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# EFFECT OF RESOURCE ALLOCATION ON PERFORMANCE OF KENYA MEAT COMMISSION

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***Abstract***

The purpose of the study was to establish the effect of resource allocation on institutional performance. The study specifically sought to analyse the effect of resource allocation on organizational performance. It employed descriptive survey design and used a structured questionnaire to gather data from both the management and employees of Kenya meat Commission. The target population constituted a total of 301 employees out of which, sample size of 169 employees were selected using both simple and stratified random sampling methods. Data were analysed descriptive and inferential statistics. The results further indicated that there was a statistically significant relationship between resource allocation and the performance of Kenya Meat Commission ( $R^2$ = .284; Adj. $R^2$ = .257 ;$F_{(6.162)}$=10.702; t=12.403; P-value =.000) . It was recommended that KMC needs to emphasis more on how to effectively allocate and manage their resources in order to enhance their decision-making process and hence improve on institutional performance. The null hypothesis that resource allocation has no statistically significant effect on institutional performance was rejected. The study concluded that resource allocation was an important component in enhance performance of KMC. It was concluded that resource allocation to major department at KMC was a key factor in determining the performance of KMC. This entailed ensuring that adequate budgets are prepared to take care of the key aspects' corporate social responsibilities activities area, Infrastructures, modern technology in the company and regular training of the staff.

***Key words: Resource allocation , institutional performance, Kenya Meat Commission, state corporations***

## 1. Introduction

The last three decades have witnessed the proliferation of scholarly debates, business interest and studies regarding the role of strategic planning in the achievement of sustainable competitive advantage (SCA) and organizational performance. Organizations are downsizing, rightsizing, re-engineering, and reinventing themselves. Change theories and models abound, each seeking to direct organizations along the path to successful change. However, these efforts are yet to provide sound conceptual, theoretical and empirical underpinnings in the field of strategy literature and practice, a phenomenon that is considered to be undermining the status of the strategy field. Strategic planning provides an organization with consistency of actions and ensures that organizational units are functioning towards the same objectives and purpose (Maholtra & Hinings, 2016).

Public organizations are increasingly being required to embrace Strategic Planning as part of their management techniques (Bovaird, 2009). An organization without a strategy appears to be directionless and wasteful. It is important to note that the use of strategic planning when public organizations are considered to be under performing and uneconomical is critical. According to Thompson and Strickland (2018), implementation is an integral component of Performance and it is viewed as the process that turns the formulated strategy into series of action and the result ensure the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals.

According to Bhasin (2019), implementation of a strategy involves the design and management of systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives. A strategic plan provides a business with the roadmap it needs to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful. However, this is just a plan, it doesn't guarantee that the desired performance is reached any more than having a roadmap guarantees the traveller arrives at the desired destination.

In Kenya Parastatal's play a very critical role in the national economy although their performance has remained questionable. Parastatal's have been complementing the private sector in areas such as exports, transport as well as Agriculture (Muthaura, 2018). The government of Kenya has been trying to improve the performance of Parastatals through various efforts such as the formation of the parastatals advisory committee in 1979 and the development of various sessional papers and policies geared towards improvement of the performance of the public sector (Republic of Kenya, 2013).

Parastatals restructuring has been taking place in order to get better performance and service delivery and these efforts have been motivated by the fact that the state parastatals have been under performing and the public have demanded for better service delivery (Lankeu &Maket, 2012). This has made the government to re-engineer the general public sector by coming up with programs such as New Public Management (NPM). The NPM is a plan of bringing up a performance-oriented culture through which public organizations can operate to increase efficiency and effectiveness. It is projected to better serve the needs of both government and the citizenry with improved delivery of public services so as to trim down poverty, improve livelihoods, and uphold good governance (Republic of Kenya, 2013). Commercial State Parastatals make good profits and pay dividends to treasury while other self -financing State Parastatals. State Parastatals are diverse ranging from organizations that perform core government functions to purely commercial enterprises which operate in competitive markets such as the Kenya meat commission (Muindi, 2012).

