, transparency, fight against corruption, participatory government and a legal and judicial framework are important components of effective governance (ADB, 1999) Mwongozo postulates that good governance requires organizations to guarantee that laws, rules, regulations, codes, and standards which apply to an organization are recognized, recorded, and complied with (PSC and SCAC, 2015). Many African nations have well-defined legal and regulatory framework for the

management of public resources such as human and financial resources as well as organizational assets. However, instances of inadequate public resource management continues to be experienced as a result of non-compliance with existing regulatory frameworks. The public resources that the study addressed includes human and well as financial resources and organizational assets.

In the recent past, there has been gigantic arraignment of state officials, including Heads of State across Africa, due to mismanagement of public assets, irreconcilable situation, maltreatment of office, defective business practices and helpless obtainment rehearses, every one of these being moral issues that are inserted in the lawful and administrative structures. A more intensive glance at the Kenyan perspective, and with regard to the National Lands Commission postulates that issues to do with regulatory framework, management capacity, administrative structures as well as costs if well-handled could ensure effective utilization of public resources. This study decided to find the degree to which legitimate and administrative structures by the National lands commission in Kenya has affected the management of public resources this is in addition to management capacity, administrative structure and costs.

### **OBJECTIVES OF THE STUDY**

- i. To establish the effect of management capacity on public resource management at the Kenya National Lands Commission.
- ii. To examine the effect of regulatory frameworks on public resource management at the Kenya National Lands Commission.
- iii. To determine the effect of administration structure on public resource management at the Kenya National Lands Commission.
- iv. To determine the effect of costs on public resource management at the Kenya National Lands Commission.

### **RESEARCH QUESTIONS**

- i. What is the effect of management capacity on public resource management at the Kenya National Lands Commission?
- ii. How does regulatory frameworks affect public resource management at the Kenya National Lands Commission?
- iii. What is the effect of administrative structures on public resource management at the Kenya National Lands Commission?
- iv. How does cost affect public resource management at the Kenya National Lands Commission?

### **THEORETICAL LITERATURE REVIEW**

#### **Stakeholder Theory**

According to Freeman (2010), the stakeholder theory was originally articulated in his seminal book 'Strategic Management: A Stakeholder Approach' by Dr Edward Freeman, professor at the University of Virginia. It implies that stockholders are just one of several of the companies' stakeholders. Edward Freeman's idea of stakeholders says that the stakeholders of a business encompass almost everyone impacted by and operating in the company. The perspective is

contrary to the long-standing shareholder theory suggested by economist Milton Friedman that the only stakeholders of a business under capitalism are its shareholders and thus, its bottom line (Antoniou, Finkielstein & Winston, 2019). Friedman believes that businesses are obliged to earn a profit, please their shareholders and maintain positive development.

The importance of the idea of stakeholders is that it incorporates some of the components of the theory of the Agency. The idea of the Agency describes the link between managers and agents who are supposed to act in the best interests of their shareholders. The idea of stewardship is based on the concept that a competent manager works every day to enhance the company's performance, thereby maximizing owners' wealth. This maximizes the usefulness of the steward. Madison (2014) stated that theories of stewardship predict improved business success and represent a humanist paradigm focused on support for others, thereby aligning it with the interests of the principle. He also argues that any governance structure that incorporates regulatory frameworks and provides stewards authority enables them to continue to align themselves to their interest.

The Stakeholder Theory was an expansion of the theory of management, originating from the theory of the Agency. It articulates that managers who do their tasks must fulfil all stakeholders' interests. Although the theories of shareholders and stakeholders vary, Dennehy (2012) demonstrated distinctions in intent. Hawrysz and Maj (2017) noted that companies with their shareholders have published progressive financial reports more often than those without them. One important assumption is that stakeholder theories are about greater value, comparable to the idea of shareholders (Harrison, Freeman, and Abreu, 2015). Nonetheless, many managers disagree as to who should profit from the value produced (similar to the idea of agencies). Buchholz and Rosenthal (2004) suggested that governments would be given less importance in the stakeholder view of capitalism.

The stakeholder theory has established a framework for corporate social responsibility and community involvement approaches. The language of Freeman has become part of the investor briefings, public statements and private boards of the world's most prominent corporations. Organizations should engage in diversity and integration training of trustworthy management and enhance communication channels for workers, consumers, community members and public authorities on the ground. A big company might benefit from holding internal and external town halls with staff and people of the community. Large and small businesses might also benefit with these stakeholders from smaller roundtables. Based on this communication, an enterprise should develop policies and initiatives that directly offer stakeholders with value. These efforts should reflect the overall mission of the business and its responsibilities to each stakeholder.

### **Agency Theory**

Agency theory refers to the relationship between administrators, such as investors, and experts, such as organizational leaders and supervisors (Elsayed, 2010). In this theory, investors, who are the organization's owners or administrators, hire experts to do tasks. Mitnick (1975) and Ross (1974) introduced this theory in an attempt to clarify the division of ownership and control in companies. It views the business as a network of interconnected contractual relationships between individuals. The hypothesis presupposes that the two parties to an agreement relationship will endeavor to maximize their value by using available facts. In the organization hypothesis, there is a leader who hires a specialist to carry out an assignment that the leader is incapable of carrying out. The head and the specialist are the hypotheses' groupings in this

scenario. When it comes to businesses, the leaders are the investors who delegate work to the experts, who in this case are the administration.

