

Resource Allocation Strategies and Project Outcomes: A Study of Buruj Real Estate Development in Mogadishu, Somalia

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ABSTRACT

The study examined the effect of resource allocation strategies on project outcomes of Buruj Real Estate Development in Mogadishu, Somalia. This study was guided by the following objectives; to determine the effect of human resource allocation on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia; to assess the effect of financial resource allocation on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia; and to examine the effect of material resource allocation on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia. This research employed cross-sectional research design to describe the variables and the questionnaire and interview guide were used as the research instruments. Descriptive statistics were used in this study included frequencies, means and regression analysis on variables. The study found out that human resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia ($\beta = 0.806$, Sig = 0.000); financial resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia ($\beta = 0.501$, Sig = 0.000); material resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia ($\beta = 0.418$, Sig = 0.000). The study concluded that human resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia; financial resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia; material resource allocation has a positive significant effect on the project outcomes of Buruj construction and real estate in Mogadishu, Somalia. The researcher recommended that Buruj C&R Estate should strategically enhance its project efficacy through a robust skill development policy, incorporating extensive training, regular assessments, and a culture of knowledge sharing in alignment with organizational goals. Furthermore, Buruj C&R Estate should implement a well-defined budget allocation policy to secure adequate funding for project activities, thereby diminishing the risk of delays.

Keywords: Human, Financial, Material, Allocation and Project Outcomes

INTRODUCTION

The historical transformation of project financial resource allocation in real estate development is a testament to human ingenuity, yet it also reveals enduring challenges that continue to influence project outcomes. The evolution from ancient practices to modern-day strategies involves significant milestones, as noted by Abhishek et al. (2023), Bhattacharya (2023), and Saad, Alaloul, & Ammad (2022). In ancient times, the absence of structured financial resource management in real estate projects led to inefficiencies and unpredictability. Projects lacked regular schedule optimization, which hindered their potential for timely completion and resource utilization. According to Abhishek et al. (2023), this period was characterized by ad-hoc financial resource distribution, relying heavily on labor-intensive methods that lacked technological intervention. The absence of a systematic approach often resulted in delays and cost overruns, which are crucial factors affecting project outcomes in real estate development.

The late 19th century marked a pivotal shift towards more structured financial resource management, particularly in sectors like construction, manufacturing, and transportation (Bhattacharya, 2023). This era witnessed the introduction of project management methodologies that emphasized efficiency and coordination. Historical endeavors, such as the construction of the Transcontinental Railroad and the reconstruction of the Post-Civil War South, exemplify the growing importance of effective financial resource allocation. These projects showcased a transition towards more organized practices, though they were still constrained by the technological limitations of their time. Despite these advancements, the early 20th century continued to grapple with financial resource allocation challenges. While structured methodologies improved coordination, they often lacked the precision required for optimal resource utilization. The advent of computer technology and project management software in the latter half of the century began to address these limitations. However, as Saad, Alaloul, & Ammad (2022) argue, the real estate sector was slow to adopt these innovations, partly due to the complexity of integrating technology into traditional practices.

Historically, project financial resource allocation in African real estate development has been shaped by a myriad of factors, including colonial legacies, economic policies, and infrastructural deficits. According to Ofori (2020), the colonial past has left a fragmented land resources tenure system and regulatory framework, which significantly impacts financial resource allocation in contemporary projects. These historical constraints often lead to inefficiencies and increased project costs. Acheampong and Adom-Asamoah, (2021) highlight that post-independence economic policies have further complicated financial resource distribution, with many governments prioritizing urban over rural development, thereby skewing financial resource allocation. According to Moyo and Sibanda (2024), corruption and bureaucratic inefficiencies remain prevalent obstacles that hinder effective financial resource allocation.

These challenges are reminiscent of historical governance issues, suggesting a continuity of systemic problems despite advancements in technology and foreign investment (Moyo & Sibanda, 2024). The persistence of such issues underscores the complexity of financial resource allocation in African real estate development, where historical and contemporary factors are deeply intertwined. In conclusion, the historical background of project financial resource allocation in African real estate development has a profound impact on project outcomes. The real estate sector in Mogadishu, Somalia, has undergone significant changes over the years, particularly in how financial resources are allocated and managed to influence project outcomes. The backdrop of Somalia's socio-political dynamics has had a profound impact on the efficacy and success of real estate projects in Mogadishu, Somalia (Larson & Gray, 2022)). Mogadishu, Somalia, has been a focal point for real estate development due to its economic significance and population growth. However, the allocation of resources has been complicated by the city's history of conflict and instability. According to Zwikael & Meredith (2019), financial resource allocation in Mogadishu's real estate projects has often been hindered by inadequate infrastructure, lack of proper urban planning, and inconsistent policy implementation. These challenges have resulted in projects that are either incomplete or fail to meet their intended objectives (Armstrong & Baron, 2013). Certain regions in Somalia, such as Somaliland, have experienced more success in real estate development due to more stable political environments and better financial resource management. As noted by Kerzner (2017), Somaliland has benefited from a relative peace that allows for better regulatory oversight and efficient financial allocation of resources, leading to more successful project outcomes. This stability has enabled investors to engage more confidently, resulting in a burgeoning real estate market.

Despite these regional differences, there are areas in Mogadishu where real estate projects have seen better outcomes. In their comprehensive study, Alcock, (2009). Highlights the importance of international partnerships and foreign investment in improving financial resource allocation and project outcomes. These collaborations have introduced better project resources allocation practices and funding opportunities, allowing for more efficient use of financial resources. (Okeyo, Ombachi, & Mogusu, 2021) However, the study also emphasizes that these successes are often isolated and not indicative of a broader trend across projects and includes effective monitoring of the project's outcomes. In regions where real estate development is still lagging, such as parts of Mogadishu, Somalia the challenges are often tied to security issues and weak institutional frameworks. As observed by Nyonje, Ndunge, & Mulwa, (2012) these areas struggle with financial resource allocation because of insufficient governmental support and the presence of non- state actors that complicate the regulatory environment. This has led to projects that are either stalled or do not reach

completion, due to financial resource allocation constraints reflecting a broader pattern of uneven development within the country.

Contextual Perspective

Buruuj Real Estate Development Company was established in 2009 with the aim of delivering top-notch construction services at affordable rates to meet the housing needs of the Somali population (Buruuj Real Estate and development Company, 2019). Presently, Buruuj operates as a comprehensive construction and real estate service provider in Somalia, focusing on residential, commercial, and institutional projects, demonstrating expertise in technical construction endeavors from inception to completion. The company, recognized for its adherence to project timelines and quality standards, is making strides towards acquiring ISO 9001:2000 certification and other relevant quality and safety credentials, illustrating a commitment to excellence in construction and project management.

However, real estates in Somalia including Buruuj despite claiming to bring a wealth of experience to their projects, they struggle to deliver quality results in challenging environments due to difficulties in access and numerous hindrances (Wang & Li, 2022). Despite their years of safety and risk analysis expertise, construction and real estate in Mogadishu Somalia have failed to safely deliver and upgrade clients' buildings (Kerzner, 2017). Challenges such as proper planning, client communication, and logistical management have impacted their project outcomes (Serpe, Smith, & Johnson, 2022). . While these construction and real estate development companies emphasize on satisfying their clientele, they are unable to produce progress reports, failed to meet datelines (timeliness), incurred excessive costs and ultimately produced poor quality projects in Somalia (Muktar, 2021). It is upon such issues that has prompted the researchers to conduct a study on financial resource allocation strategies and project outcomes of real estate development in Mogadishu, Somalia.