Having been established by an Act of parliament in 1950 by an Act of Parliament, Cap 363 of the Laws of Kenya, The Kenya Meat Commission was aimed promoting the country's meat industry through purchase and slaughter of livestock products in the local and export markets. At the height of its operations, KMC's products and brands were household names in the East African, Middle East and European markets. It had holding grounds that guaranteed consistent and sustained quality and quantities of livestock ( Muhoro, 2014).

It was further noted that because of the high losses experienced at the institution it was closed and reopened in 2019 with the government opting to give it loans and grants. With the objective of promoting the meat industry in Kenya, both domestic and for export. Currently, meat processing at KMC is under the management of Kenya defense force. This action was taken by the government in 2020 to try and enhance the institutions performance. In 2020 the Audit report showed that the institution still faced a number of challenges with the losses still in millions. Some of the constraints within the sector include: obsolescence of the factory 's machinery and equipment, mismanagement, poor status of the buildings and more sadly lack of a clear value chain strategy for its design, produce, market, deliver and support of its product, (Kenya Meat Commission Audit Report, 2020). This performance call for further studies to be conducted to assess the effectiveness of the strategic management practices being employed at the institution in enhancing performance. The study sought to specifically look at the strategic resource allocation component of strategic practice in evaluating the performance of the institution.

### 1.1 The Problem

The frequent financial crisis and the resulting corporate failures being witnessed globally is a major concern that has attracted the attention of both researchers and regulatory authorities worldwide (Bhasin,2019). Attempts have been made by the governments to try to establish the underlying factors and put in place strategies aimed at mitigating and minimizing such occurrence. However, the corporate scandals like the one at NHIF board, several years losses reported by Kenya Airways and Mumias Sugar among other corporations is an indication that much is still needed in terms of research to understand the actual root cause of these challenge. The Kenya meat commission has had its share of challenges since its reopening in 2019 and still now under the management of the Kenya Defense Force ( KDF) , little can be said about its future performance.In spite of the Government of Kenya investing more than Ksh. 1.9 billion in the restructuring efforts since 2019, and an additional 1.4 billion since KDF took over, KMC's performance has remained poor and below expectation.

Wanjiru (2020) noted that efforts to revive parastatals in Kenya in the past had failed putting in jeopardy a sector that formed the backbone of the Kenyan economy. Poor performance of these state corporations has affected the stability, brand image, accountability, trust, ethics and the reputation in service provision. With a capacity to handle 20000 cases the institution is only able to process less than 5000 cases (Ongore & K'Obonyo,2021). With a comprehensive strategic plan in place, KMC is yet to show any improved performance. The development of a strategic plan was thought to bring some changes to the management and performance of the state corporation, yet little has been seen since its launch. It is noted that the conceptual links between strategic resource allocation and performance of parastatals have little empirical verification as most studies have not focused on resources. Similarly, most theoretical and empirical researches have focused more on the relationships between strategic management and financial performance, with more cases on such sectors as finance. Reviews of past researches conducted in Kenya on the performance of state corporations such as Waiganjo (2013), Dimba and K'Obonyo (2009) Iravo, Namusonge and Karanja (2011) and Uzel, Namusonge and Obwogi (2014) did consider other factors as having an effect on performance of these institutions. There is therefore need to expand the scope of research in the area of strategic management practices and assess how it affects the performance of the state corporation and more so at Kenya meat commission.

## 1.2 Purpose of the study

The purpose of this study was to assess the effect of resource allocation on performance of state corporations with a focus on Kenya meat commission.

## 1.3 Objective of the study

The specific objective of the study was to examine the effect of resource allocation on performance of Kenya Commission in Kenya.

## 1.4 Research Hypothesis

**$H_0$ 1:** There is no statistically significant effect between resource allocation and performance of Kenya Meat Commission in Kenya.