The agency theory elucidates the relationship between principals and agents who are supposed to act in the best interests of shareholders. Madison (2014) stated that the theory predicts improved company performance and adopts an economic model in which agents behave selfishly, resulting in conflicts with the interests of principals. However, Kivistö (2007) critiqued this theory for relying too much on an assumption about the nature of human beings, failing to distinguish other variables than opportunistic conduct that contribute to poor performance. Additionally, the Agency approach does not cast doubt on the legitimacy and sensitivity of government objectives. Additionally, the idea encompasses a broad range of non-economic dimensions inherent in governing interactions. Agency theory governs present day partnerships which are portrayed by enormous number of investors who permit separate people to control and direct the utilization of their aggregate capital for future increases (Wagner, 2016).

Corporations use a variety of dynamic methods to avoid static difficulties caused by agency concerns, including monitoring, contractual incentives, requesting third-party assistance, and depending on other pricing system processes. In principle, management no longer profits from acts that hurt shareholders, since their substantial investment compels them to see their own interests as equal to those of investors. The directors' primary responsibility is to maximize the value of the business for the benefit of the shareholders. This demands that all policies and decisions made by the board be made with the objective of enhancing the company's value. The shareholders own the business hence the shareholders own the company. However, the directors retain control of the business. Conflict arises as a result of competing interests between those who own the business and those who control it.

## **EMPIRICAL LITERATURE REVIEW**

### **Management Capacity and Public resource management**

Imran (2013) argues that managers assume a fundamental part to develop representatives' abilities and establish a proficient workplace. The chiefs are engaged with planning the distinctive preparing programs for upgrading representatives' learning, aptitudes, and capacities with respect to the achievement of hierarchical objectives. These endeavors improve the representatives' presentation as well as foster a superior authoritative picture (Fang et al., 2010). The director support includes the arrangement of great and sensible states of business, while limit building manages giving economic freedoms to workers, keeping in see their normal abilities. In this way, the limit building can improve the financial advantages for the workers just as for the nearby industry (Sun, 2016).

Heerden (2008) posits that limit building is quite possibly the best ways an association can utilize accessible assets to upgrade not just utilitarian abilities, and execution of the association overall. Limit building has procured freshly discovered significance both in the private and public areas. As indicated by Dada (2014) limit building is considerably more than simply preparing of representatives inside an association to secure new abilities and information, but instead a comprehensive point of view to human turn of events, which includes outfitting people with imperative abilities for self-improvement and for compelling execution of their work. Barney (2001) similarly attests that limit building goes past simple admittance to data or new information, yet additionally strengthening of people to use the abilities and information for better functional output.

Hallgren and Olhager (2009) utilized volume and product mix flexibility combinations to demonstrate manufacturing function performance. Decomposed material flow management is used by Qiu, Tang and Xu (2006) to interface with corporate workflow systems to manage capacity. In terms of expanding capacity via outsourcing, Coman and Ronen (2000) propose a linear programming method. Plambeck and Taylor (2005) define capacity management as a criterion for outsourcing decision-making. At the operational level, outsourcing choices are made based on capacity utilization (Dekkers, 2000) in order to fulfil deadlines and save costs.

## **REGULATORY FRAMEWORKS AND PUBLIC RESOURCE MANAGEMENT**

There is increasing evidence that a country's legal system plays a significant role in determining the success of its corporate administration framework. Administrative structure is laws and guidelines that layout the legitimate prerequisites to be met. They may likewise be supplemented by arrangements, norms mandates and rules (Tilley, Hunnam, Mills, Steenbergen, Govan, Alonso-Poblacion & Cohen, 2019). Administrative system is additionally the fair treatment of guideline encompassing a solitary theme that involves the entirety of the applicable authoritative archives (acts, guidelines, attaches) and depicts the office or body liable for overseeing the structure. With regards to the development business, the crucial purposed of building control was initially the security of the public interest as to wellbeing and security (Tilley et al., 2019). The extension has anyway been reached out over the course of the years to remember the government assistance of individuals for and around building and promoting the preservation of climate, fuel and power (Edinburgh, 2003).

The legal and regulatory framework specifies the relationship between shareholders and directors in the Anglo-Saxon nations (Filatotchev et al., 2013). The legislative and regulatory framework also affect the efficacy and development of other systems (Filatotchev, Jackson & Nakajima, 2013). The ownership structure, for example, is strongly affected by the efficacy of the regulatory and legal system. Berlof (2014) states that the structure of ownership is a reaction to the efficacy of the legal and regulatory environment. Roe (2003) notes that corporate governance may be improved via the protection of capital suppliers in accordance with relevant laws and regulations and their enforcement (shareholders and creditors). The quality of the legal system of the nation not only affects its development in the financial sector, but also has a distinct extra effect on economic growth.

In Kenya, government offices work under and their tasks are additionally represented by the pertinent enactments and guidelines including; the Public Finance Act, the Public Procurement Regulations Act, State Corporations Act, Exchequer and Audit Act and Labor Acts among others. From an administrative structure, financially arranged SCs are represented by the Companies Act 1978 c.486 (Mullei, 2008). Nonetheless, on account of utilities and business administrative bodies, they are fused under explicit empowering guidelines. Being a previous British settlement; Kenya received the Act for the most part from the England's Companies Act of 1948 after the accomplishment of freedom in 1963. The Act has just been exposed to minor revisions. The Companies Act is thusly an Act of Parliament which ought to alter and solidify laws overseeing the consolidation, guideline and wrapping up organizations and different affiliations. The viability of a country's corporate administration system relies generally upon the country's administrative structures and public governance systems (Ahmed, 2017).