Statement of the Problem

Globally, financial resource allocation strategies within real estate development projects ensure that financial resources adequately allocated and utilized effectively to achieve project goals and within budgetary constraints (Bhattacharya, 2023). However, in Mogadishu, Somalia, the project outcomes including those undertaken by companies like Buruuj real estate development are rated under low outcomes and this is evidenced by factors such as inability to produce progress satisfactory reports, failed to meet timeliness, incurred excessive costs and ultimately produced poor quality projects (PMBK, 2021, Gido, Clements, & Baker, 2018). With these poor project outcomes of construction and real estate in Mogadishu Somalia, this has led to beneficiary's income inequality, stiff unemployment opportunities, poor growth and low levels of GDP contribution to the country (Kerzner, 2017).).

However, Abdihakim and Alfayos (2024) attributed such poor project outcomes to ineffective financial resource allocation strategies employed by Real Estate development companies in Mogadishu, Somalia. Several real estate development companies and especially Buruj have been affected due to inadequate financial resources that have led to delays, cost overruns, and poor project outcome (Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017)). This calls for the need to explore on the financial resource allocation strategies on project outcomes of Real Estate Developments.

Objective

- (i) To determine the effects of human resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.
- (ii) To assess the effects of financial resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.
- (iii) To examine the effects of material resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.

LITERATURE REVIEW

Theoretical review

Resource-based view theory

The study was guided by the resource-based theory propounded by Paauwe in 2024. According to Paauwe (2024) resource-based view (RBV) theory states that the possession of resources is valuable, difficult to imitate, rare, and cannot be substituted. The resource-based theory suggests that organizations should look inside the company to find the sources of competitive advantage through the use of their resources. Further, RBV theory posits that resources and capabilities are not easily transferable between firms, highlighting the uniqueness of organizations' resources even within the same industry (Uyanik, 2023). Resource-based view theory assumes that a firm's resources and capabilities are the primary drivers of its competitive advantage and superior performance (Bals & Rosca, 2022). This theory assumes that firms' performance and competitive advantages are enhanced by effectively utilizing valuable resources and capabilities to achieve sustained superior performance and competitive edge (Mansour et al., 2022). This theory focuses on the effects of the resources that businesses have and their ability to use these resources on business performance and gaining competitive advantage (Salsabila et al., 2022).

The resource-based view (RBV) has limitations in understanding project performance, such as overlooking regularly focusing on the project level and overlooking the individual level factors that contribute to performance (Marino-Romero, Palos-Sanchez & Velicia-Martin, 2022) and does not fully account for the dynamic nature of resources and their impact on performance over time (Pitesa & Thau, 2018). Another constraint is the lack of consideration for external factors like market conditions or industry dynamics in shaping performance outcomes, while also overlooking non-financial dimensions like employee well-being or customer satisfaction (Pitesa & Thau, 2018; Spanouli & Hofmans, 2021).

Empirical Review

Effect of human resource allocation on project outcomes

Optimizing human resource allocation in construction projects is crucial for efficient task completion, as highlighted by Amin, Rani, and Sianipar's (2024) study on the feasibility of constructing the Iskandar Muda Military Regional Finance Office in Banda Aceh City. The study findings from productivity calculations revealed a decrease in the relationship between duration and work productivity progress, rendering the current number of workers ineffective in ensuring construction feasibility from a human resources standpoint. Despite the presence of 32 workers with skills aligned with job descriptions, the research underscores the importance of optimizing labor allocation and time utilization to enhance productivity. By implementing efficient methods tailored for repetitive tasks and adjusting labor requirements throughout the project duration, this approach proves feasible and effective in achieving better overall results in constructing the Iskandar Muda Military Regional Finance Office. However, while the study emphasizes the importance of considering various factors like employee competence and technology advances, there is limited discussion on the potential biases or subjectivity that may arise in the allocation process, which could impact the overall effectiveness of resource utilization. This study will fill this gap.

Khatun, Hiekata, and Nakashima (2023) in their study on human resource allocation in multi-project management, revealed the complexity caused by resource sharing in such environments. Portfolio managers face challenges due to resource dependencies and high uncertainty, as classical mathematical approaches struggle to effectively address interrelationships and dynamic changes in multi-project settings. The study findings revealed that human resource allocation significantly affect the success of projects within multi-project management frameworks. The strategic deployment of human resources significantly enhances project outcomes by optimizing performance metrics and streamlining processes. By leveraging human resources effectively, portfolio and project managers navigate through uncertain and complex environments with greater ease, ultimately ensuring the successful completion of projects within allocated timeframes. However, the proposed solutions primarily focus on cost minimization and project duration without explicitly addressing the

potential trade-offs between different project objectives, such as quality, innovation, or employee development, which are crucial for long-term project success. This study will fill this gap.

Effect of financial resource allocation on project outcomes

Aradukunda and Sikubwabo (2024) investigated the influence of financial resource management on project performance in Kigali City, revealing challenges such as misappropriation of funds and inadequate performance monitoring leading to project failures. The research aimed to evaluate the impact of financial resource management planning and control on project performance, utilizing financial literacy and resource dependency theories, literature review, and data collection techniques to analyze the data. Findings indicated that there is a significance relationship between financial resources management and City of Kigali's project performance; and it was found that holding all the financial resources management to a constant zero, project performance of Kigali City will be 30.6 percent, a unit increase in the use of financial resource planning will lead to a 0.731% improvement in project performance in Kigali City, the use of financial resource management will lead to a 1% improvement in project performance in Kigali City. The study's regression analysis highlighted the significant influence of financial resource management on project performance in Kigali City, with financial resource planning having the greatest impact followed by financial resource control. The results indicate that maintaining expertise in financial control is crucial for enhancing organizational performance at the public entity Kigali City, as shown by the statistical significance of all factors examined at a 95% confidence level. However, this study looked at financial resource management, the focus of the present study is on financial resource allocation.

Grakhov, Noring and Ribeiro (2023) examined the management of funds and performance evaluation in infrastructural projects, focusing on the Trans-Canada Highway. Efficient funds management is vital in infrastructure endeavors to ensure proper allocation and utilization of financial resources for project success. The study revealed that effective financial resource allocation influences project outcomes by ensuring optimal fund utilization, cost control, and performance evaluation, crucial for the success and sustainability of infrastructural projects. Moreover, monitoring funds strategically throughout the project's lifespan is critical for achieving goals, with project performance gauged through indicators like cost control, adherence to timelines, delivery quality, and overall outcomes. Effective funds management is crucial for optimal allocation and efficient use of resources in infrastructure projects, helping to monitor expenses, detect budget discrepancies, and implement corrective actions to mitigate financial risks.

Effect of material resource allocation on project outcomes

Weiss, Hoegl and Gibbert (2019) examined the relationship between material resource adequacy and the performance of innovation projects. The study findings revealed that material resource adequacy has a positive significant influence on the performance of innovation projects based. This suggests that having sufficient material resources at one's disposal can lead to improved project performance across various domains. Furthermore, the efficient allocation of resources has the potential to not only optimize project outcomes but also contribute significantly to the overall success and sustainability of innovation initiatives.