# 2.0 LITERATURE REVIEW

## 2.1 Theoretical Review

Various theories have been advanced to justify the relationship between strategic management practices and firm's performance. These theories explain the benefits of strategic management to various parties ranging from the parastatals to the economy and highlight evidence that this kind of strategic management theories is greatly beneficial to various parastatals. For this study the resource dependency theory and stakeholder theory were considered.

### 2.1.1 Resource Dependency Theory

Resource dependence theory highlights how the external resources of a parastatal affect the behavior of the parastatals. Pfeiffer and Salancik (2018) avail a framework for comprehending the relationship between a parastatal and its environment. A fundamental assumption of this theory is that dependence on essential and critical resources influences the actions of parastatals and that organizational decisions and action can be elaborated depending on the particular dependency situation. Parastatals are unable to produce all the resources they need to operate and hence they must engage in exchanges with the external environment so as to acquire the resources they need to survive. Hence, the theory stresses the importance of looking at the environment in which a parastatal operates when trying to explain behavior and impact (Pfeiffer & Salancik, 2018). The survival of most parastatals depends on their ability to attract the resources needed to support their operations.

This theory explains further the usefulness of the environmental linkages of a parastatal and the outside resources which when used effectively could provide the parastatal with its competitive advantage (Hull & Rothenberg, 2008). According to Ongore and Kobonyo (2011), more emphasis was put on the skills and other knowledge resources that directors could bring to the parastatals to enhance performance. Satrirenjit, Alistair and Martin (2012) narrate further that directors served to link the external resources with the parastatal to reduce the uncertainty since managing effectively with uncertainty was critical for the existence of the parastatals.

The applicability of this theory to this study can be viewed from the perspective of resources that is; dependence on essential and critical resources influences the actions of parastatals and that organizational decisions and action can be elaborated depending on the particular dependency situation. Parastatals are unable to produce all the resources they need to operate and hence they must engage in exchanges with the external environment so as to acquire the resources they need to survive. Hence, the theory stresses the importance of looking at the environment in which a parastatal operates the ability of the organization to attract the resources needed to support their operations.

**2.2 Conceptual Review**

Strategic management has always been seen as a combination of strategy formulation, implementation and evaluation. This paper conceptualizes resource allocation as a strategic management tool , measured by Sufficient budget for human resources, Sufficient budget for advertisement Sufficient budget for corporate social responsibilities, and Sufficient budget infrastructure. While organizational Performance in this study has been conceptualized as Customer service, Customer satisfaction, Facilities, Increase in clients and efficiency of internal Process. It is clear that there is a direct relationship between resource allocation and organizational performance . The purpose of this paper was to assess whether the relationship between resource allocation and performance of KMC was positive or negative.

**2.3 Empirical Review on Resource Allocation and Institutional Performance**

The resource-based view (RBV) emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analysing sources of competitive advantage (see for instance Barney, 1991 and Peteraf and Barney, 2018). First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms (i.e., some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate. Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage.

Peteraf and Barney (2018) present four conditions underlying sustained competitive advantage: superior resources, ex post limit to competition, imperfect resource mobility and ex ante limits to competition. , they further noted that a firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of a sustained competitive advantage .frameworks are consistent once some terms are unambiguously defined. The RBV has developed very interesting contributions, among others, with regard to imitation with the concepts of isolating mechanisms, time compression diseconomies, asset mass efficiencies, and causal ambiguity. Recently, much resource-based research has focused on intangible assets, which include information. Scrutiny and assessment have pointed to a number of unresolved problems in the resource-based approach. Some of these problems justify the approach adopted in this paper and indicate ways to integrate the RBV and the firm's competitive environment. These criticisms relate to the unit of analysis, the circularity or tautological nature of the resource-based should be firms in lieu of notions such as 'opportunism' and 'moral hazard'. He concludes that knowledge-based theories may help shed light on issues relating to the boundaries and internal organization of the firm.