According to Koech (2015) compliance with procurement regulatory framework assumes a vital part in delivering worked on hierarchical execution. Notwithstanding consistence with acquirement administrative system, different elements that further develop hierarchical execution

incorporate straightforwardness, polished methodology and obtainment strategies. The exploration further settled that consistence with acquisition administrative approach structure improve hierarchical execution by delivering straightforwardness and polished skill inside the obtainment interaction. Be that as it may, an exploration by Kasisi et al. (2014) uncovered that administration guidelines adversely affect acquisition execution. The examination further showed that consistence with government acquisition guideline was went with a significant degree of administration which prompted unfavorably influenced acquirement execution and the generally authoritative presentation. By and by, the administrative structure plays a vital in upgrading hierarchical execution as displayed in an exploration led by Owuoth and Mwangangi (2015) whose examination showed that an extensive strategy administrative system advances straightforwardness improving authoritative performance.

To prevent corruption, the regulatory framework must provide fair, clear, and transparent award processes, as well as access to information and openness in contracts (Le Billon, 2011). To create responsible systems for income collection, management, investment and expenditure, government agencies must disclose information and adopt openness in reporting. This leads to increased accountability in natural public resource management (Lindner, Fitzgerald, Zimmermann, Reyer, Delzon, van der Maaten & Hanewinkel, 2014). Internationally and nationally, mitigation strategies must address the supply and demand sides of corruption as well as the motivations of both private and governmental players (OECD, 2016).

### **ADMINISTRATIVE STRUCTURES AND PUBLIC RESOURCE MANAGEMENT**

According to Bernardin (2013) to govern is to make and regulate public approach and issues; the activity of sovereign position. Government is the workplace, capacity, or authority of an overseeing unit. Legislative units are answerable for the wellbeing and security of their residents and for guests inside the domain which it administers. There are numerous structures and levels of government requiring an authoritative construction at each level (neighborhood, region, clan, territory, state, country). Despite the structure, governments work based on a command. They control both the assets and the force for requirement. The order may come from the people administered or might be the aftereffect of power. By and large, offices liable for coordination and control during emergencies have their command, force, and assets assigned to them by the public authority. Legislative associations by and large are staffed by people who are important for the organization (not chosen). In this way, when chosen authorities change, the public authority keeps on working through its managerial constructions.

In Turkey, it was established that the government noticed deficiencies in calamity the executives coordinated effort consequently incited to do a rearrangement of the catastrophe the board framework and administrative association structure that prompted the development of a concentrated crossover organization. This guaranteed quality proficient, successful and opportune debacle administrations conveyance (Hermansson, 2016). In Canada, Teofilovic (2002) calls the Canadian public organization as chronologically erroneous and obsolete. He further attests that it can't withstand the pressing factors of the serious market. Teofilovic (2002) thinks about the private and public administrations that they are both interaction – situated and rule-based yet the private area embraces adaptable work environment structures and urges imagination and experimentation to amplify effectiveness and efficiency because of contest and buyer fulfillment.

In Ethiopia, the structures are generally efficient from the middle to little town level with some level of self-governance and influence in choice concurred to each even out in the chain of



importance (Vogelmann, 2002). Administrative design is created and ready to carry out calamity readiness exercises well without authoritative construction disappointment. Notwithstanding scoring inadequately on global markers of debasement, the organization is generally uncorrupted and that skimming of assets planned for regular peril related projects is definitely not a significant issue in the country (Bussell, 2014).

In Kenya, Mutua (2013) admits that bureaucracy had reared to failure, debasement, sat around idly and costs billions of shillings. Kenyans have been exposed to moving from one spot to another looking for fundamental administrations from government. Kenyans and guests have gotten acclimated with being disappointed various occasions as they continued looking for public administrations. Interminable, static lines have been the thing to address. Public administrations have become the embodiment of failure. Local officials are supposed to be inconsiderate, hesitant, moderate or careless in releasing the public help. This is upheld by Mugo (2010) who sets that administration can likewise frustrate progress in association. Organization can be counterproductive. He adds that organization is about rules yet not outcomes. At the point when little leaning individuals hold fast stringently to the administrative code, without basic investigation, without contemplating the more extensive ramifications, and disregarding the superseding mission and objectives of the organization, it can kill the association.

### **COST AND PUBLIC RESOURCE MANAGEMENT**

A budget that is not straightforward abets robbery of public assets and insufficient help arrangement as it might prompt maltreatments of leader power. Improvement of planning subsequently is essential for more extensive monetary administration changes that look to further develop the executives of public coffers (Levi & Soudijn, 2020). Likewise, dependence on outer money makes a country helpless against outside political impacts. It likewise makes macroeconomic flimsiness since the progression of outer assets isn't ensured, and thus can destabilize markets. A tireless spending shortfall is an obstacle to the economy on the grounds that an administration spending shortage must be financed (Wingårdh & Wærn, 2012). The degree of government spending shortfall is fundamental on the grounds that overall it influences the sum acquiring the public authority should get from the private area to carter for the additional spending during the monetary year. Any assets that the public authority gets from the private area are subsequently not accessible for speculation by the private area (White, and Wildavsky, 2021).