Further, Weiss, Hoegl and Gibbert (2016) examined the impact of material resources on team performance in innovation projects have yielded inconclusive findings. This research aims to fill this gap by focusing on team members' perceptions of material resource adequacy. By exploring the drivers of these perceptions, this study not only aims to resolve conflicting results in existing literature but also aims to offer guidance on project funding to enhance innovation project performance. Utilizing survey data from 121 innovation projects in the electronics industry, this paper differentiates between new product quality and novelty as outcome dimensions of innovation project performance. The results reveal that team potency and workload are significant socio-cognitive factors influencing perceptions of material resource adequacy among innovation project teams. Additionally, the study revealed a significant positive relationship between perceived material resource adequacy and new product quality, while a negative relationship is observed with new product novelty. This research emphasizes the importance of considering socio-cognitive factors in understanding the relationship between material resource adequacy and innovation project performance, suggesting a need for further exploration of cognitive aspects in research on innovation and project management.

Jusoh and Kasim (2019) investigated the effects factors of material management on project performance and explore the implication of such factors on the performance of a construction project, in order to improve the efficiency of the material management. Material management is an important element in project management as materials contribute a major portion to total project cost. It also plays a key role because of the successes of every construction project rely on having proper resources. The study found out that proper material management positively impacts project performance by minimizing costs and ensuring timely delivery, ultimately enhancing project outcomes. In conclusion, exploring the implication of material management towards project performance will benefit construction players in improving the efficiency of material management in order to minimize the impacts on construction projects performance.

Conceptual framework

Resource Allocation strategies

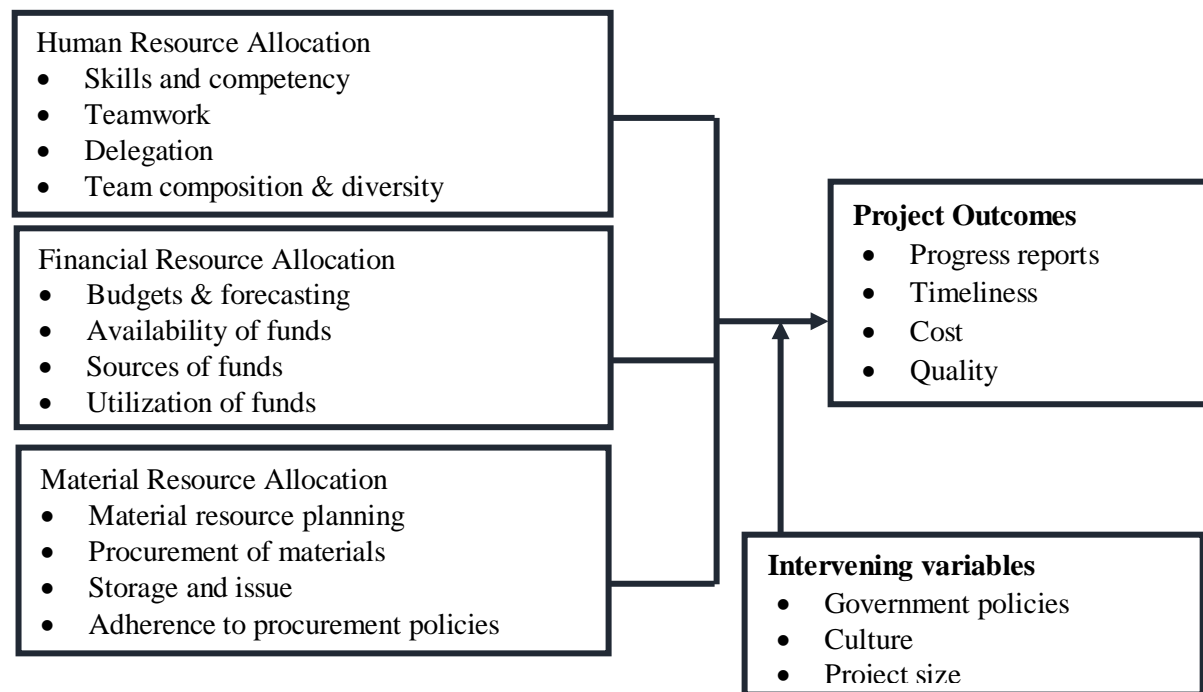


Figure 2.1; Conceptual framework on relationship between resource allocation strategies and project outcomes

METHODOLOGY

Research Design

The study used a cross-sectional survey design to collect data. The primary objective was to gain insights into the financial resource allocation strategies and project outcomes within Buruj real estate development in Mogadishu, Somalia. Further, the study incorporated mixed research approaches, encompassing qualitative interviews and quantitative questionnaires in the data collection. The qualitative approach was geared towards offering a profound comprehension grounded in individual viewpoints, whereas the quantitative methodology analyzed variables by utilizing descriptive statistics to assess hypotheses pertaining to financial resource allocation strategies and project outcomes.

Target Population

The target population was the employees, beneficiaries and stakeholders of Buruj Real Estate and development in Mogadishu, Somalia totaling to 260 people.

Table 3.1 Quantitative and Qualitative Sample Size Categories

N	Category of Respondents	Population	Quantitative Sample Size	Qualitative Sample Size	Sampling Technique
1	Directors & CEOs	5	5	4	Purposive Sampling
2	Project Managers	10	10	10	Purposive Sampling
3	Project Staff	45	40	N/A	Random Sampling
4	Representatives of Project Beneficiaries	200	103	N/A	Random Sampling
	Grand Total	260	158	14	

Sampling Procedure

Purposive sampling was employed by the researchers. This is a non-probability sampling in which researchers choose respondents based on specific criteria or characteristics that are deemed relevant to the research question (Mugenda and Mugenda, 2003). The technique of purposive sampling was utilized to choose the directors, chief executive officer (CEOs) and project managers who were selected based on the substantial knowledge and skills they possess in relation to the study area under investigation.

Data collection instruments

This research employed two distinct categories of researcher tools, specifically; questionnaires for quantitative data collection, and in-depth interviews for qualitative insights and perspectives gathering.

Validity and Reliability of Instruments

Application of Content Validity Index (CVI) of the study and the outcomes for both the questionnaire and the interviews were examined for confirmation and validation purposes. As suggested by Amin (2005) who stated that instruments will be deemed valid if the CVI exceeds 0.70, implying a high level of content validity. The reliability of the questionnaire was tested using the Cronbach's alpha coefficient. A Cronbach's alpha value of 0.70 and above was considered to be the criteria for demonstrating internal consistency of new scale and established scales respectively.

Descriptive Statistics on Research Variables

The independent variable in the study was financial allocation strategies and dependent variable was the project outcomes of Buruuj real estate and development in Mogadishu, Somalia. The results are presented following a Likert scale. The components of the Likert scale consisted of; SD= Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA= Strongly Agree. Responses were analyzed using SPSS, focusing on means and standard deviations as shown in the table. To interpret the mean, the following mean ranges along with their descriptions were applied; see table 3.2 below

Table 3.2: Mean interpretation values

NO	Mean Range	Response Mode	Interpretation
5	4.21-5.00	Strongly agree	Very satisfactory
4	3.41-4.20	Agree	Satisfactory
3	2.61-3.40	Not sure	Fairly satisfactory
2	1.81-2.60	Disagree	Unsatisfactory
1	1.00-1.80	Strongly disagree	Very unsatisfactory

RESULT

Response Rate

Table 4.1 presented the response rate of the respondents on the study done on resource allocation strategies and the project outcomes of Buruuj real estate and development in Mogadishu, Somalia.