Priem and Butler(2018) argue that if a resource is valuable and rare, then it can be source of competitive advantage" is necessarily true if the concepts 'valuable' and 'competitive advantage' is defined in the same terms. They proposed that a narrower definition of competitive advantage, no more in terms of profitability advantage but in terms of competitive edge. They further established that the resource-based view has contributed very little to the explanation or prediction of competitive advantage3 and recommend that scholars address core connections between resources and the environment because, while resources represent what can be done, the competitive environment represents what must be done to compete effectively in satisfying customer needs.

Foss and Knudsen (2018) assert that uncertainty and immobility should be the only conditions to enter the study of sustained competitive advantage as exogenous elements whereas a host of additional conditions are candidates for inclusion as endogenous elements. They include input heterogeneity in this unbounded list of additional conditions that give shape to competitive advantage.

Foss and Knudsen's (2018) fully acknowledge that the resource-based view has contributed to the explanation and prediction of the sustainability of competitive advantage by identifying the conditions that entail sustainability conditions relate to the competitive environment, thus supporting my claim for the integration of the competitive environment and the RBV in a single framework. They further noted that the resource-based research "has emphasized the lack of ability of imitators or rivals to erode the market position of a firm as a necessary condition for sustainability, implicitly assuming that any rival capable of eroding the position will do so, and cannot be restrained from pursuing that course of action". Extending my framework to grasp multimarket reality will allow me to consider, in analysing sustainability, both the ability and the motivation as drivers of competitive behaviours.

## 3.0 RESEARCH METHODOLOGY

### 3.1 Research Design

This study adopted survey research design using quantitative approach. Quantitative approach puts emphasis on measurement and data is analyzed in a numerical form to provide brief description. Mugenda and Mugenda (2008) note that quantitative approach is also called scientific method and has been regarded as the traditional mode of inquiry in evaluation and research. The study used quantitative approach for the reason that the data collected using questionnaires from the respondents will be analyzed easily by utilizing the standard statistical tools. Christensen *et. al*., (2011) note that quantitative design is a systematic way of collecting numerical information and analyzing it using statistical procedures. Survey method will be considered appropriate for collecting data from a well-defined population.

### 3.2 Target population and Sample

The target population for the study was all 301 employees of Kenya Meat Commission with accessible population of the staff at Nairobi Athi River Headquarter. The choice of Kenya Meat Commission was informed by the fact that it is among the many public institutions that the government has since 2019 pumped in a lot of money in turnaround strategy to revamp the companies. The study considered top management, middle management and operational staff as they are directly linked to the strategic implementation process.

The sample size for this study was obtained using sample size determination table by (Krejcie & Morgan 1970) and formula which result to 169 respondents.

Therefore ; n= 169 respondents

$$n=\frac{X^2NP(1-P)}{e^2(N-1)+X^2p(1-P)} \quad \text{(Equation 1)}$$

The sample of 169 respondents was considered adequate to address the objectives of the study as it constitutes 56% of the target population. This sample is above the 30% recommended by other researchers such as Stanley and Gregory (2008); Kerlinger (2009) and Kothari (2012) for any large sample.

The study used mixed sampling methods where both simple random sampling and stratified random sampling technique was applied. Kothari (2012) notes that mixed sampling method was used when a population from which a sample is drawn does not constitute a homogeneous group. The study stratified the population into three categories; Senior managers, middle managers and Operational staff. Sample was obtained from the strata using simple random sampling to minimize biasness.

### 3.3 Data and Sources of Data

The study collected both primary and secondary data. Primary data was collected using a structured questionnaire and secondary data was collected from documents and reports in the company. The structured questionnaire had both closed and open-ended questions. which was used to collect data on the independent variables from the managers. Respondents were asked to indicate agreement with each item. This study used a questionnaire because it has the potential of being administered to large numbers of people simultaneously and provides the investigator with an easy accumulation of data.

### 3.4 Statistical tools

Data was analyzed using both qualitative and quantitative techniques. Descriptive data analysis (mean, frequency and percentages, standard deviation) was done and the results was presented using tables and figure. Inferential statistics included derivation of correlation Analysis to test the relationship between the variables. Computation of the analysis of Variance (ANOVA), which helps to test the effectiveness of the model. Regression analysis where both simple linear regression and multiple regression were also computed. These were used to establish the relationship between the study variables and to test the formulated hypotheses. All the tests were done at 95% confidence level (that is at a 5% level of significance). The null hypothesis was accepted that there is no relationship between the variables if the significant value computed in more than 0.05.