Over a period of time, constant acquiring by government extends the public obligation. The ramifications are that administration needs to pay increasingly more interest on obligations every year. Opportunity cost of this is that interest installments might have been used in a more valuable way, for example extra distribution to social administrations like training (Biondi, 2016). This additionally addresses pay move from private totes to the individuals who bought government obligations which prompts pay and abundance rearrangement in the country. This suggests that a reasonable public spending plan is fundamental in Kenya to guarantee that monetary discipline, assignment productivity, and functional effectiveness are accomplished (Stan, 2012). Planning design is the manner by which data in the spending plan is organized, the sort of data that is expected to validate monetary solicitations, and the assortment of inquiries posed during assessment.

Von Hagen (2012) in his study illustrated that changes in planning measure in New Zealand enormously worked on the financial state of that country. The financial plan in New Zealand is utilized as an analytic and observing device, while simultaneously innate issues like spillages,

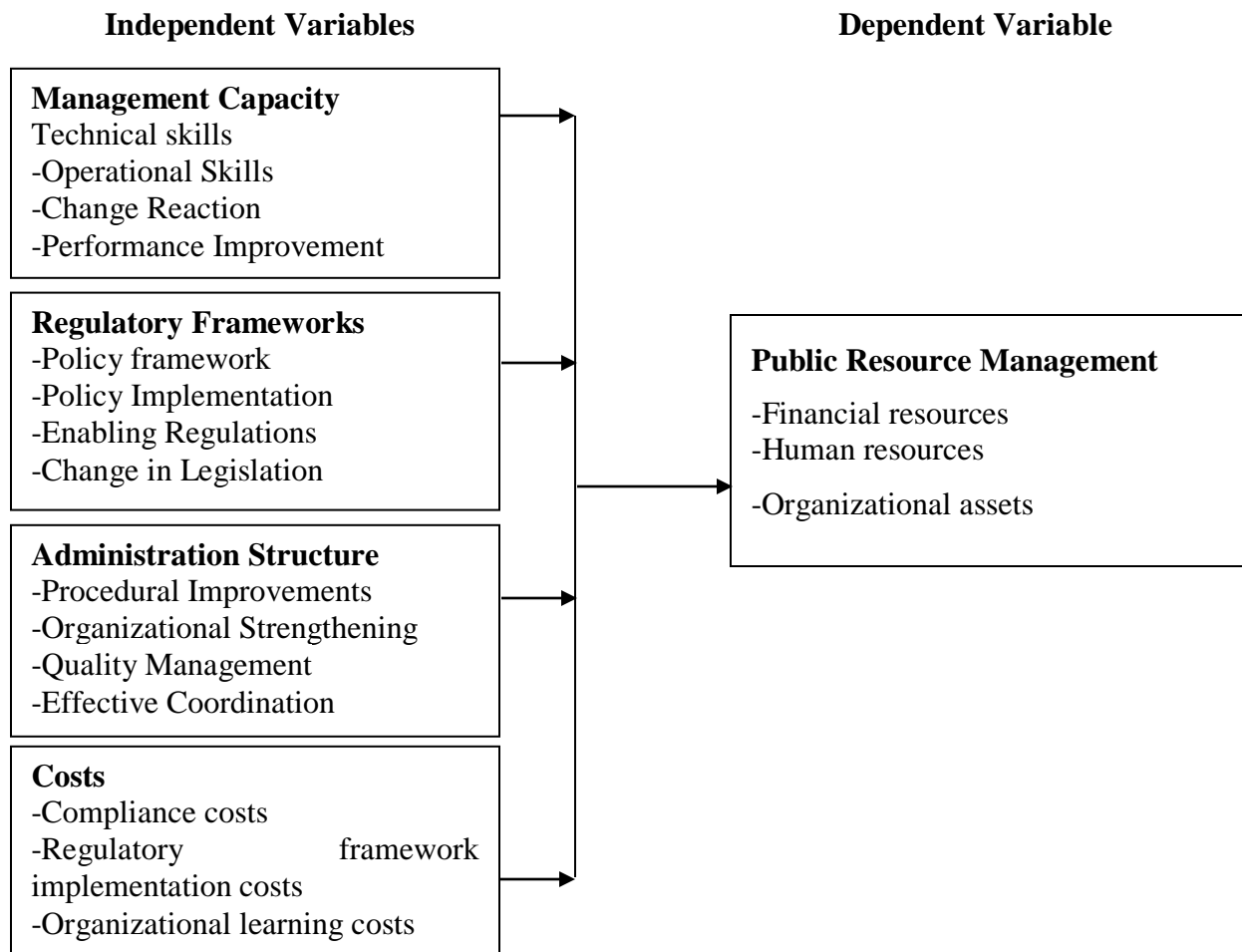
deficiencies, postponements, inconsistencies, and inadequate usage of assets have been limited. Folscher (2017) and Sulamane (2016) attest that spending change is one of basic roads for non-industrial nations, like Kenya, to work on their monetary administration. Sanctuary (2014) asserts that after the monetary emergency of 1997, it was important to rebuild budgetary and monetary administration frameworks in Korea for financial rebound.