Table 4.1 Response Rate

Research Instrument	Planned/targeted	Actual	Percentage
Questionnaire	131	110	83%
Interview guide	27	25	92%
Total	158	135	
Overall percentage response rate			88%

Table 4.1 above indicates the response rate for both the questionnaire and interview components of the research. Questionnaire: Out of the planned 131 respondents, 110 respondents completed the questionnaire, resulting in an 83% response rate. Interview guide: of the 27 individuals targeted for interviews, 25 participated, yielding a 92% response rate.

Demographic characteristics of respondents

The demographic variables of male and female employees who participated as respondents were deemed crucial for assessing the effect of resource allocation strategies on the project outcomes of Buruuj real estate and development project in Mogadishu, Somalia. This demographic data included details such as gender, age group, education level, and working experience. Table 4.2 below

Table 4.2: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	77	57.0%	57.0%	57.0%
	Female	58	43.0%	43.0%	100.0%
	Total	135	100.0%	100.0%	
Age	Below 30 years	28	20.7%	20.7%	20.7%
	30 - 45 years	64	47.4%	47.4%	68.1%
	46 – 60 years	43	31.9%	31.9%	100.0%
	Total	135	100.0%	100.0%	
Marital Status	Single	48	35.6%	35.6%	35.6%
	Married	73	54.1%	54.1%	89.6%
	Other(s)	14	10.4%	10.4%	100.0%
	Total	135	100.0%	100.0%	
Education Level	Diploma	36	26.7%	26.7%	26.7%
	Bachelor's Degree	49	36.3%	36.3%	63.0%

	Master's Degree	43	31.9%	31.9%	94.8%
	Others	7	5.2%	5.2%	100.0%
	Total	135	100.0%	100.0%	
Work Experience	Less than 1 year	29	21.5%	21.5%	21.5%
	1–3 years	51	37.8%	37.8%	59.3%
	4–6 years	40	29.6%	29.6%	88.9%
	Above 7 years	15	11.1%	11.1%	100.0%
	Total	135	100.0%	100.0%	

From the data presented in table 4.2, it is indicated that the majority of respondents were male, accounting for 77(57.0%) of the total respondents, while females made up 58(43.0%) of the participants, indicating that males exhibited a higher level of engagement in the research study. The statistical analysis revealed a disparity in the gender distribution, with a significant majority of males taking part in the study compared to females. From the data presented in table 4.2 above, majority of respondents fell within the age range of 30-45 years, comprising 64(47.4%) of the total respondents, while 43(31.9%) were aged between 46-60 years. And 28(20.7%) of the participants were aged below 30 years, this imply that participants in the 30-45 years' age bracket played a significant role in actively engaging with the research study. This active involvement indicates that this particular age group possessed valuable insights and perspectives that influenced their responses to the questionnaire in a meaningful way. Majority of the respondents, 73(54.1%) were married, while 48(35.6%) were single and 14(10.4%) were in the category of others and these were widowed and had divorced. Furthermore, the findings suggest a notable trend where married individuals were more actively engaged and involved in the research study, indicating a potential correlation between marital status and participation levels in the study.

From the data presented in table 4.2, it indicated that the majority of the participants held bachelor's degree, as evidenced by 49(36.3%) of the total respondents. Subsequently, 43(31.9%) of the respondents were found to possess masters' degree, while 36(26.7%) were had diploma and 7(5.2%) had other qualifications. This imply that respondents provided the credible and relevant information for this particular study. According 51(37.8%) of the employees have been in operation for 1-3 years, 40(29.6%) had been in operation for 4-6 years, while 29(21.5%) for less than 1 year, and 115(11.1%) had been in operation for 7 and above years. This infers that most of the employees had been in operation for more than 3 years.

Table 4.3: Descriptive statistics on human resource allocation of Buruuj construction and real estate in Mogadishu, Somalia

Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std.D	Interpretation
Buruuj C&R Estate's staff have requisite skills to carry out project activities	6 (4.4%)	24 (17.8%)	12 (8.9%)	65 (48.1%)	28 (20.7%)	3.63	1.131	Satisfactory
Buruuj C&R Estate's staff working on project activities have the required competency	16 (11.9%)	20 (14.8%)	14 (10.4%)	64 (47.4%)	21 (15.6%)	3.40	1.253	Satisfactory

Teamwork is highly promoted among Buruuj C&R Estate's staff working on project activities	6 (4.4%)	18 (13.3%)	9 (6.7%)	71 (52.6%)	31 (23%)	3.76	1.087	Satisfactory
Senior staff working on Buruuj C&R Estate's project delegate duties to their junior staff	8 (5.9%)	20 (14.8%)	9 (6.7%)	55 (40.7%)	43 (31.9%)	3.78	1.214	Satisfactory
The team carrying out Buruuj C&R Estate's project activities is diverse	9 (6.7%)	36 (26.7%)	6 (4.4%)	43 (31.9%)	41 (30.4%)	3.53	1.343	Satisfactory
Average						3.68	1.182	Satisfactory

From table 4.3, results show that human resource allocation within Buruuj construction and real estate in Mogadishu, Somalia, was rated satisfactory (mean = 3.68, standard deviation = 1.182) and is characterized with the following aspects. The findings from table 4.3 indicated that 65(48.1%) and 28(20.7%) of respondents, agreed and strongly agreed respectively that Buruuj C&R Estate's staff have requisite skills to carry out project activities; implying that Buruuj C&R Estate's staff have requisite skills to carry out project activities. Nonetheless, 24(17.8%) disagreed and 6(4.4%) strongly disagreed with 12(8.9%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.63 and standard deviation of 1.131 which indicates some variability in the responses. Although majority of respondents feel Buruuj C&R Estate's staff have requisite skills to carry out project activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus Buruuj C&R Estate's staff have requisite skills to carry out project activities.

Likewise, the findings from table 4.3 indicated that 64(47.4%) and 21(15.6%) of respondents, agreed and strongly agreed respectively that Buruuj C&R Estate's staff working on project activities have the required competency; implying that Buruuj C&R Estate's staff working on project activities have the required competency. Nevertheless, 20(14.8%) disagreed and 16(11.9%) strongly disagreed with 14(10.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.40 and standard deviation of 1.253 which indicates some variability in the responses. Although majority of respondents feel Buruuj C&R Estate's staff working on project activities have the required competency, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus Buruuj C&R Estate's staff working on project activities have the required competency.

Also, the findings from table 4.3 indicated that 71(52.6%) and 31(23%) of respondents, agreed and strongly agreed respectively that teamwork is highly promoted among Buruuj C&R Estate's staff working on project activities; implying that teamwork is highly promoted among Buruuj C&R Estate's staff working on project activities. However, 18(13.3%) disagreed and 6(4.4%) strongly disagreed with 9(6.7%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.76 and standard deviation of 1.087 which indicates some variability in the responses. Although majority of respondents feel teamwork is highly promoted among Buruuj C&R Estate's staff working on project activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus teamwork is highly promoted among Buruuj C&R Estate's staff working on project activities.

Similarly, the findings from table 4.3 indicated that 55(40.7%) and 43(31.9%) of respondents, agreed and strongly agreed respectively that senior staff working on Buruuj C&R Estate's project delegate duties to their junior staff; implying that senior staff working on Buruuj C&R Estate's project delegate duties to their junior staff. Nonetheless, 20(14.8%) disagreed and 8(5.9%) strongly disagreed with 9(6.7%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.78 and standard deviation of 1.214 which indicates some variability in the responses. Although majority of respondents feel senior staff working on Buruuj C&R Estate's project delegate duties to their junior staff, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus senior staff working on Buruuj C&R Estate's project delegate duties to their junior staff.