The study assumed that resource allocation has an effect on the performance of parastatals (KMC). Accordingly, four relevant hypotheses were set to guide the study in the conceptual framework. All the hypotheses were tested at 95 percent confidence level (level of significance, α = 0.05). To test the stated hypotheses, the p-value was used to test the significance of each independent variable to the dependent variable. If p-value is less than 0.05, the null hypothesis was rejected, indicating that there was no relationship between the dependent and independent variables.

## 4.0 RESULTS AND DISCUSSIONS

### 4.1. Results of Descriptive Statistics of Resource Allocation and Performance of KMC

The study explored on how resource allocation affect performance at KMC. The following aspects were considered; Our budget is adequate to meet human resource salaries; Corporate social responsibilities activities area well budgeted for, Infrastructures are well budgeted for, the company regularly trains its staff on service delivery and There is use of modern technology in the company. Respondents were asked to rate on various statements defining organization structure attributes based on a five scale Likert where ; 1 = strongly disagree (SD) , 2= Disagree (D) ,3 = not sure ( NS), 4 = Agree(A) and 5= Strongly Agree ( SA) as used at the KMC. Table 4.1 gives a summary of the response.

Table 4.1:Response on Resource Allocation and Organization performance of KMC

| Strategic Resource Allocation | SD | D | NS | A | SA |
|---|---|---|---|---|---|
| Our budget is adequate to meet human resource salaries | 8 (4.7) | 36 (21) | 34 (20.1) | 91 (53.8) | 0 |
| Corporate social responsibilities activities area well budgeted for | 14 (8.3) | 45 (26.6) | 7 (4.1) | 58 (34.3) | 45 (26.6) |
| Infrastructures are well budgeted for | 16 (9.5) | 52 (30.8) | 7 (4.1) | 47 (27.8) | 47 (27.8) |
| The company regularly trains its staff on service delivery | 46 (27.2) | 16 (9.5) | 0 | 8 (4.7) | 99 (58.6) |
| There is use of modern technology in the company | 36 (21.3) | 57 (33.7) | 0 | 0 | 7 (45.0) |

**Key : Values in the brackets represent percentages**

**Source: Survey data 2023**

The results show that most of the respondents 91(53.8%) agreed that the budget is adequate to meet human resource needs in the organization, only 8(4.7%) and 36(21.3%) disagreed with the statement. this means that the respondents felt that the allocation of resources for the human resource needs was adequate hence could enhance performance of the organization. The results also showed that most of the respondents 58(34.3%) and 45(26.6%) agreed and strongly agreed with the statement that corporate social responsibilities activities area well budgeted for a while only 14(8.3%) and 45(26.6%) strongly disagreed and disagreed with the statement. Similarly, the results show that majority of the respondents 47(27.8%) and 47(27.8%) agreed and strongly agreed with the statement that Infrastructures are well budgeted for while only 16(9.5%) and 52(30.8%) strongly disagreed and disagreed with the statement. On whether the company regularly trains its staff on service delivery the results show that most of the respondents 99(58.6%) agreed with the results while 46(27.2%) strongly disagreed and 16(9.5%) disagreed with the results. And finally, the study sought to establish whether there is use of modern technology in the company the results shows that 76(45.0%) of the respondents agreed with the statement while only 36(21.3%) strongly disagreed and 57(33.7%) disagreed with the statement. The results implies that on all fronts the respondents agreed with the statements that defined resource allocation and its effect on performance and it shows that strategic resource allocation affects performance of KMC.

### 4.2 Inferential Analysis on resource allocation and organizational Performance

The study established the nature of the relationship between resource allocation and organizational performance at KMC. The relationship between the dependent and independent variables was considered significant if the ***p*** value was less than 0.05. The results were also used to test the null hypothesis and establish the level of statistical significance between the variables. The results were presented in table 4.2.