Chenhadi (2016) conducted a concentrate because of dictatorship on subordinate mentalities to the work and spending plans if both subordinate and predominant tyranny are thought about together. The example of the investigation comprised of departmental directors and administrators drawn from nine assembling associations inside a solitary industry, every one of which utilized in excess of 250 people. Surveys were given to members during a short early on meet where the secrecy of the examination was guaranteed. Bosses got polls managing tyranny, cooperation in planning, position fulfillment, and fulfillment with financial plans. Chiefs were approached to finish the dictatorship poll as it were. Three theories were created. The speculations were tried utilizing relapse examination. The aftereffects of the relapses and the nonparametric measurements are predictable with dismissal of every one of the three speculations.

Powell (2012) found that strategic planning was significant in the US organizations however relied upon the kind of industry. An investigation by Tyson (1990) tracked down that 95% of the Japanese organizations and 83 percent of the Australian organizations do get ready long-range plans. Besides, Smith (1998) tracked down that in excess of 90% of the respondent organizations received long reach arranging and long reach gauging in Australia. Cress (2009) led an overview of budgetary control utilized in enormous assembling UK organizations, and they inferred that budgetary controls are personally connected with contemplations of work controls. In a study of Fortune 500 organizations in the USA, Garrison et al (2008) reasoned that formal vital arranging added to choices that were significant, dangerous, worldwide, and included divestments.

## **CONCEPTUAL FRAME WORK**

According to Imenda (2014), the conceptual framework is an interrelated collection of ideas (theories) regarding the function of or relationship to a specific occurrence. It offers a foundation for study to comprehend the causation or correlation patterns of linkages in events, thoughts, observations, concepts, knowledge, interpretations, and others, i.e. demonstrates the relationship between the independent variables and the dependent variable, as shown in diagram.



**Figure 1: Conceptual Framework**

**RESEARCH METHODOLOGY**

The study employed used descriptive research design, which involved a case study of the National Lands Commission, a case study is a kind of research that develops a thorough, multi-faceted understanding of a challenging issue in its reality. The study targeted 125 staff of the National Lands Commission in Nairobi Headquarters. The sample size for the study was determined using a stratified sampling method. The stratification was based on Top level management, middle level management and lower level management. The study made use of 30% of the target population as the sample size which in this case was 39 out of a target population of 125. Since it is a time-saving tool, a questionnaire was favored over other instruments in the collection of primary data. Due to the COVID-19 pandemic the researcher formulated questionnaires in form of Google forms which were used to collect data. To ensure that the item pool's content is authentic, 5% of the target population pre-tested the research instrument in order to uncover or identify and eliminate any kind of mistake or faults that may jeopardize the instruments' validity and reliability. The data obtained was quantitatively analyzed using statistical techniques to determine its credibility, consistency and usefulness. The gathered data was analyzed, interpreted and presented as findings in graphs and frequency distribution

tables for ease of interpretation. The association between different variables was analyzed through a multiple regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y – Public resource management

$\beta_0$  – Constant

$\varepsilon$  – Error term

$X_1$  – Management Capacity

$X_2$  – Legal and Regulatory Framework

$X_3$  – Administrative Structures

$X_4$  – Cost

## FINDINGS AND DISCUSSION

Thirty eight respondents were given surveys using Google forms and delivered in the form of links to their email addresses. All the 38 sampled respondents successfully participated in the study by filling the survey translating into a response rate of 100%. Regarding demographic characteristics of the respondents, the study found out that majority of the respondents were male (55.3%) compared to 44.7% female respondents. Responses on age of respondents revealed that majority of the respondents 16 (42.1%) were within the age bracket of between 31-40 years, 11(28.90%) of the respondents were aged between 20-30 years of age, while 8(21.1%) of the respondents were aged between 41-50 years, with only 3(7.90%) of the respondents who held the managerial positions were aged between 51-69 years. Moreover, majority 23 (60.50%) of respondents had a bachelor's degree as the highest academic qualification, 5 (13.20%) of the respondent had a diploma, while 10 (26.30%) of the respondents had a master's degree. According to the survey, the majority of respondents who work for the lands commission are holders of bachelor's degree. The remaining respondents, the majority of whom held management positions, had master's degrees.

### Descriptive Analysis

#### Management Capacity

The study sought to establish the effect of management capacity on public resource management at the Kenya National Lands Commission. The descriptive statistics results are presented in Table 1.

**Table 1: Descriptive Analysis on Management Capacity**

Statement	N	Mean	Std. Dev.
The personnel have adequate technical skills required	38	4.132	0.741
The personnel have the requisite operational skills	38	4.105	0.559
Change management is a measure of the skills development	38	3.895	0.831
The performance of the personnel is improved after training	38	4.342	0.781
Overall	38	4.118	0.728

Based on the descriptive results in Table 1, the respondents agreed with all the statements on management capacity as depicted by average mean of 4.118 and standard deviation of 0.728. The study revealed that majority of the respondents agreed that NLC personnel had adequate technical skills for public resource management (Mean=4.132). When the respondents were asked whether NLC personnel had requisite operational skills, majority of them agreed that they had the skills (Mean=4.105)

The findings further revealed that most of the respondents agreed that change in management is a measure of skills development (Mean=3.895). Finally, most of the respondents agreed that the performance of employees improved after training (Mean=3.895). It is evident that the performance of the personnel improves their competence in public resource management. Training and development programmes can assist employees in acquiring the skills necessary for their current positions while also introducing them to the leadership and software knowledge they will require in the future (Jaguszewski & Williams, 2013).

### Regulatory Frameworks

Secondly, the study examined the effect of regulatory frameworks on public resource management at the Kenya National Lands Commission. The descriptive statistics results are presented in Table 2.