Moreover, the findings from table 4.3 indicated that 43(31.9%) and 41(30.4%) of respondents, agreed and strongly agreed respectively that the team carrying out Buruuj C&R Estate's project activities is diverse; implying that the team carrying out Buruuj C&R Estate's project activities is diverse. On the other hand, 36(26.7%) disagreed and 9(6.7%) strongly disagreed with 6(4.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.343 which indicates some variability in the responses. Although majority of respondents feel the team carrying out Buruuj C&R Estate's project activities is diverse, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the team carrying out Buruuj C&R Estate's project activities is diverse.

Table 4.4: Descriptive statistics on financial resource allocation of Buruuj construction and real estate in Mogadishu, Somalia

Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std.D	Interpretation
Adequate budget is set aside for carrying out the project activities of Buruuj C&R Estate	13 (9.6%)	21 (15.6%)	10 (7.4%)	64 (47.4%)	27 (20%)	3.53	1.245	Satisfactory
Funds are forecasted before their commitment into Buruuj C&R Estate's activities	15 (11.1%)	26 (19.3%)	11 (8.1%)	50 (37%)	33 (24.4%)	3.44	1.342	Satisfactory
The funds are available to carry out Buruuj C&R Estate's activities	6 (4.4%)	19 (14.1%)	10 (7.4%)	63 (46.7%)	37 (27.4%)	3.79	1.129	Satisfactory
There are different sources of funds to finance Buruuj C&R Estate's activities	11 (8.1%)	2 (1.5%)	7 (5.2%)	76 (56.3%)	39 (28.9%)	3.96	1.068	Satisfactory
There are different sources of funds to finance Buruuj C&R Estate's activities	7 (5.2%)	19 (14.1%)	12 (8.9%)	66 (48.9%)	31 (23%)	3.70	1.127	Satisfactory
Average						3.68	1.241	Satisfactory

From the data presented in table 4.4, the empirical findings indicate that the financial resource allocation services provided by Buruuj construction and real estate in Mogadishu, Somalia, have been evaluated as satisfactory, with a mean score of 3.68 and a standard deviation of 1.241, which suggests a relatively positive reception among users and encompasses various critical aspects of service delivery and user experience that are noteworthy. Findings from table 4.4 indicated that 64(47.4%) and 27(20%) of respondents, agreed and strongly agreed respectively that adequate budget is set aside for carrying out the project activities of Buruuj C&R Estate; implying that adequate budget is set aside for carrying out the project activities of Buruuj C&R Estate. On the other hand, 21(15.6%) disagreed and 13(9.6%) strongly disagreed with 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.245 which indicates some variability in the responses. Although majority of respondents feel adequate budget is set aside for carrying out the project activities of Buruuj C&R Estate, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus adequate budget is set aside for carrying out the project activities of Buruuj C&R Estate.

Likewise, the findings from table 4.4 indicated that 50(37%) and 33(24.4%) of respondents, agreed and strongly agreed respectively that funds are forecasted before their commitment into Buruuj C&R Estate's activities; implying that funds are forecasted before their commitment into Buruuj C&R Estate's activities. Nevertheless, 26(19.3%) disagreed and 15(11.1%) strongly disagreed with 11(8.1%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.44 and standard deviation of 1.342 which indicates some variability in the responses. Although majority of respondents feel funds are forecasted before their commitment into Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus funds are forecasted before their commitment into Buruuj C&R Estate's activities.

Also, the findings from table 4.4 indicated that 63(46.7%) and 37(27.4%) of respondents, agreed and strongly agreed respectively that the funds are available to carry out Buruuj C&R Estate's activities; implying that the funds are available to carry out Buruuj C&R Estate's activities. Nonetheless, 19(14.1%) disagreed and 6(4.4%) strongly disagreed with 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.79 and standard deviation of 1.129 which indicates some variability in the responses. Although majority of respondents feel the funds are available to carry out Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the funds are available to carry out Buruuj C&R Estate's activities.

Similarly, the findings from table 4.4 indicated that 76(56.3%) and 39(28.9%) of respondents, agreed and strongly agreed respectively that there are different sources of funds to finance Buruuj C&R Estate's activities; implying that there are different sources of funds to finance Buruuj C&R Estate's activities. However, 2(1.5%) disagreed and 11(8.1%) strongly disagreed with 7(5.2%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.96 and standard deviation of 1.068 which indicates some variability in the responses. Although majority of respondents feel there are different sources of funds to finance Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus there are different sources of funds to finance Buruuj C&R Estate's activities.

Moreover, the findings from table 4.4 indicated that 66(48.9%) and 31(23%) of respondents, agreed and strongly agreed respectively the allocated funds are utilized prudently in performing Buruuj C&R Estate's activities; implying that the allocated funds are utilized prudently in performing Buruuj C&R Estate's activities. Nonetheless, 19(14.1%) disagreed and 7(5.2%) strongly disagreed with 12(8.9%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.70 and standard deviation of 1.127 which indicates some variability in the responses. Although majority of respondents feel the allocated funds are utilized prudently in performing Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the allocated funds are utilized prudently in performing Buruuj C&R Estate's activities.

Table 4.5: Descriptive statistics on material resource allocation of Buruuj construction and real estate in Mogadishu, Somalia

Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std.D	Interpretation
Material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out Buruuj C&R Estate's activities	6 (4.4%)	18 (13.3%)	9 (6.7%)	67 (49.6%)	35 (25.9%)	3.79	1.107	Satisfactory
Material resource plans guide procurement of material resources needed to perform Buruuj C&R Estate's activities	10 (7.4%)	18 (13.3%)	10 (7.4%)	52 (38.5%)	45 (33.3%)	3.77	1.252	Satisfactory
Buruuj C&R Estate has a central store where the procured materials for project activities are kept	12 (8.9%)	32 (23.7%)	6 (4.4%)	38 (28.1%)	47 (34.8%)	3.56	1.402	Satisfactory
All materials issued for carrying out Buruuj C&R Estate's activities are recorded	12 (8.9%)	16 (11.9%)	2 (1.5%)	69 (51.1%)	36 (26.7%)	3.75	1.226	Satisfactory
There is adherence to the stipulated policies when procuring new materials of Buruuj C&R Estate's project	13 (9.6%)	19 (14.1%)	9 (6.7%)	69 (51.1%)	25 (18.5%)	3.55	1.220	Satisfactory
Average						3.62	1.206	Satisfactory

From table 4.5, results show that the material resource allocation within Buruuj construction and real estate in Mogadishu, Somalia, was rated satisfactory (mean = 3.62, standard deviation = 1.206) and is characterized with the following aspects. Findings from table 4.5 indicated that 67(49.6%) and 35(25.9%) of respondents, agreed and strongly agreed respectively that material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out Buruuj C&R Estate's activities; implying that material resource

planning (MRP) is carried out to estimate the quantities of inventories needed to carry out Buruuj C&R Estate's activities. Nonetheless, 18(13.3%) disagreed and 6(4.4%) strongly disagreed with 9(6.7%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.79 and standard deviation of 1.107 which indicates some variability in the responses. Although majority of respondents feel material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out Buruuj C&R Estate's activities.