Table 4.2: Results of Regression Coefficients on strategic resource allocation and organizational Performance

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.578 | .208 | | 12.403 | .000 |
| | Our budget is adequate to meet human resource salaries | .036 | .034 | .072 | 1.059 | .291 |
| | Corporate social responsibilities activities area well budgeted for | .056 | .024 | .162 | 2.365 | .019 |
| | Infrastructures are well budgeted for | -.054 | .023 | -.162 | -2.379 | .019 |
| | There is use of modern technology in the company | .086 | .019 | .317 | 4.544 | .000 |
| | The company regularly trains its staff on service delivery | .105 | .019 | .403 | 5.557 | .000 |

*($R = .533^a$ ; $R^2 = .284$; Adj. $R^2 = .257$ ;$F_{(6.162)}=10.702$; $t=12.403$; P-value =.000)*

The results also show that there is positive correlation between strategic resource allocation and employee performance which was significant ($R = 0.533^{**}$ and p-value <0.05). This implies that resource allocation has a moderate influence on institutional performance. Further the value of R-square which indicates the proportion of variance in the dependent variable that can be explained by a unit change in the independent variable. The results show that when resources are adequate allocated it will contribute to 28.4 % of variation in institutional performance. The effect is seen to have statistically significant effect ($R^2= .284$, Adj $R^2 = .257$, $p < .05$) with institutional performance.

The results further show that strategic resource allocation defined by adequacy of human resource budget had a positive but statistically insignificant prediction ($\beta$ =.036,t=1.059, $p > .05$) of the relationship with institutional performance . Budgeting for Corporate social responsibilities activities the results showed that there was a positive and statistically significant effect ($\beta$ =.056,t= 2.365, $p< .05$) on institutional performance . The budget for infrastructure also showed a negative but statistically significant effect ($\beta$ = -.054,t= -2.379, $p< .05$) on institutional performance. On the use of modern technology the results showed that there was a positive and statistically significance effect ($\beta$ = .086,t=4.544, $p> .05$) on institutional performance. Finally the study sought to examine whether the company regularly trains its staff on service delivery. The results showed that there was a positive statistically significant effect ($\beta$ = .105,t=5.557, $p> .05$) on institutional performance. The results therefore show that though adequate budget for human resources was an important aspect of strategic resource allocation, but its effect on institutional performance is not statistically significant. Investment in modern technology and staff training was considered to have a very significant effect on institutional performance. This implies that KMC needs to emphasis more on these two aspects and hence improve on institutional performance. Based on the regression analysis results *($R = .533^a$ ; $R^2 = .284$; Adj. $R^2 = .257$ ;$F_{(6.162)}=10.702$; $t=12.403$; P-value =.000)* the null hypothesis that strategic resource allocation did was not statistically significant in enhancing institutional performance was rejected .These findings are in line with Omiyale (2018) that resource allocation have positive impact on organization on success in Nigeria. Research has shown that the resources provided to any organization affect organization performance. These findings also agree with the argument of Cool, Almeida Costa and Dierickx (2017) indicates that all firms in a market have the same stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market". The resources have proportionate contribution to the performance of the organization.

The linear regression can be modeled as follows for each of the variables;

*Y = 2.578+.036x1 +.056x2 - .054x3+ .086x4+ .105x4+ .208* (linear regression model for strategic resource allocation) the model is statistically significant given that the t statistic value (12.403) is more than +2 and the p-value < 0.05.

## CONCLUSION AND POLICY IMPLICATIONS

The study concluded that resource allocation to major department at KMC was a key factor in determining the performance of KMC. This entailed ensuring that adequate budgets are prepared to take care of the key aspects' corporate social responsibilities activities area, Infrastructures, modern technology in the company and regular training of the staff. The management of Kenya Meat Commission should ensure effective resource allocation through effective budgets on key areas of institutional performance.

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