**Table 2: Descriptive Analysis on Regulatory Framework**

Statement	N	Mean	Std. Dev.
The policy framework in the organization is very effective	38	3.921	0.882
Policy implementation in the organization is undertaken according to the guideline	38	4.026	0.885
There are adequate enabling regulations in the organization	38	4.211	0.741
There are adequate procedures for change legislation	38	4.026	1.052
<b>Overall</b>	<b>38</b>	<b>4.046</b>	<b>0.890</b>

As depicted by Table 2, the respondents agreed with all the statements on regulatory framework as shown by an average mean and standard deviation of 4.046 and 0.890 respectively. The study found that majority of the agreed that policies in the organization were very effective, (Mean=3.921). The results also show that most of the participants agreed that policy implementation in the organization is undertaken according to the guidelines (Mean=4.026). Further, the results show that most of the respondents agreed that at NLC there are adequate enabling regulations to enable effective public resource management (Mean=4.211). Finally, the results show that most of the respondents agreed that there are adequate procedures for change legislation (Mean=4.026).

### Administration Structure

The study further determined the effect of administration structure on public resource management at the Kenya National Lands Commission. The descriptive statistics results are presented in Table 3.

**Table 3: Descriptive Analysis on Administration Structure**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
Procedural improvements enhance the structure of the organization	38	4.211	0.741
The organization structure is well strengthened to enhance performance	38	4.026	0.915
The organization has quality management systems	38	3.895	0.924
Activities in the organization are well coordinated to enhance public resource management	38	3.711	1.011
<b>Overall</b>	<b>38</b>	<b>3.961</b>	<b>0.898</b>

Based on the results presented in Table 3, the respondents agreed with all the statements as shown by an average mean and stand deviation 3.961 and 0.898 respectively and the responses were spread about the mean. The study found that most of the respondents (Mean=4.211). The study found that most of the respondents agreed with the statement that the organization structure is well strengthened to enhance performance (Mean=4.026). The results further show that most of the respondents agreed that organization had quality systems for public resource management, (Mean=3.895). Finally, the results show that most of the respondents agreed that activities in the organization are well coordinated to enhance public resource management in the organization, (Mean=3.711).

### **Costs**

The fourth objective of the study was to determine the effect of costs on public resource management at the Kenya National Lands Commission. The descriptive statistics results are presented in Table 4.

**Table 4: Descriptive Analysis on Costs**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
The organization is faced with compliance costs barriers	38	3.763	0.913
There are effective procedures to enhance accountability in the organization	38	3.842	0.886
The organization has the organizational learning costs and they are able to train their employees	38	3.816	1.010
Regulatory frameworks implementation costs incurred must be used in the most effective manner to curb wastage	38	4.237	0.786
<b>Overall</b>	<b>38</b>	<b>3.914</b>	<b>0.899</b>

From the descriptive statistics results in Table 4, most of the respondents agreed with the statements on cost as depicted by an average mean and standard deviation of 3.914 and 0.899 respectively. It is evident that cost affected public resource management in the organization as majority (Mean=3.763). Monitoring resources is critical for the effective execution of projects. Businesses that fail to monitor their resources pay a high price in a variety of ways, and the cost of ineffective public resource management may be tremendous (Wehrmeyer, 2017). The results

also showed that most of the respondents agreed that there were effective procedures to enhance accountability in the organization, (Mean=3.842). The results further show that most of the respondents agreed that the organization has the organizational learning costs and they are able to train their employees (Mean=3.816). Finally the results show that most of the respondents were in agreement with the fact that regulatory frameworks implementation costs incurred must be used in the most effective manner to curb wastage (Mean=4.237). According to Muther (2016), the key measure of responsibility for government assets is efficient cost management. The cost includes feasible technique implementation and the empowerment and assurance of assets and cycle discipline at a minimum at the general cost, the most significant possible degree of value, reliability and utility.

### Public Resource Management

The study sought the views of the respondents with regards to public resource management at the Kenya National Lands Commission. The descriptive statistics results are presented in Table 5.

**Table 5: Descriptive Analysis on Public Resource Management**

Statement	N	Mean	Std. Dev.
The Cost variance in the organization has been achieved and there is no wastage	38	3.474	1.202
There are effective procedures to enhance accountability in the organization	38	3.947	0.868
Resource capacity utilization has been achieved and the resources are being used adequately	38	3.632	1.149
Regulatory frameworks of the organization have been effective in various departments and are being adhered to.	38	3.974	0.753
<b>Overall</b>	<b>38</b>	<b>3.757</b>	<b>0.993</b>

Based on the results in Table 5, most of the respondents agreed with the statements on the variable as depicted by an average mean and stand deviation of 3.757 and 0.993 respectively and their responses were distributed around the mean. The study found that most the respondents agreed that the cost variance in the organization had been achieved and there was no wastage as indicated by a mean of 3.474 implying that most of the respondents were agreeing with the statement. The results also show that most of the respondents agreed that there are effective procedures to enhance accountability in the organization as was also affirmed by a mean of 3.947. The results also depicts that most of the respondents were in agreement with the statement that resource capacity utilization has been achieved and the resources are being used adequately as depicted by a mean of 3.632 Finally, majority of the respondents agreed that regulatory frameworks of the organization have been effective in various departments and are being adhered to as indicated by a mean of 3.974.