Likewise, the findings from table 4.5 indicated that 52(38.5%) and 45(33.3%) of respondents, agreed and strongly agreed respectively that material resource plans guide procurement of material resources needed to perform Buruuj C&R Estate's activities; implying that Material resource plans guide procurement of material resources needed to perform Buruuj C&R Estate's activities. Even so, 18(13.3%) disagreed and 10(7.4%) strongly disagreed with further 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.77 and standard deviation of 1.252 which indicates some variability in the responses. Although majority of respondents feel material resource plans guide procurement of material resources needed to perform Buruuj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus material resource plans guide procurement of material resources needed to perform Buruuj C&R Estate's activities.

Also, the findings from table 4.5 indicated that 38(28.1%) and 47(34.8%) of respondents, agreed and strongly agreed respectively that Buruuj C&R Estate has a central store where the procured materials for project activities are kept; implying that Buruuj C&R Estate has a central store where the procured materials for project activities are kept. On the other hand, 32(23.7%) disagreed and 12(8.9%) strongly disagreed with 6(4.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.56 and standard deviation of 1.402 which indicates some variability in the responses. Although majority of respondents feel Buruuj C&R Estate has a central store where the procured materials for project activities are kept, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus Buruuj C&R Estate has a central store where the procured materials for project activities are kept.

Similarly, the findings from table 4.5 indicated that 69(51.1%) and 36(26.7%) of respondents, agreed and strongly agreed respectively that all materials issued for carrying out Buruuj C&R Estate's activities are recorded; implying that all materials issued for carrying out Buruuj C&R Estate's activities are recorded. Nonetheless, 16(11.9%) disagreed and 12(8.9%) strongly disagreed with 2(1.5%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.75 and standard deviation of 1.226 which indicates some variability in the responses. Although majority of respondents feel all materials issued for carrying out Buruuj C&R Estate's activities are recorded, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus all materials issued for carrying out Buruuj C&R Estate's activities are recorded.

Moreover, the findings from table 4.5 indicated that 69(51.1%) and 25(18.5%) of respondents, agreed and strongly agreed respectively there is adherence to the stipulated policies when procuring new materials of Buruuj C&R Estate's project; implying that there is adherence to the stipulated policies when procuring new materials of Buruuj C&R Estate's project. Nevertheless, 19(14.1%) disagreed and 13(9.6%) strongly disagreed with 9(6.7%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.55 and standard deviation of 1.220 which indicates some variability in the responses. Although majority of respondents feel there is adherence to the stipulated policies when procuring new materials of Buruuj C&R Estate's project, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus there is adherence to the stipulated policies when procuring new materials of Buruuj C&R Estate's project.

Table 4.6: Descriptive statistics on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std.D	Interpretation
Progress reports indicating the status of Buruuj C&R Estate's activities are generated regularly	11 (8.1%)	26 (19.3%)	9 (6.7%)	59 (43.7%)	30 (22.2%)	3.53	1.257	Satisfactory
Progress reports are generated on time in Buruuj C&R Estate	9 (6.7%)	30 (22.2%)	6 (4.4%)	69 (51.1%)	21 (15.6%)	3.47	1.190	Satisfactory
Buruuj C&R Estate's reports are prepared within cost provisions in the organization	13 (9.6%)	21 (15.6%)	10 (7.4%)	64 (47.4%)	27 (20%)	3.53	1.245	Satisfactory
Buruuj C&R Estate usually generate quality project reports	12 (8.9%)	16 (11.9%)	2 (1.5%)	69 (51.1%)	36 (26.7%)	3.75	1.226	Satisfactory
The project outcomes are achieved within the allocated budget	9 (6.7%)	20 (14.8%)	6 (4.4%)	91 (67.4%)	9 (6.7%)	3.53	1.043	Satisfactory
Average						3.56	1.192	Satisfactory

From the analysis presented in table 4.6, it can be discerned that the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia, was rated satisfactory, with a calculated mean score of 3.56 and a standard deviation measuring 1.192, and this rating is characterized by several distinct aspects which will be elaborated upon in the following sentences.

Moreover, the findings from table 4.6 indicated that 59(43.7%) and 30(22.2%) of respondents, agreed and strongly agreed respectively progress reports indicating the status of Buruuj C&R Estate's activities are generated regularly; implying that progress reports indicating the status of Buruuj C&R Estate's activities are generated regularly. Nonetheless, 26(19.3%) disagreed and 11(8.1%) strongly disagreed with 9(6.7%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.257 which indicates some variability in the responses. Although majority of respondents feel progress reports indicating the status of Buruuj C&R Estate's activities are generated regularly, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus progress reports indicating the status of Buruuj C&R Estate's activities are generated regularly.

Findings from table 4.6 indicated that 69(51.1%) and 21(15.6%) of respondents, agreed and strongly agreed respectively that progress reports are generated on time in Buruuj C&R Estate; implying that progress reports

are generated on time in Buruuj C&R Estate. Even so, 30(22.2%) disagreed and 9(6.7%) strongly disagreed with 9(4.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.47 and standard deviation of 1.190 which indicates some variability in the responses. Although majority of respondents feel progress reports are generated on time in Buruuj C&R Estate, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus progress reports are generated on time in Buruuj C&R Estate.

Likewise, the findings from table 4.6 indicated that 64(47.4%) and 27(20%) of respondents, agreed and strongly agreed respectively that Buruuj C&R Estate's reports are prepared within cost provisions in the organization; implying that Buruuj C&R Estate's reports are prepared within cost provisions in the organization. Nonetheless, 21(15.6%) disagreed and 13(9.6%) strongly disagreed with 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.245 which indicates some variability in the responses. Although majority of respondents feel Buruuj C&R Estate's reports are prepared within cost provisions in the organization, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus Buruuj C&R Estate's reports are prepared within cost provisions in the organization.

Also, the findings from table 4.6 indicated that 69(51.1%) and 36(26.7%) of respondents, agreed and strongly agreed respectively that Buruuj C&R Estate usually generate quality project reports; implying that Buruuj C&R Estate usually generate quality project reports. However, 16(11.9%) disagreed and 12(8.9%) strongly disagreed with 2(1.5%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.75 and standard deviation of 1.226 which indicates some variability in the responses. Although majority of respondents feel Buruuj C&R Estate usually generate quality project reports, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus Buruuj C&R Estate usually generate quality project reports.

Also, the findings from table 4.6 indicated that 91(67.4%) and 9(6.7%) of respondents, agreed and strongly agreed respectively that the project outcomes are achieved within the allocated budget; implying that the project outcomes are achieved within the allocated budget. Nonetheless, 20(14.8%) disagreed and 9(6.7%) strongly disagreed with 6(4.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.043 which indicates some variability in the responses. Although majority of respondents feel the project outcomes are achieved within the allocated budget, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the project outcomes are achieved within the allocated budget.

Table 4.7: Regression Results on Human Resource Allocation Strategies and Project Outcomes of Buruuj Construction and Real Estate in Mogadishu, Somalia

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.806	0.650	0.648		2.29994
a. Predictors: (Constant), Human Resource Allocation					
ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1308.658	1	1308.658	247.396	0.000
Residual	703.535	133	5.290		
Total	2012.193	134			
a. Dependent Variable: Project Outcomes					
b. Predictors: (Constant), Human Resource Allocation					

Coefficients					
Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients β	t	Sig.
(Constant)	4.639	0.859		5.398	0.000
Human Resource Allocation	0.714	0.045	0.806	15.729	0.000
a. Dependent Variable: Project Outcomes					

The results in table 4.7, regression analysis results in the model summary table revealed that human resource allocation accounted for 65.0% variation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by R-squared of 0.650 implying that human resource allocation contribute 65.0% towards the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The ANOVA table indicated that human resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by the F-value = 247.396 and Sig value=.000, since the sig. value (0.000) was less than 0.05 level of significance required to declare a significant effect. This implies that human resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.

The coefficients table indicated that human resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia ($\beta = 0.806$, Sig = 0.000). Thus indicating that unit increase of human resource allocation affect significantly the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Therefore, there is a positive significant effect of human resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Thus the null hypothesis is rejected. Qualitatively, the researcher interviewed key informants who included the directors, chief executive officer (CEOs) and project managers. The researcher posed this question to them: How does human resource allocation affect project outcomes in Buruuj Construction and Real Estate? Their responses were summarized as indicated below:

Key informants said “...human resource allocation directly influences project efficiency and productivity. The optimal allocation of skilled personnel helps in streamlining processes, reducing delays, and minimizing costs, which are crucial factors in construction and real estate projects. Buruuj strategically allocates its human resources, ensuring that each team has the necessary skills and expertise to enhance project delivery timelines and quality.”

Table 4.8: Regression results on financial resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

Model Summary							
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate		
1		.501 ^a	.251	.245	3.36634		
a. Predictors: (Constant), Financial Resource Allocation							
ANOVA ^a							
Model		Sum of Squares		df	Mean Square	F	Sig.
1	Regression	505.000		1	505.000	44.563	.000 ^b
	Residual	1507.192		133	11.332		
	Total	2012.193		134			
a. Dependent Variable: Project Outcomes							
b. Predictors: (Constant), Financial Resource Allocation							

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.837	1.372		6.439	.000
	Financial Resource Allocation	.486	.073	.501	6.676	.000

Dependent Variable: Project Outcomes

The results in table 4.8, regression analysis results in the model summary table revealed that financial resource allocation accounted for 25.1% variation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by R-squared of 0.251 implying that financial resource allocation contribute 25.1% towards the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.

The ANOVA table indicated that financial resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by the F-value = 44.563 and Sig value=.000, since the sig. value (0.000) was less than 0.05 level of significance required to declare a significant effect. This implies that financial resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The coefficients table indicated that financial resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia ($\beta = 0.501$, Sig = 0.000). Thus, indicating that unit increase of financial resource allocation affects significantly the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Therefore, there is a positive significant effect of financial resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Thus, the null hypothesis is rejected.

Qualitatively, the researcher interviewed key informants who included the directors, chief executive officer (CEOs) and project managers. The researcher posed this question to them: How does financial resource allocation affect the project outcomes of Buruuj Construction and Real Estate?

Key informants said “...financial resource allocation affects the quality of construction outcomes. Proper funding allows for the procurement of high-quality materials and skilled labor, both of which are essential for maintaining standards and meeting client expectations in Buruuj construction and real estate. However, inadequate financial resources force project managers to compromise on quality, leading to substandard construction and potential future liabilities. Thus, Buruuj’s commitment to judicious financial planning is crucial for ensuring project quality.”

Table 4.9: Regression results on material resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

Model Summary							
Model		R	R Square	Adjusted R Square		Std. Error of the Estimate	
1		.418 ^a	.175	.168		3.53386	
a. Predictors: (Constant), Material Resource Allocation							
ANOVA ^a							
Model		Sum of Squares		df	Mean Square	F	Sig.
1	Regression	351.264		1	351.264	28.128	.000 ^b
	Residual	1660.929		133	12.488		
	Total	2012.193		134			
a. Dependent Variable: Project Outcomes							
b. Predictors: (Constant), Material Resource Allocation							
Coefficients ^a							

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.566	1.581		6.052	.000
	Material Resource Allocation	.455	.086	.418	5.304	.000
a. Dependent Variable: Project Outcomes						

The results in table 4.9, regression analysis results in the model summary table revealed that material resource allocation accounted for 17.5% variation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by R-squared of 0.175 implying that material resource allocation contribute 17.5% towards the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The ANOVA table indicated that material resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia and this was indicated by the F-value = 28.128 and Sig value=.000, since the sig. value (0.000) was less than 0.05 level of significance required to declare a significant effect. This implies that material resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia.

The coefficients table indicated that material resource allocation significantly affects the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia ($\beta = 0.418$, Sig = 0.000). Thus indicating that unit increase of material resource allocation affect significantly the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Therefore, there is a positive significant effect of material resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. Thus the null hypothesis is rejected. Qualitatively, the researcher interviewed key informants who included the directors, chief executive officer (CEOs) and project managers. The researcher posed this question to them: How does material resource allocation influence project outcomes in Buruuj Construction and Real Estate?

Key informants said “...effective material resource allocation is essential for cost efficiency. Strategic planning in resource allocation leads to significant cost savings by minimizing waste and reducing the need for last-minute purchases at premium prices. At Buruuj, where project costs are a central concern, aligning material resources with project schedules have ensured that the company avoids unnecessary expenditures, thus maintaining financial stability and competitive pricing.”

DISCUSSION, CONCLUSION AND RECOMMENDATION

Discussion

Effect of human resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

The findings indicated that human resource allocation significantly affect the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia, this effect therefore implies that human resource allocation contribute to the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The findings align with the RBV theory which states that resources and capabilities are not easily transferable between firms, indicating the uniqueness of organizations' resources even within the same industry (Uyanik, 2023). The findings align with the research conducted by Khatun, Hiekata, and Nakashima (2023) who found revealed that human resource allocation significantly affect the success of projects within multi-project management frameworks. The strategic deployment of human resources significantly enhances project outcomes by optimizing performance metrics and streamlining processes. By leveraging human resources effectively, portfolio and project managers navigate through uncertain and complex environments with greater ease, ultimately ensuring the successful completion of projects within allocated timeframes.

The findings align with the research conducted by Khatun and Hiekata (2022) who stated that human resource allocation impacts project outcomes by addressing uncertainties and interdependencies in multi-project settings through a model-based hybrid system combining system dynamics and agent-based simulation. The findings

align with the research conducted by Khatun and Hiekata (2022) who stated that projects require human resources to accomplish their scheduled work, while resources provide their skills and staffing. The outcome helps get insights into the impact of dynamic changes on allocation to the project execution process. Further, the findings align with the research conducted by Muntu et al. (2021) found that construction project team's achievement generally measured by scope, cost, schedule, and quality performance, initially contributed by human resource management and advances. As the result of the study, human resource management impacts construction project success through competence, project manager role, recognition, technology, and management techniques.

The findings align with the research conducted by Chiang and Lin (2020) who revealed that human resource allocation significantly influences the success of a project, encompassing aspects such as the punctual delivery of project milestones, the level of product quality achieved, and the accuracy of cost estimation. The effectiveness of resource allocation is paramount in optimizing project performance as it ensures that resources are utilized to their full potential, thereby aligning project outcomes with the expectations of the customer, particularly in the context of software development project management. Efficient allocation of human resources not only enhances project efficiency and effectiveness but also contributes to the overall success of the project by ensuring that resources are strategically distributed to meet project requirements and stakeholder demands.