### Correlation Analysis

Correlation analysis was conducted to ascertain the association between the study independent variables of management capacity, regulatory frameworks, administrative structure, cost and the dependent variable public resource management. Table 6 shows the correlation matrix.

**Table 6: Correlation Matrix**

		Public Resource Management	Management Capacity	Regulatory Frameworks	Administr ation Structure	Costs
Public Resource Management	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Management Capacity	Pearson Correlation	.401**	1.000			
	Sig. (2-tailed)	0.012				
Regulatory Frameworks	Pearson Correlation	.681**	0.215	1.000		
	Sig. (2-tailed)	0.000	0.195			
Administration Structure	Pearson Correlation	.540**	0.062	.350*	1.000	
	Sig. (2-tailed)	0.000	0.713	0.031		
Costs	Pearson Correlation	.496**	0.208	0.256	0.169	1.000
	Sig. (2-tailed)	0.002	0.211	0.121	0.311	

\*\* Correlation is significant at the 0.01 level (2-tailed).

Based on the correlation analysis results in Table 6, the results revealed a positive and significant association between management capacity and public resource management at the National Lands Commission ( $r=0.401$ ,  $p<0.05$ ) at 5% level of significance. This implies that management capacity has an association with the public resource management at the National Lands Commission. This is in agreement with the findings of a study by Heerden (2008) who posits that limit building is quite possibly the best ways an association can utilize accessible assets to upgrade not just utilitarian abilities, and execution of the association overall. Limit building has procured freshly discovered significance both in the private and public areas. Similarly as indicated by Dada (2014), limit building is considerably more than simply preparing of representatives inside an association to secure new abilities and information, but instead a comprehensive point of view to human turn of events, which includes outfitting people with imperative abilities for self-improvement and for compelling execution of their work.

The results also reveal that there was a strong positive and significant association between regulatory frameworks and public resource management at the National Lands Commission ( $r=0.681$ ,  $p<0.05$ ) at 5% level of significance. This implies that regulatory frameworks have association with the public resource management at the National Lands Commission. This is in agreement with the findings of a study. The findings concurs with the assertions by Kasisi et al. (2014) that administration guidelines adversely affect acquisition execution. The examination further showed that consistence with government acquisition guideline has a significant degree



of administration which prompts unfavorably influenced acquirement execution and the generally authoritative presentation.

The findings similarly indicate that there was a fairly strong positive and significant association between administration structure and public resource management at the National Lands Commission ( $r=0.540$ ,  $p<0.05$ ) at 5% level of significance. This implies that administration structure has an association with the public resource management at the National Lands Commission. Finally, the findings revealed that there was a positive and significant association between costs and public resource management at the National Lands Commission ( $r=0.496$ ,  $p<0.05$ ) at 5% level of significance. This implies that costs have association with the public resource management at the National Lands Commission. The findings are consistent with the conclusion by Premcha (2014) that when there is high shortfall in the public authority financial plan, the public authority may have to bring to the table loan costs higher than market rates to draw in financial backers to purchase government obligation. This has huge ramifications for loan costs, expansion, and consequently execution of the economy in the long runs. Further, Muther (2016) assert that the key measure of responsibility for government assets is efficient cost management. The cost includes feasible technique implementation and the empowerment and assurance of assets and cycle discipline at a minimum at the general cost, the most significant possible degree of value, reliability and utility.

### Regression Analysis

Regression analysis was conducted to establish the statistical significance and relationship between the independent variables; management capacity, regulatory frameworks, administrative structure, costs and the dependent variable public resource management. Tables 7, 8 and 9 present the model summary, ANOVA, and regression of coefficient results respectively.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842a	0.709	0.674	0.3416

a Predictors: (Constant), Costs, Administration Structure, Management Capacity, Regulatory Frameworks

### Source: Field Data, 2021

Table 7 depicts a coefficient of determination (R squared) of 0.709 and adjusted R squared of 0.674 at 95% significance level. The R squared of 0.709 implies that the independent variables used in this study; management capacity, regulatory frameworks, administrative structure and costs management jointly explains 70.9 percent of the variation in public resource management. The adjusted R squared of 0.674 depicts that management capacity, regulatory frameworks, administrative structure and costs management in exclusion of the constant variable explains the variation in public resource management by 67.4 % .The remaining 29.1% of the variation in the dependent variable can be explained by other factors which were not part of the current model.

**Table 8: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.378	4	2.345	20.092	.000 <sup>b</sup>
	Residual	3.851	33	0.117		
	Total	13.229	37			

a. Dependent Variable: Public Resource Management

a Predictors: (Constant), Costs, Administration Structure, Management Capacity, Regulatory Frameworks

**Source: Field Data, 2021**

In Table 8, ANOVA results are shown. The results show that the model adopted by the researcher was statistically significant in explaining the influence of management capacity, regulatory frameworks, administrative structure and costs management on public resource management and it is indicated by a p-value of  $0.000 < 0.05$ .