Effect of financial resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

The findings revealed that financial resource allocation has a significant effect on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia, this also implied that financial resource allocation improve the level of the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The findings align with the RBV theory which states that a firm's resources and capabilities are the primary drivers of its competitive advantage and superior performance (Bals & Rosca, 2022). This study finding agrees with Aradukunda and Sikubwabo (2024) who indicated that there is a significance relationship between financial resources management and City of Kigali's project performance; and it was found that holding all the financial resources management to a constant zero, project performance of Kigali City will be 30.6 percent, a unit increase in the use of financial resource planning will lead to a 0.731% improvement in project performance in Kigali City, the use of financial resource management will lead to a 1% improvement in project performance in Kigali City. The study's regression analysis highlighted the significant influence of financial resource management on project performance in Kigali City, with financial resource planning having the greatest impact followed by financial resource control. The results indicate that maintaining expertise in financial control is crucial for enhancing organizational performance at the public entity Kigali City, as shown by the statistical significance of all factors examined at a 95% confidence level. However, this study looked at financial resource management, the focus of the present study is on financial resource allocation.

This study finding agrees with Grakhov, Noring and Ribeiro (2023) who revealed that effective financial resource allocation influences project outcomes by ensuring optimal fund utilization, cost control, and performance evaluation, crucial for the success and sustainability of infrastructural projects. Moreover, monitoring funds strategically throughout the project's lifespan is critical for achieving goals, with project performance gauged through indicators like cost control, adherence to timelines, delivery quality, and overall outcomes. Effective funds management is crucial for optimal allocation and efficient use of resources in infrastructure projects, helping to monitor expenses, detect budget discrepancies, and implement corrective actions to mitigate financial risks.

This study finding agrees with Yang, Alajmi and Mustafa (2023) who indicated that proper budget allocation in Shenzhen led to significant improvements in infrastructure and quality of life, attracting investments and driving economic growth. The study concluded that adequate budgetary allocation has allowed Shenzhen to undertake numerous large-scale projects, including the development of a modern transportation network. Adequate budgetary allocation positively impacts infrastructural project outcomes by ensuring timely completion, quality materials, economic growth, and improved quality of life in Shenzhen City, China. The study recommended that to enhance the effectiveness of infrastructural projects in Shenzhen, it is advised to

promote public-private partnerships (PPPs) and prioritize inclusivity and equity by taking into account the requirements of all citizens, particularly vulnerable and marginalized groups, during the planning and execution phases.

Effect of material resource allocation on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia

The findings indicated that material resource allocation has significant effect on the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia, and this implied that material resource allocation improve the level of the project outcomes of Buruuj construction and real estate in Mogadishu, Somalia. The findings align with the RBV theory which states that firms' performance and competitive advantages are enhanced by effectively utilising valuable resources and capabilities to achieve sustained superior performance and competitive edge (Mansour et al., 2022). The study finding agreed with Weiss, Hoegl and Gibbert (2019) who revealed that material resource adequacy has a positive significant influence on the performance of innovation projects based. This suggests that having sufficient material resources at one's disposal can lead to improved project performance across various domains. Furthermore, the efficient allocation of resources has the potential to not only optimize project outcomes but also contribute significantly to the overall success and sustainability of innovation initiatives.

Further, the study finding agreed with Weiss, Hoegl and Gibbert (2016) who revealed a significant positive relationship between perceived material resource adequacy and new product quality, while a negative relationship is observed with new product novelty. This research emphasizes the importance of considering socio-cognitive factors in understanding the relationship between material resource adequacy and innovation project performance, suggesting a need for further exploration of cognitive aspects in research on innovation and project management.

The study finding agreed with Jusoh and Kasim (2019) who found out that proper material management positively impacts project performance by minimizing costs and ensuring timely delivery, ultimately enhancing project outcomes. In conclusion, exploring the implication of material management towards project performance will benefit construction players in improving the efficiency of material management in order to minimize the impacts on construction projects performance.

The study finding agreed with Egri and Kis (2020) who argued that the allocation of material resources plays a crucial role in shaping the outcomes of projects through its influence on the distribution of raw materials across various competing projects, ultimately affecting their levels of success and efficiency in achieving their objectives. This underscores the significance of strategic resource management in project planning and execution. Further, Renuka, Malathi, and The study finding agreed with Umarani (2021) who emphasized the critical importance of material resource allocation within the context of Indian construction projects, pointing out that this aspect has a significant impact on the overall outcomes of such projects. It has been noted that various factors, including but not limited to materials selection, shortages, and quality, play a pivotal role in shaping the success and efficiency of project completion. The intricate interplay of these factors underscores the need for careful and strategic management of material resources to ensure optimal project performance and delivery in the construction industry.

The study finding agreed with Danshyna (2021) who stated that the allocation of material resources significantly impacts project outcomes as it involves the establishment of formal procedures, the incorporation of principles from PMBOK (Project Management Body of Knowledge), and the use of methodologies such as inventory management theory to facilitate well-informed decision-making, thereby improving the provision of resources at every stage of the project's lifecycle. Therefore, material resource allocation plays a crucial role in determining the success of construction projects by impacting their efficiency, timelines, and costs. Managing material resources through formalized processes within project management frameworks significantly enhance resource utilization and project success at any stage of the project life cycle.

Conclusion

The study concludes that the allocation of human, financial, and material resources each has a positive and statistically significant effect on the project outcomes of Buruuj Construction and Real Estate in Mogadishu, Somalia. Specifically, effective human resource allocation enhances project efficiency and delivery, while financial resource allocation directly improves the quality and timeliness of outcomes. Similarly, proper allocation of material resources contributes to the overall success of project implementation. These findings collectively highlight the critical role of strategic resource allocation in driving successful project outcomes within the construction and real estate sector.

Recommendations

Based on the findings of this study, it is evident that the effective allocation of human, financial, and material resources significantly influences the project outcomes of Buruuj Construction and Real Estate in Mogadishu, Somalia. The following recommendations are therefore put forth to guide strategic improvements in resource allocation and overall project performance:

To enhance human resource allocation, Buruuj Construction and Real Estate should institutionalize a structured human capital development framework that prioritizes continuous learning, competency-based training, and cross-functional collaboration. Tailored professional development programs—including certifications, workshops, and hands-on sessions—should be aligned with industry best practices and emerging technologies. Moreover, promoting team-based work structures, supported by collaborative tools and periodic feedback mechanisms, will foster a culture of shared accountability and performance excellence. Clear delegation guidelines must also be adopted to match tasks with skill levels, thereby optimizing staff capacity and preventing burnout.

With regard to financial resource allocation, the organization is encouraged to adopt a robust budgeting and financial forecasting system to enhance planning, resource efficiency, and financial stability. Establishing a clear financial policy that ensures timely and equitable distribution of funds will minimize the risk of project delays and promote investor confidence. Furthermore, diversifying funding sources—such as exploring equity financing, donor grants, and public-private partnerships—will reduce dependence on traditional credit facilities and enhance the organization's financial resilience in a competitive and often volatile market environment. Concerning material resource allocation, Buruuj Construction and Real Estate should integrate a comprehensive Material Resource Planning (MRP) system to align procurement with project timelines and actual demand. This system should be driven by data analytics and aligned with broader supply chain strategies to ensure timely availability and cost-effective utilization of materials. Additionally, the establishment of a centralized storage system and implementation of a robust material recording policy will not only improve inventory accuracy but also reduce waste, enhance compliance with regulatory standards, and support evidence-based decision-making. These measures are critical for mitigating risks associated with material mismanagement and for sustaining operational efficiency across projects.

Area further research

An in-depth empirical investigation into the influence of cultural and socio-political dynamics on resource allocation decisions within post-conflict real estate development contexts, with specific reference to Mogadishu.

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