**Table 9: Multiple Regression of Coefficients**

Model		Unstandardized Coefficients		Standardized T Coefficients	Sig.
		B	Std. Error		
1	(Constant)	-0.541	0.562	-0.961	0.343
	Management Capacity	0.202	0.087	0.227	0.026
	Regulatory Frameworks	0.362	0.084	0.448	0.000
	Administration Structure	0.341	0.106	0.323	0.003
	Costs	0.247	0.087	0.280	0.008

a. Dependent Variable: Public Resource Management

**Source: Field Data, 2021**

The regression model therefore became:

$$Y = -0.541 + 0.202X_1 + 0.362X_2 + 0.341X_3 + 0.247X_4$$

Where:

Y = Public resource management

X<sub>1</sub> = Management Capacity

X<sub>2</sub> = Regulatory Framework

X<sub>3</sub> = Administrative Structures

X<sub>4</sub> = Costs

Regression coefficients show that management capacity had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .202, p = .026 < .05$ ). This was supported by a calculated t-statistic of 2.332 that was greater than the critical t-statistic of 1.96 further confirming the significance. The result implies that, a unit improvement in the management capacity results into an improvement in public resource management at the Kenya National Lands Commission by 0.202 units. According to Jeremy (2001) a well-defined capacity management effort may provide optimal support for company requirements. The resource-based perspective and its associated notion of core skills have recently emerged as more focused paradigms for capacity management.

Regression coefficients also show that regulatory framework had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .362$ ,  $p = .000 < .05$ ). This was supported by a calculated t-statistic of 4.297 that was greater than the critical t-statistic of 1.96 further confirming the significance. The result implies that, a unit improvement in the regulatory framework results into an improvement in public resource management at the Kenya National Lands Commission by 0.362 units. The results are consistent with the assertions by Davis (2014) that some regulatory policies contrarily affect authoritative execution, the adverse consequence of administrative strategies on authoritative execution have been ascribed to absence of adaptability inside the approach system that has contrarily influenced the selection of new methods, for example, e-obtainment that could somehow have delivered worked on hierarchical execution.

The results farther revealed that administrative structures had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .341$ ,  $p = .003 < .05$ ). This was supported by a calculated t-statistic of 3.203 that was greater than the critical t-statistic of 1.96 further confirming the significance. The result implies that, a unit improvement in the administrative structures results into an improvement in public resource management at the Kenya National Lands Commission by 0.341 units.

Finally, the regression coefficient results revealed that cost management had positive and significant effect on public resource management at the Kenya National Lands Commission ( $\beta = .247$ ,  $p = .003 < .05$ ). This was supported by a calculated t-statistic of 2.829 that was greater than the critical t-statistic of 1.96 further confirming the significance. The result implies that, a unit improvement in cost management results into an improvement in public resource management at the Kenya National Lands Commission by 0.247 units. The results are in agreement with the conclusion by Robinson (2012) that the configuration of a public planning framework is controlled by the level at which governments to control and oversee financial plans. Spending designs along these lines builds up benchmarks by which progress/accomplishments are assessed well beyond deciding principles by which the spending choices are made.

## CONCLUSION

On the basis of the study findings. The study concluded that management capacity, regulatory frameworks, administrative structure, cost positively and significantly affects public resource management at the Kenya National Lands Commission. The study concluded that the regulatory framework in NLC promotes public resource management effectively and comprehensively. The level of understanding of the idea of public resource management among NLC employees is very remarkable. This has made achieving public resource management goals more effective and straightforward. Land serves as the foundation for the development of all other resources since it is such an important resource. Land also plays an important role in the development of almost every other industry. To avoid a land-scarcity situation where different sectors compete with one other for land, a comprehensive land-use and planning strategy must be developed quickly to preserve water catchment regions, manage the environment, and many other factors. Agricultural growth has been hampered, factory construction has been made unprofitable, and wildlife reserves have been endangered throughout Africa due to many, sometimes contradictory laws for land distribution and usage.

While natural resource richness has the potential to contribute to development outcomes, many resource-rich nations face unsustainable development, conflict, dysfunctional institutions, bad governance, corruption, and low economic performance. Transparency in natural public resource

management has facilitated accountability via a variety of approaches. Natural resources may contribute significantly to a country's prosperity through supporting livelihoods, food security, and the green economy, as well as creating commerce and business at the local, national, and worldwide levels. However, due to the high stakes involved, the extractives industry is often linked with bad governance and corruption. The high rents produced by natural resource income encourage rent seeking, corruption, and favoritism, which may result in inefficient and inequitable investment and spending practices.

## **RECOMMENDATION**

The study recommended that the regulatory framework regulating the Kenya National Lands Commission should undertake awareness and outreach programs to improve staff literacy and understanding of the idea of public resource management, which is currently missing in a portion of the workforce. Training programs that improve an employee's knowledge, skills, and talents should be offered to them. A competitive advantage may be created over other important competitors by investing in capacity development and getting the backing of management. It should be an ongoing activity since it helps to reduce overall costs. Employees benefit from these tools because their effectiveness increases, and as a result, they work to the best of their ability. A company's success is built on the dedication and retention of its workers. As a consequence, those people should be empowered to make better business choices with complete autonomy and authority.

Although natural resource richness has the potential to contribute to development outcomes, many resource-rich nations face unsustainable development, war, and corruption. While progress has been achieved in terms of income and contract openness, the effect on enhanced accountability remains largely unclear. Transparency alone is unlikely to result in sustainable development results without robust regulatory frameworks and capable institutions. To adapt to changing conditions and local contexts, we need flexible, collaborative, and adaptable management methods that are rooted in a firm knowledge of political economy. It is also critical to convert resource riches into sustainable development outcomes that have sound and sustainable fiscal regimes and a leadership dedicated to using resources for the greater good. Institutions, ineffective governance, corruption, and substandard economic performance. Through various efforts, transparency in natural public resource management has facilitated accountability.

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